It is a well established doctrine in the world of organization that people, i.e., human asset are the prime movers that make the organization function. No matter as to what level of technological sophistication the organization will attain the dependency of an organization on people will continue, as technology by itself cannot produce quality products or services without human touch. The success of any organization is determined by the team of its people, their calibre and their earnestness to succeed and perform. Employing and retaining skilled staff is a huge investment for an organization.

Employees and managers are not only coping with everyday societal stress, but also with increasing pressure at work. Demands for higher performance and greater productivity add to the already high level of stress. This stress manifests itself in less than optimum levels of performance in the work place, especially in severe cases. For the individual, the greatest cost to the health comes from self-inflicted life style diseases, such as heart attack, hypertension and depression. For the organization, employees’ "burnout" costs billions of dollars because of physical and psychological illness, turnover, absenteeism, lower performance and premature death, much of it caused by the inability to
cope with the stress and strain being experienced (Murphy, 1984). Individuals are pushing themselves harder and harder, with organizations providing little support for a ‘balanced’ life style. Profitability is the focus for organizations, and although many of them have mission statement espousing values relating to the importance of their human resources, few are proactively assisting employees to manage their stress (Fletcher, 1988).

The pressure to cut cost and to overcome delays in decision making has given way to structural changes as banks have started transforming themselves into lean and thin organizations by moving to three-tier structure from four-tier and right sizing of manpower through voluntary retirement and sabbatical leave schemes and taking measures for improving productivity by re-deploying and relocating manpower as per business needs from surplus to deficit pockets and from controlling offices to branches.

The above said transformation in the banking sector has affected the social, economic and psychological domains of bank employees and their relations. They have to cope with the enhanced work pressure which leads to more of mental stress and physical strain. There has been continuous research in the areas of employee stress, stress-coping strategies and their impact on work. Hence, empirical studies relating to occupational stress, consequences of stress and coping strategies have been reviewed, which proved to be very useful to the researcher in designing the methodology for the present research.

Although stress is a concept that has interested psychologists for many years, early studies on stress were restricted to the field of medicine. The physiologist Walter Canon (1914) had used the term ‘stress’ to describe emotional states that had detrimental physical results on organisms. In 1935, he
modified the use of the term to describe the physical stimuli and used the term ‘strain’ to mean the organism’s response.

However, the work of Hans Selye (1936) is generally considered to be the first major discussion on stress as an exclusive phenomenon. Selye observed a phenomenon called the General Adaptation Syndrome (GAS). It was described as the bodily response to prolonged stressful circumstances in the form of physiological, psychological and behavioural responses.

The modern theorist who has contributed most on stress is Lazarus (1966 and 1971) who points out that both the environmental stimulus and the reacting individual are vital elements in the stress process.

In this chapter, it is aimed to review the earlier studies on stress to find out some of the ways in which stress might arise, to consider its outcome, and to examine how it is resolved. The review is divided into four parts, viz.,

1. Review of studies relating to job stress in the banking sector.
2. Review of studies relating to job stress in other sectors.

2.1. Review of Studies Relating to Job Stress in Banking Sector

Sen, P.C (1981) in his work “A study of personal and organizational correlates of role stress and coping strategies in some public sector banks”, investigated the main role stress experienced by employees in banks at different levels and the coping strategies adopted by them. The main objectives of the study were:-

a) To study the main role stresses experienced by employees in banks at different levels.

b) To study the coping strategies adopted to deal with role stresses experienced by them at different levels in banks.
c) To study the differences in role stresses and coping strategies according to the banks; the level of management, and various demographic variables.

d) To study the organizational correlates of role stress and coping styles.

The study was conducted on a sample of employees at four levels from three banks. The levels were: (a) top management, (b) senior and middle management, (c) junior management, and (d) clerical staff. Questionnaires were administered to 600 employees and responses were received from 446 employees. Information was collected about two aspects of their job experience—whether they joined the banks as clerks or as direct officers, and the nature of their previous job experience. Some demographic and background information was collected to test whether those had any significant relationship with stress and coping styles.

Using the Occupational Role Stress Scale, (Pareek 1983) Sen observed little difference between the scores in the three banks but found differences in role stresses at the organizational levels. He observed that people at the lowest level felt that they were stagnating both individually and role-wise. However, this feeling decreased as people moved up in the hierarchy. As regards coping styles used by bank professionals, it emerged from the analysis that employees differed in their use of coping styles from one bank to another. Defensive styles were the most frequently used strategy, followed by intropersistive styles and impunitive style. Managerial levels of the employees did not seem to have much effect on the coping strategies adopted except that junior managers exhibited significantly more impunitive behaviour than top managers. Top and senior/middle level managers showed more self-initiated action than junior managers and clerks. No significant sex differences were observed. However, women employees obtained slightly higher imperssistive scores and lower
defensive scores than males. People in the age group of 36-40 years exhibited more impunitive style than the other groups, which is indicative of the fact that they are more fatalistic than those who are either younger or older than them. Regarding the level of education, the scores were more or less similar. When income was taken as a factor, it was found that intropersistive style generally increased with income. This could be related to the status and position of a person. The higher the status, the greater is the tendency to solve problems through one’s own effort, probably because of the power and authority the position confers. No significant differences were observed with respect to family, marital status and rural and urban background.

The dimension of inter-role distance was ranked lower among clerical staff, whereas it was ranked fairly high among top managers. In other words, the higher an individual in the organizational hierarchy, the more the conflict he experiences with other roles.

Bhatnagar, D and Bose, K. (1985) studied “Organizational role stress among branch managers” of a banking organization to understand the relative strength of different stressors for bank managers on the assumption that branches form the backbone of a bank and its role incumbents are simultaneously subjected to internal, organizational and environmental stresses. The sample selected for the study comprised 140 branch managers. Mean, standard deviation and Pearson’s product moment coefficients correlation were used to analyse the data.

The findings of the study revealed that the respondents did not really experience major stress in the area of role ambiguity, role stagnation and self-role distance, whereas role erosion, inter-role distance and role isolation were found to be dominant, indicating a slow erosion of role and authority; the inability to combine the demand of organizational life with the demand of family
life; and a sense of isolation from the rest of the organization. These stressors indicate the existence of an alienation syndrome among branch managers, resulting in a feeling of powerlessness. The interrelation of age with role stress variables did not reveal any significant association between the variables but the leadership style had strong relation with the stressors.

“Organizational climate, role stress and locus of control in job involvement among bank personnel”, is a study conducted by Kedarnath (1988) among 500 bank employees to assess role stresses, motivational climate, locus of control and job involvement. Statistical techniques such as critical ratio test co-efficiencies of correlation, variance analyses, varimax factor analysis, sub-grouping and multiple regression analysis were used to test the hypothesis.

The findings of this study revealed that those who experienced high role stresses showed less job involvement. In other words, high and low scoring groups on role stress variables differed significantly with regard to job involvement.

Umasekaran (1989) in a study titled, “Paths to the job satisfaction of bank employees”, investigated casual connections among job characteristics, sense of competence (SOC), job involvement (JI) and job satisfaction (JS) using 267 bank employees. The respondents were asked to complete the questionnaire that includes the Job descriptive index and Job characteristic inventory. The study found that work ethics had significance to both job involvement and sense of competence, and increasing confidence in job competence and skill variety had direct path to job satisfaction. Stress had a direct, negative path to job satisfaction in addition to its negative influence on sense of competence. The data indicates that making work more interesting, reducing stress and facilitating success experience would progressively increase employees’ sense of competence, which would result in increased job satisfaction.
In the study “Occupational stress: field dependence-independence and job level in banking organizations”, conducted by Herode, R.D and Palnitkar, A. (1987) a sample of 100 officers and 100 clerks was used. Two psychometric instruments were administered to the respondents. They were: Indian adaptation of Witkin et al.’s Embedded Figure Test (EFT) and the Occupational Stress Index by A.K.Srivastava and A.P.Singh, 1981. The analysis revealed that field dependence-independence had a positive and significant association with Occupational Stress and that it was normally distributed among middle and lower level managers. The study also contended that Occupational Stress was significantly higher among officers than among clerks. Field independent officers were found to experience more occupational stress than field-dependent clerks, whereas field-independent clerks experienced more occupational stress as compared to field-dependent officers.

Chaudhary, A (1990) in a study examined the relationship between role stress and job satisfaction among bank officers. Half of the respondents (n=50) belonged to the higher age group (above 35 years) and the other half (n=50) to the lower age group (below 35 years). The ORS Scale (Pareek,1983c) and the Employees’ satisfaction-dissatisfaction inventory (Pestongee 1973b) were administered to the sample population to obtain data pertaining to role stress and job satisfaction variables. Critical ratio test and product moment co-efficiencies of correlation were used for analyzing the data. The main findings of the study were as follows.

1. Role erosion and resource inadequacy were experienced as dominant, as against role ambiguity and role expectation conflict as remote, contributors of role stress among bank officers.
2. No significant differences were observed between the two age groups on role stress dimensions.

3. The overall indices of role stress and job satisfaction were found to be negatively correlated in the higher as well as the lower age groups of bank officers.

“Role set variables as antecedents of role stress: A casual model”- a research study conducted by Peiro, Jose, M, Valencia, U. and Vincente Gonzalez Romo (1991) had tested a casual model of antecedents and outcomes of role stress among 126 bank employees. As antecedents of role stress, the hypothesized model encompassed 2 role set-related variables: focus person’s power on members of his/her role set, and role set size. The casual model showed an adequate goodness-of-fit to the observed data. Parameter estimates obtained revealed that role-set size exerts a positive influence on role conflict and focal person’s power on his/her role senders had a negative impact on the same role stress variables. Neither focal persons’ power nor role-set size revealed antecedents of role ambiguity. Parameters estimating the influence of role conflict and ambiguity on job tension were non-significant. Findings suggest that job dissatisfaction is a relevant consequence of role stress and job satisfaction is a relevant determinant of propensity to leave.

Rajeswari, T.R (1992) in her research work “Employees’ stress: A study with reference to bank employees”, found structured rigidity and poor physical working condition to be the sources of stress. This study was conducted among 34 officers and 79 clerks from five nationalised banks.

Mina Westman and Ramat-Aviv program (1992) in their study “Moderating effect of decision latitude on stress-strain relationship: Does
organizational level matter?”, tested the hypothesis that decision latitude and role stressors have a differential effect on strain in a group of clerical bank employees as compared with their managers. The study was among 55 managers and 64 clerks in a major bank in Israel. The result supported the hypothesis that the moderating effect of decision latitude on the job stress-psychological strain relationship tends to be specific to the lower hierarchical level. A possible explanation is that the organization provides employees at the managerial level with resources, such as power, prestige, pay and authority that enable them to cope appropriately. Another explanation is that those clerks who coped more effectively were quickly promoted to the managerial ranks, where they continued to display their coping capabilities.

Noboru, U.Iwata, Kazuo Suzuki, Kazuo Saito and Kazuhiko Abe (1992) in their study, “Type A personality, work stress and psychological distress in Japanese Adult employees”, explored work stress-strain relations and the effect of A/B personality among 256 Japanese adult bank employees. General Health Questionnaire and the Jenkins Activity’ survey were used to scale role stress and job dissatisfaction. The study showed that Role overload and conflict were highly associated with psychological distress, but role ambiguity showed a few significant correlations. Buffering or exacerbating effect of type A/B personality on stress-strain relations varied between genders, across job positions, and/or across the types of stress at work and distress.

“Optimism and pessimism: Associations to coping and anger-reactivity”, a study by Kennet,E.Heart, Brown,U.and James.B.Hittner (1995) examined episodic coping and situational anger-reactivity in relation to optimism and pessimism. A total of 43 bank employees were assessed on a battery of tests to gather data on anger provoking work stressors. The contextual features of
the stressors, as well as temporal, social and psychological contexts were assessed. Optimism and pessimism were measured using the Life Orientation Test (M.F. Scheier and C.S. Carver, 1985). Coping was assessed using the Coping Inventory of Folkman et al. (1986). Anger reactivity was also measured. The results showed that scores on an optimism subscale were positively correlated with confronting and accepting responsibility coping, and inversely related to escape avoidance coping. Pessimism scores were found positively related to escape-avoidance coping and inversely to levels of stress-induced anger reactivity. Neither pessimism nor optimism was found related to levels of stress-induced anger reactivity.

A noteworthy study related to bank professionals was conducted by Pattanayak, B and Mishra, P.K. (1997) in their work “Life in Organizations.” The main objective was to explore specifically the prevalence and determinants of organizational climate, job stress and job strain among the employees in the service sectors. The study was conducted on 200 employees belonging to the service sector. Fifty percent of the respondents (N=100) were from the banking sector and the remaining fifty percent (N=100) was from the insurance sector. They were further divided into younger and older age groups with 50 in each group.

This study revealed that organizational climate in both banking and insurance sectors was, to a great extent, the same whereas significant differences were observed with regard to role conflict and experience of inequity. Similarly, significant differences were experienced between younger and older employees on dimensions of experience of inequity, job difficulty and inadequacy of role authority. Job strain due to latent hostility, depression and physical strain was found to be uniformly distributed in both
banking and insurance sectors. Further, younger age employees scored higher on job strain dimensions as compared to older age employees.

“Study of role stress and role efficacy in relation to organizational restructuring: The case of SBI”, a study undertaken by Mukherjee, D. (1997), identified the relationship between organizational role stress, role efficacy, and organizational climate among banking professionals. The sample consisted of 71 managers which included 27 senior level and 44 junior level management personnel, of a large banking organization. Critical ratio test and Correlational and Factor Analysis were used to analyze the data. The study found that junior level managers experienced higher stress on all the role stress dimensions as compared to senior level managers. Significant differences were observed between the two groups on the dimensions of inter role distance, role overload, personal inadequacy and total role stress.

Chand and Sethi (1997) conducted a study titled “Organizational factors in the development of work stress” to examine the organizational factors as predictors of job-related strain. As many as 150 junior management scale-1(JMS-1) officers working in various banking institutions in the State of Himachal Pradesh were taken as sample. Co-efficient of correlation and stepwise Multiple regression analysis were used to analyze the data. The study found significant positive relationships between job-related strain and role overload, role conflict and strenuous working conditions. The relationships of other organizational variables with job related strain were also in the expected direction, though not significant.

In the study “Locus of control as determinant of organizational role stress”, Ashwin kumar Malik and Madhulika Sabharwal (1999) examined the relationship between role stress and locus of control in bank employees. The
organizational role stress (U. Pareek, 1982) and the Internal-External Scale (J. B. Rotter, 1966) were administered among 200 male senior subordinates of nationalized banks. The respondents were in the age group of 40 to 45 years. The results showed that the factors of self role distance and role ambiguity were correlated with locus of control. Externally controlled Ss scored significantly higher on role expectation conflict, role overload and role ambiguity. The findings partially confirmed that those with an internal locus of control experienced less stress than those with an external locus of control.

“Risk assessment of cardiovascular disease among bank employees— a biochemical approach” is a research work of A. K. Sarkar et al. (1999) among 50 sedentary bank employees working at different nationalized banks within Calcutta city, and 50 individuals with non-sedentary jobs matched for age group and sex for the control group. Body Mass Index (BMI), Blood Pressure (BP) Plasma level of Glucose, total cholesterol, Low density lipoprotein (LDL), Very low density lipoprotein (VLDL) and Triglycerides (Tgs) were found to be significantly higher whereas High density lipoprotein (HDL) and reduced glutathione were found to be significantly lower among bank employees as compared with the control subjects. The study concluded that the relative risk for cardiovascular disease was increasing among bank employees due to the sedentary nature of their job.

Karen, Keelay and Mark Harcourt (2001) made a study titled “Occupational stress: A study of the New Zealand Reserve Bank”. This study utilized Karasek’s job strain model to predict a variety of potential responses to prolonged stress at the New Zealand Reserve Bank and found that some stress symptoms decline as skill discretion and decision authority increased, even if work demands were light. They also found that some stress symptoms declined as work demands decreased, even if authority and skill levels were high.
Jiang Jiang, Yan xu and Xi-chan zhang (2004) conducted a research study, to explore job burnout and the degree of related stress among bank employees. Maslach Burnout Inventory and Resources of Stress Subscale of OSI-2 were administered on 135 bank employees. This study revealed that gender, age, education and marital status had no significant effect on the score of burnout, but administration rank had an effect on employees’ job burnout. It was also found that workload positively predicted emotional exhaustion; role ambiguity and inter-personal relationship positively predicted cynicism; role ambiguity and role conflict positively predicted professional efficacy; hassles and managerial role negatively predicted professional efficacy, and the study concluded that different resources of stress predicted different dimensions of job burnout.

In the study, “Employee occupational stress in banking” Michailidis, M. and Georgiou, Y. (2005) examined occupational stress of employees in the banking sector. A sample of 60 bank employees at different organizational levels and educational backgrounds was used. Data collection utilised the Occupational Stress Indicator (OSI). Results of the data analysis provided evidence that employees’ educational levels affected the degree of stress they experienced in various ways. Bank employees cannot afford the time to relax and “wind down” when they are faced with work variety, discrimination, favouritism, delegation and conflicting tasks. The study also shows the degree to which some employees tend to bring work-related problem home (and family problem to work), depending on their educational background, strength of the employees’ family support and the amount of time available for them to relax. The drinking habit of the employees was found to play a significant role in determining the level of occupational stress.

Fortes-Ferreira, Jose,M.Peiro, Gloria, M.Gonzalez-mordles and Isabel Martin (2006) in their study “Work-related stress and well being: The roles of
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direct action coping and palliative coping”, analysed the roles of direct action coping and palliative coping in the relationship between work stressors and psychological well-being, as well as their possible interactions, on a sample of 464 bank employees. Hierarchial regression analysis showed the main effect of direct action coping on well-being. Palliative coping interacted with work stressors when predicting psychosomatic complaints. The interaction between the two types of coping was significant in psychological distress, but not in job satisfaction.

Plair Chand (2006) in his study, “Psychological factors in the development of work stress”, investigated the psychological factors, such as life event stress, psychosomatic illness, anxiety, depression, alienation, control coping, escape coping and symptoms management coping as predictors of job related strain among junior management scale-1 officers in banks. Samples of 150 junior management scale-1 officers were selected from a variety of nationalized banking institutions in the State of Himachal Pradesh through purposive and incidental sampling. JMS-1 officers engaged in different functional areas like branch administration, general banking, saving, lending, auditing, accounting, rural development, agriculture, etc., were selected as respondents. Co-efficient correlation and step-wise multiple regression analysis were used to analyse the data. This research found that job-related strain is positively related with psychosomatic illness, anxiety, depression, alienation, and escape coping, and negatively related with life events stress, control coping and symptom management coping. Anxiety and alienation were found to be the clearest and most significant predictors of job-related strain.

In a study titled “Does gender moderate the effect of role stress in frontline service job”, Osman, M. Karatepe, Ugur Yavas, Emin Babacus and Turgay Acvi (2006) examined the effect of role stress on customer-contact employees’
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various job outcomes in the new context. The study was among frontline bank employees in the Turkish Republic of Northern Cyprus and the result indicated that gender had a moderating role on the relationship between role ambiguity and self efficacy, and role conflict and job satisfaction. Cultural norms may play a role in the way gender moderates these relationships.

Cecilie Shou Andreassen, Hikger Ursin and Hege, R. Eriksen (2007) in their study, “The relationship between strong motivation to work, ‘workaholism’ and health”, examined psychometric properties of Spence and Robbins’ measures of the components of workaholism and relations between workaholism and health-related outcomes [Job stress, burnout, work engagement and Subjective Health Complaints (SHC)] among 235 bank employees. The respondents completed questionnaires measuring workaholism, job stress, burnout, work engagement and SHC. The Factor analysis suggested a two-factor model of workaholism, “Drive” and “Engagement of work”. There were significant relations between workaholism sub scales and SHC, job stress, burnout and work engagement. The “Drive” subscale correlated positively with job stress and SHC, and marginally with burnout and work engagement. The ‘Enjoyment of work’ subscale correlated negatively with job stress, burnout and SHC. The result showed that a two-factor model of workaholism provided the best fit for Norwegian data, supported a differentiation of enthusiastic and non enthusiastic workaholic features, and were related in predictable ways to SHC, burnout and work engagement, as predicted from contemporary cognitive stress theory.

“Impact of Occupational Stress on home environment: An analytical study of working women of Ludhiyana city” is a research study undertaken by R.Bakshi, N.Sudha and P. Sandhu (2008) to analyse the impact of occupational stress on home environment as perceived by selected respondents. A representative sample of 50 women respondents from three professional groups namely bank
employees, doctors and university teachers was selected randomly. Occupational Stress Index designed by Srivastava and Singh (1981) was administered. Statistical tools such as frequency, percentage, mean score, standard deviation, F-ration and critical difference were used to analyse the data. This study reported that the impact of stress on house care and upkeep was evident, as the results showed that they paid full attention to orderliness in home despite moderate work stresses which added to their overall stress and fatigue. The impact of stress on miscellaneous work showed that they could not keep an eye over kitchen needs and household affairs due to their occupational work stress.

To study the impact of social support on role stress experienced by the executives of public and private sector banks in Goa, Christo F.V. Fernades, Satish Kumar and Nandakumar Mekoth (2008) made a study titled “Social Transaction at workplace: Impact of social support on Role stress”. The respondents for the study were employees (male and female) in the officer cadre at the branches of nationalized and private banks in Goa region. Ten types of role stress were measured using the ORS scale (Pareek, 1983). The total sample of 483 respondents was divided into three groups on the basis of the level of support (poor, good and excellent). Means were calculated for each type of role stress and for the total role stress for poor, good, and excellent social support groups. Statistical analysis was done using Anova for testing the significant differences among the above mentioned groups for each role stress variable. This study proved that role stress was highest when social support was poor, role stress was lowest when social support was excellent, and role stress was at the medium level when social support was good.

A.Oke and Patrick Dawson (2008) conducted the study, ”Conceptualising workplace stress: The experience of bank employees in Nigeria”, to investigate workplace stress experienced by the employees of fifty-one commercial banks
headedquarters located in the State of Lagos, the largest metropolitan city in
Nigeria. Although this study focused on the entire Nigerian Banking industry, a
sample of ten banks was selected and questionnaires were administered to 500
individuals in these ten banks. The Occupational Stress Indicator (OSI)
instrument developed by Cooper et al. (1988) was used to assess the stress level.
Of the 500 surveys, 315 were completed and returned, with 300 usable surveys
being retained for data analysis.

In order to determine the nature of association among the various
variables, descriptive statistics such as percentage and frequencies were used to
present the main characteristics of the sample. To explore workplace stress, both
regression analysis and bivariate correlations were conducted with the total
sample. Bivariate correlations were used to test how variables of interest were
related and the likelihood of relationship occurring. Regression analysis allowed
assessment of the relationship between the dependent variables (workplace
stress) and several independent variables referred to here as moderators of
workplace stress (demographic factors of employees) and predictors of
workplace stress (stressors).

The results indicated that workplace stress had a weak inverse
relationship with culture, a positive relationship with age, an inverse relationship
with educational level and a weak positive relationship with the number of years
of work in the banks. These findings indicate that negative perceptions of the
culture within the organizations contributed to workplace stress.

**Christo, F.V.Fernandez, Satish Kumar and Nandakumar Mekoth (2009)**
conducted another study, “Gender difference in stress among bank officers of
private and public sectors” to investigate the differences of organizational role
stress among men and women bank officers of private and public sectors. The
Public sector banks comprised The Bank of India and The State Bank of India, while the private sector banks included ICICI and HDFC banks in Goa region. Ten types of role stress were measured using ORS Scale (Pareek, 1983). The total sample of 456 respondents was divided into two on the basis of gender. Mean was calculated for each type of role stress and for the total role stress for both the groups. To test the significance of difference among the above-mentioned groups for each role stress variable, t-test was used. The results indicate that women experienced more stress than men in most of the stress parameters. Moreover, women in private sector banks experienced more stress than women in the public sector banks.

“Gender, self-concept and occupational status differentials in occupational stress among bank workers in Lagos state” is a study by Eunice Modupe Hassan (2009) made to investigate the determinants of occupational stress, using gender, self-concept and occupational status as factors. The hypotheses framed for this study were: (a) There is no significant difference in the degree of occupational stress of male and female bank workers; (b) There is no significant difference in the level of occupational stress of bank workers with high and low self-concept, and (c) There is no significant differences in the degree of occupational stress of workers of different occupational status. The descriptive survey research design was adopted for the study among 100 bank workers (49 male and 51 female) randomly selected from junior and senior bank workers in Lagos state in Nigeria. Job situation questionnaire (JSQ) designed by the researcher was administered among the bank workers. Student t-test was applied for statistical analysis. This study found that there was no significant difference in occupational stress between male and female bank workers, and there was significant difference in the occupational stress of bank workers with high and low self concept. This
study also found that there was no significant difference in the occupational stress of workers of different occupational status.

2.2. Review of Studies Relating to Job Stress in General

2.2.1. Studies on Stressors

Orpen (1963) collected data from 91 middle-managers on role stress personality and measures of psychological and physical strain. The relations between role conflict and psychological strain were significantly positive and higher in type A than in type B personalities. The results highlight the role of personality factors in determining how people react to different kinds of stress.

Cummings and Elsalmi (1968) obtained data from 425 managers of American business organizations to study the degree of relationship between the company size and need fulfillment. Company size was measured through the total number of management and non-management employees in the company. It was found that small companies were associated with more need fulfillment than medium-sized and large companies.

Francis (1969) in his study, found the experience of role conflict to be highly correlated to disagreement with one’s superior over the degree of authority to allocate organizational regards, e.g., pay, promotion, etc., to one’s subordinates. He also found that granting managers a high degree of authority to define their own jobs had no significant relationship to the degree of role conflict.

House, Rizzo, Lirtzman (1970) in their study, found the role conflict to be lower under conditions in which superiors are described as more frequently engaging in emphasizing production under conditions of uncertainty, providing structure and standards, facilitating teamwork, and tolerating upward influence. They also found that the specific organizational practices which tend to be
associated with high role conflict are goal conflict and inconsistency, delay in decisions, distortion and suppression of information and violations of the chain of command.

Mohamed Triki (1973) in his study of 226 salesmen employed by a large manufacturer of pharmaceutical and health products, shows that length of service in positions was not significantly related to role strain. Similarly, Richardson, and Stator (1974), in their study among sales girls in a department store, indicated that overall department store experience and length of service were unrelated to role strain. These two studies show that length of service may not influence role strain among sales persons, probably because of the nature of their jobs. No significant correlation was obtained between job tenure and job stress by Graham (1983), in his study on 90 professional country employees, and Singh (1983), in his study on 205 supervisory and administrative personnel.

Mahamed Triki (1973) and Graham (1980) in their studies found that age was not significantly related to role strain. Singh (1983) also found that age played a much smaller role in perception of role conflicts. The size of an organization was also a causal attribute of role conflict. Alan and Stanton (1974) in their study, found that medium-sized departments seemed to include more role-strain than either larger or smaller departments.

Caplan et al. (1984) have identified the lack of participation in decision-making process, lack of effective consultation and communication, unjustified restrictions on behaviour, office politics and no sense of belonging as potential sources of stress. The study concluded that lack of participation in work activity was associated with negative psychological mood and behavioural response, including escapist drinking and heavy smoking.
Harigopal (1980) obtained data from 100 supervisors working in a public sector undertaking and investigated the personality factors-ego strength and dominance vs. submissiveness as moderators of the relationship between role stress variables and company satisfaction and job involvement. The results suggested that high ego strength subjects felt less of role conflict than the low ego strength subjects.

Morris and Shyder (1980) in their study on 262 public sector employees, found that need for achievement and need for autonomy failed to provide convincing evidence of pervasive linear moderating effects between role stress variables, role conflict and role ambiguity, and the outcomes- organizational commitment, job involvement, psychosomatic complaints and propensity to leave the organization. In order to understand the moderating effects of need for achievement, the characteristics of individuals who are in high need for achievement should be examined. In terms of the instrument used in this study (Fries and Knox, 1972), high-need-for-achievement individuals possessed the following characteristics: (a) they were more goal-oriented; (b) they placed greater emphasis on accomplishing as quickly as possible; (c) they placed greater emphasis on exerting their best effort, and (d) they placed more emphasis on success than on being self-contented. These characteristics show that, when high-need-for-achievement individuals received conflicting demands from their role set, they faced greater obstacles in efficient task accomplishment. It also seemed reasonable that high-need-for-achievement individuals were more dissatisfied with intersender role conflict.

“Stress and Work”, a research study undertaken by Ivancevich, J.M. and Matterson, M.T. (1980) identified three critical factors such as role ambiguity, role conflict and the degree of responsibility as the major sources of employees’ stress.
In 1980, Natha showed that role conflict was experienced more frequently at the middle management rather than at the lower management level; supervisors manifested relatively higher role conflict than workers. This study also demonstrated that role conflict decreased with increase in job tenure in an organization.

Morris (1980) conducted a study on 3 widely differing vocational groupings (professional, clerical and manual employees; 55, 129 and 75 subjects respectively). The results indicated that comparative influences of role conflict and role ambiguity differed with respect to the outcomes - organizational commitment, job involvement, work-related psychosomatic illness - with respect to differences in the complexity of roles.

Greene (1980) in his study, obtained data from 247 senior scientists and engineers employed in the research and development division of an air frame manufacturer, an electronics and business equipment firm, and a paper products manufacturer. The objective was to assess the moderating effects of formalization on the relationship between the major forms of identification: professional, organizational, mixed, and indifferent identifications, with role stress variables. The results suggested that identification with one's profession and-not with the organization was associated with stronger feelings of role conflict and alienation, particularly within more formalized organizational settings.

Schular (1980) surveyed 382 high, middle and low level employees in a large manufacturing firm. The data showed that participation in decision making was negatively related to role conflict. From their studies, it can be found that, the higher the initiation and consideration of the superior, the lesser the conflict faced by the focal persons.
Abdel-Halim (1981) investigated whether employees’ ability acted as a moderating factor on the relationship between role conflict and intrinsic satisfaction. He collected data from 89 (30-65 years old) middle-lower managerial personnel from a large manufacturing company. The results failed to indicate any moderating effects.

Parasuraman and Alutto (1981) identified a number of sources of stress (Stressors) in the-work environment and examined the relationship of contextual, task and role related variables with such stressors.

Das (1982) reported that negative work group climate and powerlessness might be dominant causes of stress experienced by Indian managers, than role ambiguity. Das (1982) reported work group climate to be an important cause of managerial stress, and perceived power to be the second most potent cause of managerial stress. Role ambiguity did not arise as a significant cause of stress. This reveals that negative group climate and powerlessness may be the dominant causes of stress experienced by Indian managers.

Srivastava, P.K and Sinha, M.M. (1983) investigated the effect of employees’ ego strength and job involvement on their experience of role stress arising from role overload, role ambiguity and role conflict, among 120 respondents. They opined that these two variables were of central importance in influencing employee behaviour and adjustment with the job. The analysis of the data established that the perceived role stress of the managerial personnel might be viewed as a function of their ego strength and job involvement. Job involvement was found to add job satisfaction and enhance the level of intrinsic motivation.

Jagdish (1983) investigated the relationship of occupational stress with job satisfaction and mental health of first level supervisors and found that
occupational stress arising from role overload, role ambiguity, role conflict, group and political pressures, responsibility of persons, their participation. Powerlessness, poor peer relations, intrinsic impoverishment, low status, strenuous working conditions and unprofitability significantly impaired the supervisors’ job satisfaction, overall as well as area-wise.

According to Narayan’s (1983) study, “Role Conflict Differential (RCD): A direct method of assessing the role conflict”, overload, difficulty in the task domain, the demands and the requirements were closely associated with role conflict.

Parasuraman and Alutto (1984) obtained data from 217 employees of a medium-sized food processing plant. The results showed that increasing age was associated with the ability to tolerate stress. But one cannot fully stress the fact that with increase in age, conflict will be less. Moreover, contradictory findings have been obtained in other studies. Madhu and Harigopal (1989) obtained data from 65 technical and non technical supervisors employed in a major public sector industry. It was found that role conflict was significantly and positively correlated with age for the technical sample and the pooled sample. It was argued that as age (and also experience) increased one tended to establish a set of stabilized role expectations and might become less induced to change his behaviour.

Communication with the role senders or with the higher level authorities has a significant influence in causing conflict. Witkamper and Kent (1984) in their study examined the associations between six organizational communication processes and job stress and the relative importance of communication processes in explaining the presence of stress. The results suggested that certain
communication processes especially supervisory and top management communication, might play an important role in provoking stress.

**Srivastava, A.K. (1985)** obtained data from 400 first line technical supervisors. Role stress scale of Rizzo, House and Lirtzman (1970) was employed to assess the subjects' role stress. The Job Anxiety Scale standardized by Srivastava (1974) was used. One of the seven subscales of the Employee's Motivation Schedule standardized by Srivastava (1984) was administered to the respondents to assess stresses, job anxiety and need for achievement. The results indicated that the employee's role stresses correlated positively and significantly with job anxiety and negatively and significantly with need for achievement.

**Ahmad, Bharadwaj and Narula (1985)** conducted a study on stress and found that public sector executives experienced slightly more stress than their counterparts in the private sector. Background factors like age, education, income, experience and marital status of executives were unrelated to role stress in both the groups.

**Jackson and Schuler (1985)** in a meta-analysis on role ambiguity and role conflict, found no relationship between role stress variables and individual characteristics. With respect to age, they felt that there were no theoretical reasons to predict that age should be correlated with role ambiguity or role conflict, though spurious correlation might occur due to an association of age with job experience or tenure.

**Baroudi, J.J. and Ginzberg M.J. (1986)** in their study, “Impact of Technological Environment on Programmers/Analyst Job Outcomes”, showed that the work of software professionals was a team-based one that required them to function from different locations as a part of a functional team as well as report to several people at various levels. This causes software professionals to
receive conflicting job performance information and hence there is a lack of clear and precise information about what is expected of them.

**Kaur and Murthy (1986)** conducted a study, with the intention of examining the nature of role stress, coping strategies and locus of control of managerial personnel at different organizational level in a major public sector industrial organization and to investigate the relationship amongst these variables.

**Singh's (1986)** exploratory study related to the structure and dynamics of stress among executive of public and private sector organizations. Some of the results of his study revealed that higher level executives experienced less stress and strain, utilized better coping strategies, and enjoyed more positive outcomes. Also, executives of public sector organizations experienced less effective coping strategies and rated themselves as less effective than their counterparts from the private sector. The results also revealed that six dimensions of stress, namely, lack of group cohesiveness, feeling of inequity, lack of supervisory support, role ambiguity, job requirement capability mismatch and inadequacy of role authority had a negative linear relationship, while role conflict and role ambiguity had an inverted u-shaped relationship with performance.

**Jasmine, R (1987)** conducted a study to compare the level of job-related stress among public and private sector blue-collar employees. A job stress scale developed by the author was administered to a sample of 120 blue-collar workers from public sector and 120 from private sector organizations. The analysis of the data revealed that role incumbents of public sector organization experienced significantly more stress than those of private sector organizations.

Two studies which dealt with public and private sector professionals were conducted by **Pestonjee and Smith (1987)** and **C.P.Singh (1987)**. Both investigations studied computer professionals. The former study dealt with two
job categories, namely, system analysts and managers of both public and private organizations, whereas in the latter study, Singh studied three job categories, namely, managers, systems personnel and operations personnel of both types of organizations. The studies revealed that managers and systems analysts in private organizations had more stress and satisfaction when compared with their counterparts in public organizations.

Another study was conducted by Sharma (1987) on two job categories, namely, managers and supervisors of both public and private pharmaceutical organizations to ascertain the effects and roles of motivational climate on four psychological variables such as job satisfaction, participation, alienation and role stresses. The findings of the study revealed that employees of the private organizations scored higher and significantly differed from those of public organization as regards inter-role distance, role expectation conflict, role erosion, role isolation, personal inadequacy and resource inadequacy. Public organization employees, however, scored significantly higher on role stagnations.

Sandhiman (1988) in his research work stated that employees under extreme pressure appeared enthusiastic, energetic, interested, cheerful, and friendly at all times in their workplace were highly stressed.

The main findings of Kumar's (1989) study indicated that unmarried executives, executives married to working women, and marketing executives experienced significantly higher total role stress. Role stagnation and personal inadequacy were found to be significantly higher among lower level executives.

Dhadda (1990) studied the relationship of role stress, job involvement and personality types in aviation and railway officials. The sample consisted of 50 railway and 50 aviation officials. For the purpose of the study, the ORS scale (Pareek, 1983c), the Job involvement Scale (Lodahl and Kejner, 1965) and the
Type-A /Type-B Scale (Bortner, 1969) were administered on the respondents. The findings revealed that role overload caused maximum stress among railway officials and role erosion caused maximum stress among aviation officials. Job involvement and role stress were found positively related, and the relationship between job involvement and role stress amongst the officials with Type B personality was found to be positively significant.

“Are you killing yourself?” a research paper by Dastur R.H. (1990) stated that work group climate was an important cause of managerial stress and perceived power was the second most potent cause. Role ambiguity did not arise as a significant cause of stress in this study. Thus, negative group climate and powerlessness might be the dominant causes of stress experienced by Indian managers.

From the findings of a study, Cummins, R. (1990) found role conflict and ambiguity, work overload, under-utilization of skills, resource inadequacy and lack of participation as the main categories of work stressors.

Beena and Poduval (1991) studied gender differences in relation to the work stress with age as an independent variable. The sample consisted of 80 first-level executives of a large industrial organization. A 25-item work stress-related scale was developed by using items from the Higgings' scale (1991). The findings of the study indicated that stress experience of the executives increased with advancing age. Sex was also found to be a major factor affecting the stress condition. Education played an important role in the experience of conflict. Peltit (1973), in his study, observed a positive relationship between role conflict and the level of education, i.e., he found that role conflict was positively related (1973) but he found no significant relationship between these variables. Singh
(1983) found that education played a smaller role in the perception of role conflict.

**McDonald and Korabik (1991)** in their study titled “Sources of stress and ways of coping among male and female managers”, studied stress and coping among managers. Ten male managers in a low stress group and ten male and ten female managers in a high stress group reported stressful work-related situations that they had experienced, and how they coped with them. A work stress questionnaire was used to assess additional type of stressors. It was found that women were more likely than men to report that prejudice and discrimination and work/family interferences were sources of stress.

“A study of stress and strain among Indian Middle Managers” was made by **Singh, A.P. and Singh, B. (1992)**. They asked 400 middle-level managers of Bokaro Steel Plant to fill out role stress and job anxiety questionnaires. Their results revealed that high anxiety employees showed positive relationship with role stress.

**Mittal, U. (1992)** studied role stresses in relation to coping styles, locus of control and personality type, using a sample of 147 doctors belonging to both private and government hospital settings. The analysis of data revealed that the major stress experienced by doctors was role erosion, followed by inter-role distance, Type-A personality was associated positively and significantly with total role stress and locus of control was found to be positively and significantly associated with self-role distance, role ambiguity and role expectations conflict.

In another study, **Ahmad and Khanna (1992)** investigated the relationship between job stress, job satisfaction and job involvement among 50 middle-level hotel managers (aged 22-36 years). The analyses of the data revealed a
significant negative relationship between job stress and job satisfaction irrespective of the subjects' age, marital status, education and experience. Occupational stress was reported to be negatively correlated with job involvement, and the high job involvement group was more satisfied with their job than the low job involvement group.

Singh, A. (1993) in his work, “Stress in newspaper industry”, explained that research evidence suggest certain kinds of professions/occupations cause greater stress than others. For example, Singh found technocrats to experience greater stress in their job when compared to non-technocrats.

Pattanayak (1993) examined the level of stress experienced by 240 employees of an industry, a public sector undertaking in Orissa. The results revealed that supervisors experienced greater job stress, lack of leadership support, and inequity than the executives. Employees of the production unit experienced greater job stress, role conflict, role ambiguity, role overload, job difficulty, lack of leadership support, inequity and inadequacy of role authority than service employees.

Satyanarayana (1995) investigated stressors among 75 executives and 75 supervisors of Bharat Heavy Electricals Ltd (BHEL). The analysis of the data revealed that role erosion, personable inadequacy, resource inadequacy and role stagnation were experienced as dominant contributors of role stress among executive supervisors. The two groups differed significantly in respect of inter-role distance, role overload, personal inadequacy and role ambiguity dimensions.

Pandey, A. (1997) conducted a study to determine the relationship between personal demographics and organizational role stress. The study was conducted on 61 personnel of Indian Railways (aged 28-58 years). Role stresses were measured by administering the Organizational Role Stress Scale (Pareek, 1983).
The analysis revealed a positive but non-significant relationship of age with all the dimensions of role stress except role ambiguity. Similarly, education showed positive but non-significant correlation with all the 10 dimensions of role stress. Experience was reported to be positively and significantly associated with inter-role distance, role expectation conflict, role ambiguity, personal inadequacy, role stagnation, role erosion, and self-role distance.

**Mishra, M. (1997)** conducted a study to compare the level of occupational stress among public and private sector public relations officers. The analyses of the data revealed that public relations officers of the public sector experienced significantly higher occupational stress on the dimensions of role ambiguity, role conflict, unreasonable group and political pressure, powerlessness, poor peer relations at work, intrinsic impoverishment, low status and strenuous working conditions, as compared to public relations officers of the private sector.

**Biswa, U.N. (1998)** studied the relationship between “life style stressors and organizational effectiveness”. He collected data from 160 managers, 47 supervisors and 50 workers of public sector organizations. His results showed that the stress caused by performance, threat and frustration led to low degree of organizational commitment.

**Jennifer Smith (1998)** stated that workplace bullying consisting of victimization, pressure management, long hours and difficult duties, lack of support and unsought promotion, resulted in stress. She advocated that managers should be aware of change in atmosphere among staff, hold agenda free meetings and conduct exit interviews to identify workplace bullying.

“Occupational stress among Information Technology Personnel in Singapore-A study” by **Lim and Alan (1999)** analyzed the factors which generated stress among information personnel in Singapore. Lack of career advancement,
workload, risk-taking and decision making and employee morale and organizational culture were identified as four broad categories of stressors.

A study by Vijayalakshmi and Meti, V. (2000) found that non-executive employees exhibited signs of significantly higher occupational stress than executives on such dimensions as role conflict, political pressure, poor peer relations and job responsibility.

Patnayak, B. (2000) in his study, “Effect of shift work and hierarchical position in satisfaction commitment stress and HR climate”, found that the level of stress experienced did not vary by position. Executives and supervisors, irrespective of the shift, did not show significant differences in their job stress.

Mishra, P.K. and Rani, D.L. (2001) conducted a study on “Occupational stress among women in emerging services”. They collected data on 39 young and 23 old doctors as well as 50 young and 32 old nurses. Their results showed that while older doctors and nurses experienced more role stagnation they found their job less stressful. On the other hand, young doctors and nurses felt greater personal inadequacy and hence experienced greater stress at work.

Adguide.com (2001) conducted a survey on 1400 chief information officers working in U.S companies. Their results showed that rising workload, office politics, work life balance issues, commuting and pace of technology were major stressors.

Rajeswari, K.S. and Ananthraman, R.N. (2003) explored the role of need-for-clarity in the relationship between occupational stress and work exhaustion among software professionals in India. The study was based on 156 responses obtained from the software industry in India. They found that need-for-clarity served to moderate the relationship between stress caused by threat of obsolescence, work family interface technical constraints and work exhaustion.
Zvid, Gellis, Jongchun, Kim Sung Chul Hwang (2004) in their study entitled “New York State Care Manager Survey: urban and rural difference in job activities, job stress and job satisfaction”, attempted to study the quality of working life of care managers in urban and rural community mental health programmes in New York State. The objectives were to describe specific job activities and to examine differences in the perceptions of job stress and job satisfaction. Urban care managers attributed greater job stress intensity and frequency than did rural workers, to stressors relating to collaborating and coordinating services. Urban care managers reported higher levels of perceived job stress due to organisational support deficits than did rural workers.

Swathi Doshi (2004) in the study “Search for the factors related to the organizational Role Stress and Health of Chartered Accountants” among 70 Chartered accountants practising in and around Rajkot, to identify the factors related to the organizational role stress and health status, revealed that Chartered Accountants practising individually and those having partnership significantly differed in role stress but not in health status. The result also revealed that travelling for work had a significant impact on health and its impact was observed on stress too.

Uma Bhowon and J. Ah-Kion (2004) in their study titled “Organisational Climate and Stress: A study of Managers in Mauritius” examined the relationship of perceived organizational climate and stress. The study covering 161 executives identified seven dimensions of stress. Experience of inequity, role overload and inadequacy of role authority emerged as strong dimensions of stress, whereas job difficulty and lack of group cohesiveness were weak dimensions of stress.
Dinesh, A. Dadhania (2006) in his study “Occupational stress and job involvement among managers, supervisors and workers of public sector organizations” found significant negative correlation between occupational stress and job involvement. The results of the investigation also revealed that there existed significant difference between supervisors and managers and between managers and workers with reference to occupational stress.

“Stress Management for Problem Solving Executives with Coercive Leadership Style” is a research work of Panchanatham N., Kumaraswamy, N and Vanita (2006). This study is an attempt to analyse the stress pattern of coercive and non-coercive leaders. Thirty executives of non-coercive leadership style and 30 executives of coercive leadership style were identified as the sample size. The findings proved the hypothesis that coercive leaders were more stressful than non-coercive leaders.

Khan, M.A, Amber Raza and Uzma Ali (2007) in their study “Occupational stress and Coping mechanism to increase job satisfaction among supervisors at Karachi Pharmaceuticals” explore the extent of stress and coping mechanism in pharmaceuticals based in Korangi and other industrial areas in Karachi. The data were collected and analysed both from national and multinational pharmaceutical companies. The major causes of job stress were identified as task demand, role demand and organizational structure. The finding, substantiated the view that coping mechanism increased job satisfaction of supervisors in the sampled firms.

Jain, K.K., Fauzia Jabeen, Vinita Mishra and Naveen Gupta (2007) in their study entitled “Job satisfaction as related to Organisational Climate and Occupational Stress: A case study of Indian Oil” attempted to study the influence of occupational stress and organizational climate on job satisfaction of
managers and engineers working in the Indian Oil Corporation Limited, Mathura, India. Data were collected from 158 employees of managers’ and engineers’ category. The findings of the study revealed marked and significant difference between managers and engineers of IOCL in terms of occupational stress, which led to the conclusion that engineers experienced a higher degree of stress compared to managers. The results also confirmed the assumption that there was no significant difference between managers and engineers in terms of their job satisfaction and both the groups appeared almost equally satisfied with their jobs. When the managers and engineers were compared in the organizational climate, it was found that both the groups differed significantly.

**Sumangala, C. K., Nagendrababu and Lancy D’souza (2008)** in their study titled “Relationship between family environment and occupational stress among Information Technology employees”, examined the influence of family environment over occupational stress. The study was conducted among 600 respondents belonging to different managerial positions. The results revealed that family environment had a significant influence over occupational stress. The employees with good family environment had the least stress compared to employees who said ‘average’ and ‘can’t say’.

**Jyothi Budharaja (2008)** studied the causes of stress among insurance employees, in her work ‘Causes of stress among Insurance Employees: An Empirical Study”. A structured questionnaire was designed and administered on 100 employees selected from all levels from two insurance companies. Information was also collected through personal interviews and observation, and the organizational and individual factors were analyzed for availing a focused perspective on the causes of stress. It was identified that the employees mostly suffered from stress due to heavy work load and unattainable targets, thereby generating work-life imbalance and anxieties.
Agolla, J.E (2009) in his study “Occupational Stress Among Police Officers: The case of Botswana Police Service”, explored the police work stress, symptoms and Coping strategies among the police service in Botswana. A simple convenient random sample technique was used to administer the questionnaire among 229 police officers from 10 police stations in Gabarone and its surroundings. The findings from the study revealed that the police work stressors were getting injured while on duty and the use of force when the job demanded it, inadequate resources and work overload, low salary and high responsibility. The coping strategies were identified as exercising, socializing, healthy eating or diet, career planning and improved training.

Madnawat, A.V.S. and Bhardwas, V.K. (2009) in a study “Nature of Organisation as a predictor of job satisfaction and occupational stress in Sports Teachers’ tried to investigate job satisfaction and occupational stress in sports teachers working in various colleges and universities of Rajasthan State. As many as 129 sports teachers were assigned to three groups i.e., Government colleges (270, private colleges (67) and universities (35). The findings of the study revealed that there was a significant difference among sports teachers working in Government colleges, private colleges and universities in their job satisfaction and occupational stress.

In the study “Shift work and stress: A study in the Road Transport Industry”, Anupama Ramesh and T.B.B.S.U. Ramanaiah (2009) explained that employees engaged in I and III shifts experienced high stress in their role as a ‘social being’ and they were affected by the highest distress with respect to symptoms related to the sympathetic nervous system, of which hypertension was a predominantly found ailment. They collected data on one hundred employees working in different shifts in the urban division of the Karnataka State Road Transport Corporation, Mysore. In the ultimate analysis, employees
engaged in shift work were found to be more vulnerable to stress than their counterparts who worked during general hours.

**Sandhya Mehta and Sandeep Kaur (2009)** in their study “Comparative study of Organizational Role Stress Among Technical and Nontechnical Teachers”, among 200 teachers (100 from technical and 100 from non technical institutes) tried to understand the differences in ORS experienced by teachers in technical and non technical institutes in Ludhiana district. The study revealed that Resource inadequacy was higher for technical teachers as compared to nontechnical teachers.

In a study “The impact of job characteristics and motivators on perceived stress among Information Technology(IT) Consultants” by **Lars Goran Wallgren and Jain Johansson House (2010)** tried to test the relationship between job demands, job control, motivators and perceived stress among 380 IT consultants belonging to ten IT Companies in Sweden. The results showed that job demand was positively related to perceived stress and that motivators mediated the relationship between job control and perceived stress.

### 2.2.2. Studies on Effects of Stress

An employee in an organization performs in accordance with various relevant expectations of others around him. His performance in the organization depends on task activities, behavioural settings as well as patterns of interpersonal connectedness. Sometimes such job activities or job roles threaten to exceed the occupant's capacities and produce role stress. The emotional, physiological and behavioural responses to experienced stress are greatly influenced by personal attributes and experiences which, in turn, may influence an individual’s output.
Keniston (1965) in his study, “The uncommitted: alienated youth in American Society”, has explained that alienated individuals often appear to be angry and depressive. In the early stage of burnout, individuals experience perceptual feelings of anger. When a calm, accepting and easy-going individual begins to burn out, he becomes chronically angry. His anger often becomes more focused if the work stress of the individual is unabated, the study concluded.

The findings of the study, “Reactions to a study of Bureaucracy and Alienation” done by Anderson, B. O. (1971) emphasized that when an individual perceives to have lost his/her self and is constrained to act according to the forces external to him/her, he/she feels alienated. Alienation is no longer confined to individual worker; all sections of person experience alienation under the condition just cited.

House, Rizzo and Lirtzman (1970) in their study, found that there exist lowered degrees of need fulfilment with increased role conflict. Need areas associated with work itself, the reward system and the pleasantness of the social environment appear similarly affected.

Schuler (1975) obtained data from 331 employees of a large manufacturing firm. The sample was divided into three organizational levels: Higher level - upper level managers, professional employees, Middle level- managers, and entry level professionals. The result indicated that at lower levels of the organization, role conflict had a stronger negative relationship with job satisfaction than the higher level employees have acquired or have had more skills to handle and utilize role conflict than the middle level employees.

Freudenberger (1977) has examined the effect of stress in his study on “Burnout: The occupational hazard of the child care worker”. He has concluded
in his study that the stress experienced by a child-care worker increases fatigue and turns the individual cynical and left with burnout.

If the individual experiences job stress for any period of time, he or she is likely; to become demoralized and he or she is ineffective in problem solving, according to Lazarus and Launier (1978) in their study on stress-related transactions between person and environment.

The findings of the study, “Burned-out Cops and their families” made by Maslach, C. and Jackson, S.E. (1979) pointed out that burnout people lose Interest in their job and developed intentions to leave their job.

Experience or job tenure is likely to moderate the relationship between job ambiguity and performance. Chonko Lawrence Bernand (1979) indicates that low performance is related to ambiguity for less experienced sales people. Less experienced sales people often find themselves in new situations, requiring new information, whereas for experienced sales people certain aspects of their jobs tend to become 'routinized'.

Efendioglu Alev Mustafa, (1979) based on data from 54 tellers working at two banking institutions, indicated that performance feedback might positively affect the degree of perceived role ambiguity as caused by the non-existence or non-clarity of behavioural requirements.

Madhu and Harigopal (1980) in their study carried out on 65 male supervisors i.e. (40 technical and 25 non-technical supervisors) reported that role ambiguity was negatively related to job performance only for the non-technical sample.

Cherniss (1980) in his study, “Staff Burnout: Job stress in the Human Services”, argues that psychological stress is more disruptive than motivating
the workers if the job stress reaches high levels. The disruptive nature of the stress depends on the complexity of the task.

The study, “The work stress connection: How to cope with job burnout” Veninga, R.L. and Sparadly, J.P. (1981) revealed that the individual who perceived stress higher would find less relief and burnout more easily; on the other hand, the individual who perceived stress lower would find less risk. Perceptions of tension with regard to family pressures, environmental demands and work problems are two major stress points for many individuals. If these factors are not controlled, the risk factors can undermine one’s health and well-being.

Bernardin (1981) found that for patrol officers, ambiguity was significantly related to the sergeants’ overall performance ratings.

Srivastava and Parmar (1981) in their study obtained data from 62 supervisors from 2 textile mills. The results indicated a negative relationship between role conflicts and job satisfaction. However, the magnitude of the relationship depended on the instrument used for measuring satisfaction.

Michaels and Ronald (1983) in their study on 1005 purchasing professionals, found significant and inverse relationship between role conflict and high performance.

Srivastava, A.K. (1983) attempted to explore the stress-performance (production) relationship, considering the latter as a determinant of the former rather than vice versa. The study was conducted on 60 skilled workers. The findings of the study established that employees who maintained a constantly high production level by virtue of their attributed productivity perceived and experienced less role stress as compared to employees with low production capacity.

A study of 134 elementary regular and special education teachers by Holt (1985) titled “A study on interaction levels of occupational stress, degree of burnout and personality hardiness in female elementary teachers” revealed that those who had high levels of occupational stress and a low level of burnout felt less alienated and those with high levels of occupational stress and a high level of burnout felt more alienated. The finding also suggested that alienation was significantly correlated with levels of stress, emotional exhaustion and physical illness.

In the study, “Role of social support in the experience of stress at work”, Daniel, C. Ganster et al. (1986) examined the role of social support in the experience of work stress. The result indicated that social support showed a consistent relation with a variety of stress outcomes.

Pestonjee, D.M. (1987) in his study “Executive stress: Should it be avoided?”, revealed that managers and systems analysts in private organizations had more stress and satisfaction when compared with their counterparts in public organizations.

The study conducted by Whitehead, J.T. (1987) on “Probation Officer job burnout: A test of Two Theories” revealed that stress and burnout are not synonymous; rather, excessive and prolonged levels of job stress produce
strain and result in burnout on the part of the individual if the coping mechanism adopted by the individual is improper.

**Chatterjee, A. (1992)** in his study on Commitment cognitive appraisal and occupational stress, conducted the study on 300 technical personal at the middle level of management in the heavy engineering industry. On the basis of their score on self- efficacy, they were divided into the high and low efficacy categories. When their occupational stress score was compared, high efficacy employees were found to experience greater occupational stress than low-efficacy counterparts.

“Men and Women in transitional pattern of stress strain and social relations”, a study by **Singh, A.K. and Sehgal, P. (1995)** explained that gender and age differences also contributed to differences in the experiences of stress. They collected data on 172 respondents. Their results showed that though males and females did not differ on various dimensions of stress, male respondents showed greater somatic problems while female respondents were characterized by greater anxiety.

**Hans Bosma, Richard Peter, Johannes Siegrist and Michael Marmot (1998)** in their work on “Two alternative job stress models and the risk of Coronary Heart Disease”, examined the association between two alternative job stress models: the effort- reward imbalance model and the job strain model, and the risk of Coronary heart disease among male and female British civil servants. The findings of the study indicated that the imbalance between personal efforts and rewards was associated with a higher risk of new coronary heart disease.

“Stress in Managers and professionals in Indian organizations”, a research work of **Ashok, K. Sahni (1998)** revealed that low-stressed group compared with the high- stressed group tended to be significantly higher in respect of their job
commitment, self-esteem, satisfaction and good human relations. According to the researchers, they were more flexible in their attitudes and values and experienced lesser conflict with their superiors.

In his research work entitled, “A study of relationship between personality dimensions and organizational role stress in a public sector organization” Pandey, C.S. (1998) wanted to study the personality predisposition and its impact on the experience of stress. He collected data from 450 employees of BHEL (150 senior managers, 150 junior manager and 150 supervisors). His results showed that the Psychoticism-reality, neuroticism-stability dimensions of personality were found to be associated with higher levels of stress. On the other hand, extroversion was negatively correlated with perceived organizational stress.

In his study on “Job stress and employees”, Luolu (1999) investigated the relationship between occupational stressors (job demands, discretion and interpersonal conflicts) and strain (job satisfaction and mental health) and impact of two potential moderating variables; work motivation (intrinsic versus extrinsic) and social support from colleagues, superiors, friends and families. As many as 300 working adults were interviewed. Intrinsic work motivation was positively related to overall job satisfaction, whereas extrinsic motivation was positively related to depression; both supervisor’s support and family support were negatively related to depression, anxiety and somatic symptoms, the study concluded.

Mishra, P.K. and Rani, D.L. (2001) in their study on Occupational Stress among working women in emerging services, collected data from 144 doctors and 82 nurses drawn from various hospitals. Their results showed that nurses experienced greater stress in their job as compared to doctors.
Archana Vashishtha and P.C. Mishra (2004) in their study, “Occupational Stress and Social Support as predictors of Organizational commitment”, explored the relative contribution of social support and occupational stress to organizational commitment of 200 supervisors employed in Scooters India Limited at Lucknow in North India. The results revealed that social support and occupational stress significantly predicted the degree of organizational commitment of supervisors.

Cleopatra, A. Veloustson and George, G. Panigyaraksib (2004) in their work, “Consumer Brand Managers’ job stress, job satisfaction, perceived performance and intention to leave”, examined the effect of brand managers’ role stress (role ambiguity, role conflict and role overload), perceived performance and satisfaction on the intention to leave. The results revealed that increased role stress was associated with lower levels of perceived job performance and job satisfaction, but its influence on the intention to leave was not significant. In addition, higher levels of perceived job performance and lower levels of satisfaction were generally associated with a higher intention to leave.


M. Morean et al. (2004) in their study “Occupational stress and incidence of sick leave in the Belgian workforce: the Belstress study”, examined the predictive power of the Karasek’s Job Demand-control-social support(JDCS) model in relation with one-year incidence of sick leave in a large cohort of
workers spread over 25 companies across Belgium. A total of 20463 workers, aged 35 to 59 years, were followed up for sick leave. The results show that perceived high strain at work, especially combined with low social support was predictive of sick leave in both sexes of a large cohort of the Belgian workforce.

**Jodender Singh Bidlan (2005)** in his study, “Job involvement, Job Frustration and Occupational Stress among workers of small and largescale industrial units”, examined semi-skilled workers from small and largescale industrial units of Haryana, on measures of job involvement, job frustration and occupational stress. The results showed that smallscale industrial workers had significantly greater degree of job involvement and job frustration than large-scale industrial counterparts.

According to **A.K. Srivastava’s (2005)** study, “Effect of Cognitive Appraisal on the Relationship of Job Stress and Job-related Health Outcomes”, low appraisal of demands and threats posed by stressful situations and high appraisal of available capability and resources mitigated the degree of stress. The study was among 300 technical supervisors operating in a large locomotive workshop in Varanasi. The results also noted that cognitive apprasials markedly modified the relationship of job stress and consequent strains.

“Total Workload, Work Stress and Perceived Symptoms in Swedish male and female White- Collar employees” is a research work of **Gunilla Krantz, Leeni Berntsson and Ulf Lundberg (2005)**. The aim of this study was to analyse how paid work, unpaid household task, child care, work-child care interactions, and perceived work stress were associated with reported symptoms in male and female white-collar employees. The data was collected from 743 women and
595 men. The results of the study indicated that the frequency and severity of symptoms were higher in women than in men. Employed women’s health was determined by the interaction between conditions at work and household duties, whereas men responded more selectively to long working hours. However childcare appeared to have a buffer effect on the risk of a high level of symptoms in men working long hours. Working life and private circumstances and the interplay between them need to be taken into account to curb stress-related ill-health in both men and women.

**S.N. Modu and S.E. Poodhun (2006)** in their work “Stress symptoms and substance use among Police officials in the Central Regions of Limpopo Province, South Africa”, investigated the sources of job stress, the effect of this stress in their personal and interpersonal spheres, and the mechanism used by police officials to cope with high levels of stress. Simple random sampling was used to select 248 males and 38 females as participants from 19 police stations in the central region in Limpopo Province. The findings of the survey showed that a sizable number of police officials were stressed and that they were coping ineffectively. The stress was found to affect them mentally and physically. It also affected their interpersonal relationships.

**Andrew Marantz (2006)** in his article “U. Mississippi: Editorial: Stress management more important than ever”, stated that common reactions to stress included eating or avoiding food, smoking, pacing, drinking or having emotional breakdowns. These were often signs that stress levels had built to an unhealthy level as per the analysis made in this study. The author suggested developing positive attitudes, finding a friend or mentor who would listen to one’s problems on a regular basis to deal with the stress in a healthier fashion.
“Correlates of Job Stress and Burnout” is a research study undertaken by **Piar Chand and O.P. Monga (2007)** to examine the correlates of Job stress and Burnout among the University faculty. One hundred faculty members were included from different academic disciplines from two universities of Himachal Pradesh. Pearson’s product moment coefficient of correlation and “t” test were used to determine the significant relationship of different variables used for this study. The findings of the study suggested that respondents with internal locus of control, high social support and high job involvement experienced less stress and burnout. The results also revealed that the maximum job stress was reported by Professors and the minimum by the Assistant professors.

In the study “Occupational stress and Burnout among Women Police”, conducted by **Mandeep Kaur and Sharanjith kaur (2007)** data were collected from 80 women police, selected randomly from various police stations, and women’s cells from Jalandhar and Phillaur. Their age ranged between 25-45 years. Srivastava and A.P Singh’s Occupational Stress Scale was administered among the sample. The results indicated positive correlation between occupational stress and burnout.

**Kakoli Sen (2008)** in his study, “Relationship between Job Satisfaction and Job Stress Among Teachers” examined the relationship between job stress and job satisfaction among teachers and managers. Data were collected from 31 teachers and 34 managers in the NCR region. The results showed no significant difference in job stress and job satisfaction of teachers and managers. However, teachers experienced low job satisfaction and they faced job stress while in the case of managers the two did not seem to show any association.
Thomas, W.H.N.G and Daniel, C Feldman (2008) in their study, “Long work hours: a social identity perspective on meta-analysis data”, tried to understand the factors that contributed to longer work weeks and the relationship among hours worked, job performance and employee well-being. The results of this study suggested that long work hours and family identification were generally only weakly related and that long working hours did not necessarily yield significant gains in productivity.

Rashmi Shahu, S.V. Gole (2008) in his study “Effect of job stress and job satisfaction on performance: An empirical study”, examined the relationship between job stress, job satisfaction and performance among 100 managers of private manufacturing firms. The finding suggested that higher stress levels were related to lower performance whereas higher job satisfaction indicated higher performance.

Seema Ohja, Kavita Koradia and Bharti Bhatnagar (2008) conducted a study titled “Organisational Role Stress, of working couples: A study of Govt. Technicians’. The study was conducted among a random sample of 80 respondents, 40 technicians and 40 their husbands, residing in Bikaner city in Rajasthan. The purpose of the study was to explore the Occupational Role Stress (ORS) of working couples (Government technicians). The scale used to measure Organisational Role Stress was ‘Your feeling about your role’ developed by Pareek (1981). The findings suggested that though technician couples experienced cognitional role stress, it was greater in wives due to job responsibility. At the same time they were expected to complete their household duties in time which led to organizational stress in technicians.

“Stress Management of Women in IT sector” is a research work done by R. Sunitha (2008) among 150 women IT professionals in and around Coimbatore.
through random sampling method. The objective of the study was to examine the level of stress, factors influencing stress and the level of satisfaction in the working environment. The findings revealed that the majority of the respondents had a high level of satisfaction towards working condition, authority given, welfare aspect and safety and security.

“Organisational Role stress and job satisfaction among male and female vocational teachers”, a study by Vaishali Gupta and Kiran Sahu (2009) analysed the relationship between organizational role stress and job satisfaction among 200 vocational teachers (100 male and 100 females) from private sectors of Moradabad district. The results indicated that there was a significant gender difference regarding job satisfaction. Organisational role stress and job satisfaction were significantly and negatively correlated and this relationship was found significant for males as well as for females.

2.2.3. Studies on Stress and Coping Styles

Singh (1982) undertook a study to ascertain the psychological correlates of role stress and coping styles for working women. He found that professional women most often used the ‘defensive’ style to cope with stress, and that the differential and avoidance styles were used twice as often as functional styles. Women entrepreneurs used the approach-oriented style more than the professional women as per the findings of the study.

The study by Shailendra Singh and Arvind, K. Sinha (1984) identified three categories of coping strategies, namely, strategies which acted on the source of stress, strategies which acted on the symptomatic effects of stress and those which acted as an escape from the source and effects of stress.

Gupta and Murthy (1984) studied the role conflict and coping strategies among Indian women. Their qualitative data indicated that “adjustment” and
“compromise” were the most commonly used and successful methods of coping.

**Caplan, Naidu and Tripathi (1984)** in their study, “Coping and Defence”, examined how patterns of coping and defence as well as their main effect influenced well-being. They suggested that coping might buffer the effects of stressors on well-being only when stressors were subjectively controllable.

**Singh and Sinha (1985)** in their research “Relationship of coping strategies with job related strain”, studied the relationship of coping strategies with job-related strain among 156 male supervisory level executives of a large industrial organization, using a measure of coping strategy designed by the researchers themselves. They found that various dimensions of coping strategies were related to strain dimensions in a specific pattern of weighted linear combination. Considered individually, they found that cheerful and optimistic work orientation and yogic resources appeared to be superior coping strategies.

The study by **David, C. Ganster et al. (1986)** examined the role of social support in the experience of work stress. The results indicated that social support had a consistent relation with a variety of stress outcomes.

**Kaur, G. and Murthy, V.N. (1986)** in their study revealed that avoidance strategies were predominant at junior management level and approach strategies were predominant for senior level management personnel of public and private sector organizations.

**Tandon (1986)** in his research work titled, “Development of a measure of stress tolerance”, hypothesized that those who coped with lifelike stresses without impairing their health would be characterized by a more positive philosophy of life and perception of meaning even while suffering. He administered an 85 item stress scale to 540 employees. The group which reported few symptoms was
designated the superior health group. It was found that the superior health subjects had a positive self-image, thought well of others, perceived a positive meaning in suffering, and believed that prayers helped.

Susan McCammon et al. (1987) have evolved in their study, “Managing workplace stress”, that the most frequently endorsed coping strategies following both events involved attempts to reach cognitive mastery over the event and to ascertain meaning. Strategies of alerting activities and finding new interests were not frequently endorsed. A greater number of coping responses were endorsed following the tornado along with strategies which involved seeking support from others. Factor analysis of coping inventory responses revealed four factors: seeking of meaning, regaining mastery through individual action, regaining mastery through interpersonal action, and philosophical self-contemplation.

“Role stress, locus of control, coping styles and role efficacy: A study of first generation entrepreneurs”, by Gupta, P. (1989) analysed organizational role stress and coping strategies among public sectors with the specific objective of relating these to length of service in the organization. Pareek’s ORS scale was used to assess roles and “Role Pics” to assess the coping style. Gupta found that “avoidance” coping style was used by 69 per cent of the executives to cope with stress.

In a study, “Appraisal of stress and coping in college students”, Mehta, S. F (1989) used two specific stressful events and a measure of appraisal of the events as well as a coping checklist to study appraisal and coping among 258 college students. He found more similarities than differences in the styles of coping across situations. Coping styles were found to differ in relation to appraisal. Challenge appraisal in both academic and personal situations was
related to the use of problem solving methods of coping and positive thinking, as per this study.

Ahmad Bhatt and Ahmad (1990) studied “stress and coping strategies among executive technocrats” and found that while men used defensive style more often than women, females largely used the approach style of coping. They found no relationship for age, number of dependants, income, drinking/smoking habits, and health with the strategies used for coping with stress.

Sam Batlivala’s (1990) comparative study between Indian and American executives at the organizational and personal level revealed that Indian executives experienced more personal stressors than their American counterparts, but they compared fairly well with their American counterparts on the organizational front. The author concluded that there was no one best coping technique and that each person learned from his/her own personal experience to transform stress into an asset.

The study on “Coping among dual-career men and women across the family life cycle” made by Maureen H. Schnitger and Gloria W Bird (1990) indicates that differences in coping across five family life cycle stages were identified using responses from 329 dual-career women and men. Coping strategy use differed significantly by gender and life cycle stage. Women utilized the coping strategies of Cognitive, Restructuring, Delegating, Limiting Advocational Activities, and used social support significantly more often than did men. Dual career men and women without children at home used compartmentalizing significantly less frequently than men and women with children, the study concluded.

“Coping with job stress: which strategies work best?” by Gary F Korske, Stuart A Kirk and Randi D Koeshe (1993) in a four-wave panel study, the
coping styles of care managers hired to work with seriously and persistently mentally ill clients were measured at entry to the job. Depending on the time, period and outcome variables studied, the effect of coping was compared between 39 and 51 workers. The results showed that control-oriented coping strategies clearly acted as work stress buffers and that those who relied exclusively on avoidance coping strategies reported higher general levels of negative consequences three months later.

Ray, Eileen Berlin Miller and Katherine I. (1994) in their study titled, “Social Support: Home/work stress and burnout; who can help?”, found that home-work conflict was a source of stress for women in human service occupations and proved that social support from intra-organizational and extra-organizational sources would help individuals from such stress.

Kagan Norman, I. and Kagan Hanya (1995) reported that Psycho-educational training programmes helped to reduce job stress and improve job performance. Royal Bank financial group, Toronto had also tracked with surveys that its flexible work arrangements (FWA's) which included job-sharing, flexi time, compressed work weeks and work-at-home arrangements, helped to reduce work stress and thereby reduce intention to quit' and 'absenteeism' and also increased employee efficiency and business effectiveness.

Helen Whitten (1997) revealed that 'mind maps’ which is a method of organizing thoughts and information using key words and Images, helped individuals in stress management. The technique was based on understanding of all aspects of the individual’s lifestyle including family, work, friends, leisure, sports, and so on, in order to help him develop appropriate stress management strategies.
Stephen Palmer (1997) adopted problem-focussed approach consisting of identifying the problem, selecting goals, exploring options, considering consequences, making decisions, taking actions and evaluating the strategy, as an effective approach which could be applied to stress counselling and stress management training.


The study on “Customer stress-relaxation: the impact of music in a hospital waiting room” conducted by Tansik, D. A. and Routhieaux, R. (1999) concluded that music in the waiting room had a significant effect on reducing visitor stress. This experiment is considered to be a low cost way of improving the quality of life of customers. “Learning the Tao of meditation training” a study by Luthar, H.K. (1999) found that meditation was a form of stress relaxation for employees. It is claimed that this form of training could lower health care costs, reduce job-related and psychological stress, reduce absenteeism, and keep workers rejuvenated. Briner, R. (2000), in his study on “Stress management: Effectiveness of interventions”, identified seven interventions as stress management techniques. They are stress management training, employee assistance programmes, job redesign, stress audits, risk
management, improvement in health and fitness, and the establishment of standard management practices.

The study, “When stress won’t go away?” conducted by Atkinson, W. (2000) showed that in many jobs, stress was unavoidable and inevitable, and that the employees tended to cope with it and react to it in different ways. Some enjoyed the challenge of stress in their work. It is argued, therefore, that activities that are focused on reducing stress in the workplace can sometimes be more harmful than helpful. Employers need to ensure that the right employees are chosen to fill the jobs where stress is inherent. Employees should identify the jobs which are interesting to them. The role of manager is to help the employees to be resilient to stress.

Yandric, R. M. (2000) has examined the coping techniques in his work, “Getting by with a little help from friends”. According to him, many employees were reluctant to receive help for their behavioural problems. The researcher stated that one way in which employers were addressing such problem behaviours was through the peer-to-peer assistance. The study on “Counselling: a primary stress intervention” made by Hill, C. (2000) suggests that the function of workplace counselling within the organizational culture is helpful in reducing the stress.

According to the study on “Managing the pressure” conducted by Harrington, T. (2000) the approach to managing the pressure included learn and share exercise, as well as the early location of individual stress through its human resource practices. The finding of the study conducted by Wah, L. (2000) on “The emotion tightrope” indicated programmes to reduce employee stress to include sabbaticals, appointing toxic healers, or emotional healers to shoulder the burdens of intra organizational emotional stress.
Intelligence and the bottom line; stress in the super market”, Wustemann, L. (2002) stated that the training increased levels of morale and the quality of working life and marginally lowered stress levels.

“Stress and Coping profiles of IFS Officers: An Empirical Analysis” is a research work by Parul Rishi, Bal Krishna Upadhyay and Arpit Solanky (2004) among 34 forest officers from Bhopal and surrounding areas in Madhya Pradesh. Data were collected through personal visits to the residences of different officers during their free time. The results suggested that there was a positive and significant relationship between stress, avoidance strategies, and Type A personality. Forest officers having Type A personality experienced more role stress and used more avoidance-based strategies to cope with it. Overall, 23.5 per cent of the sample was found to be experiencing high stress and inefficient coping.

Vijayalaxmi, A., Aminabhavi and Shanmukh, V. Kamble (2004) conducted a study titled “A study of work motivation and stress coping behaviour of technical personnel at a Railway workshop” with a sample of 30 technical personnel(engineers) working in the Railway carriage repair workshop at Hubli, Karnataka State. The aim of the study was to investigate the relationship between work motivation and stress coping behaviour of the sample respondents. The work motivation questionnaire developed by A.G. Agarval(1988) and ‘How you cope with the stress you experience?’ developed by Cooper, Sloan and William (1988) were administered among the group. The results showed that overall work motivation score of Railway technical personnel significantly correlated with their overall stress coping behaviour.
Anna West (2006) in her study, “Management: Stress: coping strategies for employers”, explained that since stress was very often caused by how a person cope of with the job, rather than the job itself, it was important to make sure that at the recruitment stage an individual’s skills should be accurately matched to the demands of the job. The study suggested training during employment and increasing the control an employee has over the work may help to reduce stress.

Lori, A. Button (2008) examined the role of social support and individual coping strategies (problem-focused, emotion-focused) in the moderation of the relationship between health care-related occupational stress and health, in a survey of 212 midwives and nurses. The results indicated that neither of the coping strategies was influential, whereas social support levels were either detrimental or beneficial based on the reported level of job stress. Support in conjunction with high job stress was associated with poorer health. Conversely, when support was low, high stress was associated with better health. This implies that the overall social support in conjunction with the level of job stress was associated with psychological and physical health levels.

Rekha Tiwari and Suman Bhanot (2008) in their work entitled, “Stress management through Yoga”, investigated different Stress Management techniques used by working mothers in Faizabad town of Eastern Uttar Pradesh. One hundred working mothers from different occupations i.e., Teachers, Professors, Doctors, Nurses, Librarians etc were included in the sample. The study concluded that practice of yoga increased the stress management level of working mothers because yoga seemed to have the potentiality to influence the mechanism in various ways and yogic practices could be used as a routine medical procedure.


2.3 Research Gap

Though there are a large number of studies conducted in the field of occupational stress in general, the studies specific to the banking sector are scanty. Most of the studies are region-specific and sector-specific, concentrating on the causes, consequences or coping strategies of occupational stress. It is observed that a holistic and all-inclusive study on occupational stress in the banking sector covering causes, effects and coping strategies have not been attempted by previous researchers. It requires special mention that none of the researches has delved into a comparative study of occupational stress across public, private and new generation banks. Besides, no significant studies on occupational stress in the banking sector specific to the State of Kerala have been conducted in the field. The present study is a pioneering study intended to bridge this literature gap in the present situation.

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