Chapter 2

REVIEW OF LITERATURE

Role related problems of women executives

In recent years many writers have examined the role conflict, role ambiguity and role overload of employees of different organizations and various facts associated with role related problems.

Marriage and parenthood appear to be incompatible with a career for women and are seen as conflict arousing. Working women experience greater inter role overload and conflict than either men or non-working women. Although, the theory of role accumulation (Sieber, 1974) asserts that such conflict and overload may be reduced by the multiple roles, there is convincing evidence that working women do face tension due to their dual role. Hibbard and Pope (1987) found that married working women faced greater health risks than men because of their dual roles of work and family responsibility.

The dual worker couples do not always have identical orientation and attitude towards work and career. Very often the demands of work and family are in conflict even in conventional situations, and for working couples the potential conflicts are multiplied. In the western world, dual worker couples try to manage these conflicts within the context of a societal expectation that the careers of men are more important than the careers of women. Traditionally, men but not women are expected
to be devoted to work. A man’s status is primarily defined by his occupation, a women’s is not (Berger et al., 1978)

An inequitable division of household labour may make homes with families a source of support for male managers but a source of demands for female managers. (Ragins and Sundstrom, 1989). There are five types of relationships between home and work, including instrumental and conflicting relationships (Bartolome, 1984) for men, home and work appear instrumental for each other (Evans & Bartolome, 1984), whereas for women, a family may conflict with work.

Women managers’ home roles reduce employment involvement and subsequently advancement, by reducing training among other things. (Parasuraman & Greenhaus, 1993). Working wives highlight issues such as role conflict and adjustment pattern (Kapur, 1974).

Working mothers with more number of children are prone to conflict than those who have fewer children (Itshree Padhi, 1999). Kala Rani (1976) also found a similar correlation pattern in her study.

Prathap and Gupta (1986) found sex difference in job satisfaction: females are more satisfied than male. Bharathi (1989) found that women’s life satisfaction and job satisfaction were higher than those of men. Rajasekhar, Bharathi & Sivasankar Reddy (1991) found significant difference between men and women in job satisfaction.
Andrisani and Shapiro (1978) reported that job satisfaction is very low among working women in their thirties and forties.

Glass (1990) and Konard and Cannings (1990) reported that gender discrimination provided a better explanation of performance outcomes.

The problems for working mothers in carrying out the dual responsibilities of home and work and shows that there is an increasing need for services that will enable them to carry out the dual responsibilities. Family life in general and children in particular are salient factors in creating problems for working mothers. Among factors generating role conflict, age and number of children are quite important because mother's personal attention is most essential to children when they are in infancy. Having less time and more congruent demands of roles, a working mother experiences more and more role conflict in modern situations (De Souza, 1963).

Role conflict continues to exist as long as the polarity between masculine and feminine role continues. The dual role responsibilities of a working wife not only overloads her but may also be so incompatible that they cannot be performed properly (Ahmad, 1984).

Working mothers have to meet the expectations and obligations corresponding to the different roles which they play within the fold of a family whether it is nuclear or composite. In addition, they also have to play their work related roles in the place of employment. A married women who works outside her home is under various pressures and is most often engaged in a struggle to balance her work and responsibilities inside and outside her home (Itshree Padhi, 1999).
Herman and Gyllstrom (1977) found that married persons experienced more work family conflict than unmarried persons did. In a similar vein, it might be expected that parents would experience more work family conflict than non parents would. Holahan & Gilbert (1979) and Pleck et al. (1980) remarked that child bearing may be the significant contributor to work family conflict.

Uco J Wiersma (1994) study indicates that dual-career couples must cope with two types of work home role conflict, namely, time based issues of role overload and psychological issues of role quality.

The major reasons for this is that the female executives have to play two or more roles in the family and in the office, which leads to the inter role conflict. Cooper and Davidson (1982) reported that the female executives have role conflict and role overload because of their dual roles in the family and the office.

According to Aryee (1992), married professional women do experience high level of work – family conflict. Several studies reported that women professionals experience higher conflict than their male counterparts (Greenhaus et al. 1989, Voydanff, 1988).

According to Sangamitra, Buddhapriya and Preetham Khandewal (1995), female executives face conflict between job demands and family obligations than the male managers. Viewed from the perspective of developmental tasks for various periods in one's life span, as defined by Havighurst (1953), modern adult women have to perform the additional female roles as wives, mothers, house keepers on the
one hand and their role as employee on the other. Coping with both the roles, simultaneously, has an important bearing on their occupation which leads to conflicts. The time consuming household chores without support have an adverse effect on the fulfillment of their emancipatory aspirations.

The role conflict visualized as mutually competing expectancies and demands confronts the working women as a result of the demanding and pervasive nature of women's family and domestic roles. Work and family role conflicts have been well documented by Rapoport & Rapoport (1971), Gray (1983) and Valdez & Barbara (1987). Marriage and parenthood appear to be incompatible with the career for women and are seen as conflict arousing. Working women experience greater inter role conflict than either men or non-working women. Although, the theory of role accumulation asserts that such conflict and overload may be reduced by the rewards of multiple roles, there is convincing evidence that working women do face tension due to their dual role. (Sieber, 1974).

The studies of Kinnunen and Mauno (1998) shows that there is no gender difference in the experience of either family - work or work- family conflict. The level of each type of conflict is the same for both men and women (Frone et al., 1992, Gutek et al., 1991). Duxbury et al. (1994) reported that women had interference from work to family more than men. This is due to the multiple roles of women.

Russo (1976) found that married professional women might have more difficulty than men in managing the work- family interface and thereby experience more work family conflict.
Lack of spouse support i.e. to participate in household chores and childcare as well as providing the necessary emotional support to enable the partner to manage the demands arising from one’s participation in multiple roles - has been identified as a source of work - family conflict (Holahan & Gilbert, 1979; Burke, Weir & Duwars, 1980; Housekenecht & Macke, 1981). The occupational commitment or work role involvement has also been identified as a source of work family conflict (Frone & Rice 1987; Greenhaus & Beutell, 1985; Beutell & Greenhaus, 1982).

Kinnunen and Mauno (1998) reported that high education and more number of children in the family meant a higher level of work family conflict. This finding indicates the possibility that highly educated men (i.e. men with high socio economic status) and men with several children living at home (i.e. men with preschool children) appear to feel guilt about neglecting the family because of work. These feelings of guilt may arise out of social expectations; men are increasingly expected to be good husbands and fathers and devote time to the family. Thus, the ability of men to maintain a positive family related self image is hindered (Frone et al., 1996).

The role conflict, visualized as mutually competing expectations and demands confronts the working women as a result of the demanding and pervasive nature of women’s family and domestic role (Rapoport & Rapoport, 1971; Gray, 1983; Valdez & Barbara, 1987).

Khan et al. (1964) were concerned with the impact of organization on an individual. They explored the extent of role conflict and role ambiguity in industrial
positions. Rizzo, House and Lirtzman (1970) argued that "classical organization theory of principle of chain of command and principle of unity of command have implications for role conflict. Both classical organization and role theory deal with role ambiguity leading to dissatisfaction, anxiety, distorted reality and ineffective performance.

Work family conflict has been defined as a form of inter role conflict in which the role pressures from work and family domains are mutually incompatible in some respect such that participation in the work role is made more difficult by virtue of participation in the family role and vice versa (Greenhaus & Beutell, 1985).

Work family conflict is positively related to the number of hours worked per week (Burke et al., 1980; Keith & Schafer 1980; Pleck et al., 1980) as well as the number of hours worked/commuted per week (Bohen & Viveros-long, 1981). Work family conflict also has been associated with the amount and frequency of overtime and presence and irregularity of shift work (Pleck et al., 1980).

Schwenk (1990) showed that high conflict is associated with high quality for the executives of non-profit organizations but with low quality for executives of profit organizations.

Hall Copur (1990) reported that role conflict experienced by faculty are not found to be related to general job satisfaction but are significantly correlated with faculty dissatisfaction in decisions that affect their work and work environment.
Leslie B Hammer, Tenora D Grigsby & Steven Woods (1998) reported that the students with their educational experience reported higher levels of work-school conflict. Those findings and suggestions would help them deal more effectively with their multiple demands.

The best documented outcomes of role conflict are job dissatisfaction and job related tension, which have been isolated among a variety of occupational groups (Beehr, Walsh & Taber, 1976; Brief & Aldag, 1976; Brief, Aldag, Van Sell & Melone, 1979; Gross et al., 1958; House & Rizzo, 1972; Miles, 1976; Oliver & Brief, 1977-78). Hamner and Tosi (1974) reported a positive correlation between role conflict and job threat among a sample of managers but no relationship between role conflict and job satisfaction. Tosi and Tosi (1970) found a negative relationship between role conflict and job related threat and anxiety. Keller (1975) observed among research and development professionals that role conflict is negatively correlated to satisfaction with work but no such negative correlation was reported among ordinary workers. This observation suggests that further work is needed to isolate the effects of role conflict on particular affective reactions to the job outcomes.

Role conflict has been demonstrated to be correlated with several other organisationally dysfunctional outcomes. Among them, factors such as unsatisfactory work group relationship (French & Caplan, 1972), slower and less accurate group performance (Liddell & Slocum, 1976), lower commitment to the organization (Baird, 1969), lower performance evaluations (Hass, 1964), inadequately perceived leader behaviour (Rizzo et al., 1970), less confidence in the organization (Khan et al., 1964), and unfavorable attitudes toward role senders (Miles, 1976b) were well studied. Conflicting findings exist with respect to organizational commitment and
effectiveness (Taves, Corwin & Hass, 1963) and attitude towards role senders (Miles, 1976b).

Futrell and Parasuraman (1981) reported that stress in the form of role conflict and role ambiguity may be considered as a term of cognitive dissonance which was generally assumed to be tension producing. It is observed that stress arising from various job roles of employees produce an unfavourable condition, which reduces the degree of job involvement.

Galinsky and Stein (1990) noted work time and supervisory relationship as among the major problems faced by employed parents. Work schedule inflexibility has been shown to be related to work-family conflict because it makes it difficult for employed parents to balance the competing demands of work and family (Greenhaus & Beutell, 1985; Aryee, 1993). Moen and Dempster-Mcclain (1987) reported that perceived work family interference was related to a desire for a reduced work schedule for both self and spouse among dual earner couples with children aged 12 and under.

Time spent on activities within one role generally cannot be devoted to activities within another role. Time based conflict is consistent with the excessive work time and schedule conflict dimensions identified by Pleck et al. (1980).

Madhu and Harigopal (1980) reported in their study that among male executives role ambiguity was negatively related with job performance, but role conflict did not exhibit any significant relationship with job performance. Bateman (1981) found that role overload resulted in poor job performance.
Singh (1990) observed that junior and middle level managers differ significantly on certain stress dimensions. Junior level managers experienced greater lack of group cohesiveness, role conflict, role ambiguity, feeling of inequity, role overload and inadequacy of role authority.

Peltit (1973) finds that role conflict and role ambiguity was both negatively related to various forms of organizational tenure.

Madhu & Harigopal (1980) reported no significant relationship between either role conflict or role ambiguity and job experience for the technical as well as non-technical supervisors. Elsenhauer (1987) reported that those with the least amount of academic experience had less role conflict and role ambiguity than with a moderate amount of such exposure.

Miles (1974) indicated that both role conflict & role ambiguity were related to job dissatisfaction. The same conclusion was suggested by Rosenheim (1976), Organ & Greene (1974), Bernardin (1981), Coldwell (1981), Keenan (1981) and Madhu (1982).

Role conflict, role ambiguity, and role overload are main sources of work family conflict (Greenhaus & Butell 1985). Role ambiguity and role conflict have been identified as a major source of stress and job tension. (Ivancevich & Matteson 1980, French Caplan & Harrison 1982).
Futrell and Parasuraman (1981) reported that stress in the form of role conflict and role ambiguity perhaps be considered as a term of cognitive dissonance which was generally assumed to tension producing. It is observed that stress arising from various job roles of employees produce an unfavourable condition, which reduces the degree of job involvement.

Role conflict, role ambiguity and role overload affect the individual in terms of emotional exhaustion (Schwab, 1981). These factors is also observed to result in low turnover, low job performance, and low employee morale (Parasuraman, 1978; Lyon 1971; Flora, 1977 Helwig, 1979 Lamble 1980; beehr 1976; Chonko, 1979; Szilagyi, 1980; Bateman, 1981; Libby, 1978 ).

Role conflict, role ambiguity and role overload affects the organization related individual consequence resulting in job threat and job related tension (Hammer & Tosi 1975; Senatra, 1977; Carter 1978; Peltit 1973; Miles,1974 ).

Role conflict was found to be negatively related to satisfaction with job (Krant, 1966; Parasuraman 1978, Libby 1978 ; Price 1971; Medrano 1979; Miller 1979).

Rajeshwari (1992) reported that organizational stress is greater for married people than unmarried people. Significant negative relationship was observed between stress and work experience, stress and age, stress and income; negative relation between stress and work experience.

Srivastava (1990) reported that managers of public sector organization experienced higher level of occupational stress than their private sector counter
parts. Ahmed Bharadwaj and Narula (1985) found that public sector executives experience more role conflict than private sector executives do.

With the narrow span a great deal of time is spent with subordinates. Untrained subordinates, inadequate authority delegation, unclear plans of non repetitive operation, use of ineffective communication techniques, greater number of specialists at lower and middle levels, subordinates unwilling to assume responsibility, or immature subordinates could be the reasons for having a narrow span. The degree of specialisation by individuals was the most important variable affecting span. Simple tasks may allow for a wider span than tasks that are complex and include a great variety of activities. When a greater number of specialists were supervised, effective spans were less, mostly at lower and middle levels of organisation. Clarity and co-ordination issues are the major problems associated with that. Close control, close supervision, more involvement of superiors in subordinates' work and complicated planning are required at the narrow span (Koontz and Weihrich, 1989, pp.164-172). Thus the narrow span may be more stressful with conflicts and work load for the superior officer.

French, Caplan & Harrison (1982) reported that role ambiguity and role overload as source of stress and job tension. It is expected that individuals who occupy work roles that are ambiguous, conflicting and who perceive their workload to be more than they can handle would experience negative emotions, fatigue and tension.
Studies on the effects of role ambiguity reveal that lack of clarity about behavioural expectations causes a greater concern with own (vs. work group) performance, lower actual and perceived group productivity, less concern or involvement with the group, lower job satisfaction, unfavorable attitudes toward role senders, and increased tension, anxiety, depression, and causally linked to turnover (Caplan & Jones 1975, Johnson & Graen, 1973).

Other studies indicated a difference in the impact of role ambiguity across occupations. Although the preponderance of the evidence shows role ambiguity to be associated with job dissatisfaction, (e.g. Beehr et al. 1976; Caplan et al. 1975; Greene 1972; Hamner & Tosi, 1974; Johnson & Stinson 1975; Paul 1974; Rizzo et al. 1970) studies among nurse’s aides (Brief & Aldag, 1976) managers (Tosi, 1971) teachers (Tosi & Tosi, 1970) and supervisors and operating employees (Ivancevich & Dobbely, 1974) found no relationship. Role ambiguity is negatively correlated with job satisfaction, but is unrelated to satisfaction with pay, co workers, supervision, and promotion (Keller, 1957). This finding suggests that a general measure of job satisfaction might not sufficiently discriminate the potential outcomes of role stress. Similarly, most studies report a positive relationship between role ambiguity and tension or anxiety. But two studies report no relationship (Tosi, 1971: Tosi & Tosi, 1970).

Role incumbent with high levels of role ambiguity also respond to their situation with anxiety, depression, physical symptoms, a sense of futility or lower self esteem, lower levels of job involvement and organizational commitment, of supervisors and of themselves (Brief & Aldag, 1976; Greene, 1972).
The relationship between role ambiguity and the propensity to leave the organization has varied across investigations from positive (Ivancevich & Donelly, 1974; Sorensen & Sorensen, 1974) to non significant (Hamner & Tosi, 1974). Two correlational studies have found positive relationship between role ambiguity and turnover (Brief & Aldag, 1976; Lyons, 1971).

The relationship between role ambiguity and performance is also unclear. Negative correlations have isolated role ambiguity and measure of performance for nurses' aides (Brief & Aldag, 1976) and managers (Greene 1972) but no relationship was found for paramedical workers (Szilagyi & Sims, 1975) and managers (Tosi, 1971). Beehr et al. (1976) find that role ambiguity is negatively related to effort toward quality but unrelated to effort toward quantity. Role ambiguity is negatively related to supervisory evaluation of performance but unrelated to self perceptions of work quality (Rief & Aldag, 1976) the observation of negative relationship between role ambiguity and compliance (Greene, 1972) suggests that role incumbents are ambiguous about the behaviour required of them by supervisors, and that they may be working at the wrong things and are probably unaware that they are doing so.

Malhan, Agarwala and Krishna (1983) observed that education and experience had negative relationship with role ambiguity. Pandia (1991) reported that there is no relation between role ambiguity and age.

Malhan, Agarwal & Krishna (1983) reported that managers with relatively less number of years of service might experience role ambiguity detrimental to their performance. There found to be a negative correlation existing between role ambiguity and length of service.

Hamner and Tosi (1974) examined the relationship between role stress and ambiguity with job involvement and found an inverse relationship between the two. Madhu and Harigopal (1976) found role ambiguity to be negatively related with job involvement; however no significant relationship between role conflict and job involvement was found.

Abdel Halim (1980) observed negative relationship between role ambiguity and positive work outcomes. Orpen (1982) also reported inverse relationship between role ambiguity and job satisfaction.

Parasuraman (1978) demonstrated that stress and ambiguity were positively and significantly related to turnover.

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Schuler (1977) reports that only the lower level of an organization, the more experienced employees had lower levels of performance given high role ambiguity, and higher performance levels given low role ambiguity, than did employees with less experience. Schuler's hypothesis that better educated, more experienced employees adapt to role ambiguity was therefore not supported.

An employee, who just joined in an organization might find his role ambiguous, as it is his initial role. This might also be due to the organizational climate, which is new to him. One who grown old in the organization might not find ambiguity regarding his role as the role becomes "routinized" and he becomes acquainted with the duties and responsibilities. Thus he will be able to tackle the problems with more confidence.

Chonko (1979) found that role ambiguity was negatively related for less experienced sales people because they often find themselves in new situations requiring new information. Experienced sales people tend to have less ambiguity.

Peltit (1973) finds that role conflict and role ambiguity was both negatively related to various forms of organizational tenure.
Madhu and Harigopal (1980) reported no significant relationship between either role conflict or role ambiguity and job experience for the technical as well as non-technical supervisors. Elsenhauer (1987) reported that those with the least amount of academic experience had less role conflict and role ambiguity than with a moderate amount of such exposure.

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that stress in the form of role conflict and role ambiguity perhaps be considered as a term of cognitive dissonance which was generally assumed to tension producing. It is observed that stress arising from various job roles of employees produce an unfavourable condition, which reduces the degree of job involvement.

Role conflict, role ambiguity and role overload affect the individual in terms of emotional exhaustion (Schwab, 1981). These factors is also observed to result in low turnover, low job performance, and low employee morale (Parasuraman, 1978; Lyon 1971; Flora, 1977; Helwig, 1979 Lamble 1980; Beehr 1976; Chonko, 1979; Szilagyi, 1980; Bateman 1981; Libby, 1978).

Role conflict, role ambiguity and role overload affects the organization related individual consequence resulting in job threat and job related tension (Hammer & Tosi 1975; Senatra, 1977; Carter 1978; Peltit 1973; Miles, 1974).

French, Caplan & Harrison (1982) reported that role ambiguity and role overload as source of stress and job tension. It is expected that individuals who occupy work roles that are ambiguous, conflicting, and perceive their workload to be more than they can handle would experience negative emotions, fatigue and tension.

According to Mishra (1988), role overload does not have a moderating effect on the relationship between job involvement and job satisfaction. Examining the relationship between role stress and work related outcomes, Keenan & McBain (1979) found positive relationship between tension and role overload.
Dramatic shift in employment patterns created strains at work and in the home that demand attention. Women experienced role overload and wrestled with day care and career advancement issues. (Strickland, Jay.W 1992)

Role overload is a condition in which the individual is faced with a set of obligations, which require him to do more than he is able to cope. Margolis et al. (1974) reported that job performance may be affected by overload conditions as it is associated with lowered confidence, decreased work motivation and decision-making quality, deteriorating inter-personal relations and even accident rates.

The compulsion to work hard and give of one's best is often due to an individual’s loyalty to the organization but on account of several other reasons: improper delegation of work, job insecurity, fierce competition for promotions and corporate culture typical of Indian companies which demands that senior management staff have to necessarily be in the office everyday until the head of the organization leaves it. Some managers even believes that long hours of work is a pre-requisite for high achievement, where as some others believe that managers perform best only when they are highly stressed and overload with work (Philp, 1994).

Managers who are younger and those having lesser tenure of service experience more role overload. (Gupta & Prathap, 1987) reported that "a linear increase was observed in the extent of role overload as function of service length (cf. Pestonjee, 1992; p.102). Sen (1981) reported that age is negatively related to role overload (cf. Pestonjee, 1992, p.95)
Role overload is negatively correlated with age, length of service and span of control (Philip C Koshy, 1994).

It may be virtually impossible for the executives to complete all the task assigned to them within a stipulated time. They face conflicts of priorities; they must decide which demands are to comply with and which all to hold off.

Younger executives experience role overload because of their insufficient exposure to the organizational tasks. But as they get familiarised with people and job context they gain confidence in overload situation by adopting various personal and professional strategies. More responsibility is generally assigned to the subordinates from the top displeasure from the superiors. People who are adaptable and those who do well are rewarded with more work in Indian conditions (Pandia, 1991) Generally younger executives will fall into this category. Subsequently these younger executives experience role overload.

Role overload decreases when the span of control increases. It is quite evident that more subordinates at disposal will bring down the overload. Work will be shared by more people and hence the superior executives experience less role overload.

Andrey D Smith and William J Reid (1986) reported that married women employed full time often experience role overload and role strain.

Multiple roles may compete for a person's time. Time spent on activities within one role generally cannot be devoted to activities within another role. Time
based conflict is consistent with the excessive work time and schedule conflict dimensions identified by Pleck et al. (1980) and role overload identified by Kahn et al. (1964).

According to Keenan and Mc Role (1981) overload occurs when parents must attend to the rigors of employment as well as to domestic and childcare chores. Because employed women still perform most of the household chores and childrearing duties they have somewhat higher levels of overload (Lewis & Cooper 1987; Pleck, 1985). However, role overload is inversely correlated with maintaining a positive family climate for men as well as women (Wiersma & Vanden Berg, 1991) Although egalitarian role sharing between husband and wife helps decrease overload. Pleck (1985) has suggested that women complain of role overload not because of exhaustion or doing too much, rather her husband is doing too little.

Flora (1977) in her study suggested that role conflict, role ambiguity, and role overload correlate positively to anxiety.

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Beena and Poduval (1997) found that there is no relationship between job satisfaction and job involvement. According to Mishra (1997) overall job satisfaction was significantly related to job involvement.

Rajeshwari (1992) reported that organizational stress is greater for married people than unmarried people. She observed significant negative relationship between stress and work experience, stress and age, stress and income; negative
relation between stress and work experience; negative correlation between family members and stress.

Dwivedi (1991) reported that relatively low level of education, experience and age down the hierarchy make public sector personnel vulnerable to role stress. Bajpai (1992) stated that the following are some of the factors responsible for job stress (1) relationship with boss, subordinates and colleagues (2) role ambiguity and confusion caused due to shifting of roles, (3) heavy workload and setting unrealistic targets and deadlines, (4) keeping up with technological change, (5) problems with career growth, (6) conflicting demands by superior and (7) conflict between required tasks and desired personal accomplishments.

With the narrow span a great deal of time is spent with subordinates. Untrained subordinates, inadequate authority delegation, unclear plans of nonrepetitive operation use of ineffective communication techniques, greater number of specialists at lower and middle levels, subordinates unwilling to assume responsibility and reasonable risks, or immature subordinates could be the reasons for having a narrow span. The degree of specialisation by individuals was the most important variable affecting span. Simple tasks may allow for a wider span than tasks that are complex and include a great variety of activities. When a greater number of specialists were supervised effective spans were less, mostly at lower and middle levels of organisation. Clarity and co-ordination issues are the major problems associated with that. Close control, close supervision, more involvement of superiors in subordinates work and complicated planning are required at the narrow span. (Koontz & Weihrich, 1989, pp.164-172). Thus the narrow span may be more stressful with conflicts and work load for the superior officer.
Furnham and Schaffer (1984) reported that occupational pressure might have adverse effects upon a worker's attitude and well being.

French, Caplan and Harrison (1982) reported that role ambiguity and role overload as source of stress and job tension. It is expected that individuals who occupy work roles that are ambiguous, conflicting, and perceive their workload to be more than they can handle would experience negative emotions, fatigue and tension.

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Nazz Rovshen and Ferguson (1990) observed that Indian managers sandwiched between a traditional upbringing at home and modern industrial culture at work force, take a long time to adjust. The result is that Indian executives are increasingly becoming stress-prone (Mukhi, 1990). Pandia (1991) observed that Indian managers are known to be averse to delegation especially of authority which could be one stresser and work load accumulated by manager for lack of delegation could be another.

P.C. Mishra (1987) reported that job involvement scores are not related to occupational stress but related to job satisfaction. This result is in tune with the findings of Wissenberg and Gruenfeld (1968), Schwyhart & Smith (1972); Rao (1976); Sharma & Sharma (1978); Porat (1979); Cheloha & Farr (1980), Saal (1981) also support the present findings.

The correlation coefficient between job satisfaction and occupational stress scores is negative and significant (Mishra P.C 1987). Lakshminarayan and Prabhakaran (1994) reported that the textile workers with more job satisfaction have less job stress.

Richardson (1988) showed that responsibility and job satisfaction are positively related. Factors such as age and tenure of job are related to job satisfaction (Bedeian et al., 1992). Schuler (1980) argued that stress in an organization is an important problem and job stress contributes to health related problems among workers (Parker & Decotis 1983). The organizational characteristics influence both physical and psychological well being (Kelloway & Barling, 1991). Tang and Hammontree (1992) found that the relationship between stress and
employee's health is an important concern for human resource managers. In recent days technological progress, the development of large-scale production and division of labour with specialization have impoverished the workers relationship to his work. The worker may not have any real feeling of contributing to the final product or result. Thus the work may become unsatisfying and may result in increasing signs of discontent (Sen, 1993)

Cooper and Bramwell (1992) revealed that the blue collar workers have less job satisfaction and more job stress. French, Caplan and Harrison (1982) reported that role ambiguity and role overload as source of stress and job tension. It is expected that individuals who occupy work roles that are ambiguous, conflicting, and perceive their workload to be more than they can handle would experience negative emotions, fatigue and tension.

The findings of the present study would provide information to bridge certain gaps in the area of role conflict, role ambiguity and role overload research although in a limited geographical area. It also provide certain guidelines for the human resource management practices so as to adopt a package of role conflict management strategies preventive and curative as well. It means that organizations can choose to invest in women executives role conflict, role ambiguity and role overload reduction programs as away to provide their women executive people better Quality of work life and at the same time can develop the managerial effectiveness for better productivity.