CHAPTER - 2

REVIEW OF LITERATURE

The related literature is reviewed to glance over the research conducted previously. It would provide the direction to carry out the research in a particular way. The researches related to the present study have been reviewed for developing a systematic procedure and to reveal a proper perspective of this study. These studies have been presented in the following sections.

The researcher was interested in the following variables namely job involvement, life orientation and occupational stress. Reviews of the literature of the following topics were done both individually as well as in combinations. It was seen that lot of work has been done in the field of job involvement and occupational stress, but life orientation is a field, which is not commonly studied. The effect of the three variables on each other has been studied sparsely and published research work on life orientation and its effect on job involvement were not to be found abundantly.

The three aspects to be studied in this study are job involvement, life orientation and organizational stress. Works done in the three various fields have been reviewed in the following pages.
REVIEW OF LITERATURE PERTAINING TO JOB INVOLVEMENT

Job involvement has been intensively studied since Allport (1943) first proposed it as a type of job attitude. Reeve and Smith (2001) report more than 1,200 articles in which job involvement was a major subject heading, between 1968 and 1998. Also, hundreds of empirical studies showed that job involvement was related to many antecedents, correlates, and consequences (Brown, 1996). However, more needs to be done in order to reduce the “measurement cacophony.....and the confusion between conceptual and operational definitions” (Reeve, Smith, 2001). In particular, two major measurement instruments are used in the literature: The first one is Lodahl and Kejner’s job involvement scale, which has been heavily used despite known measurement deficiencies (Ramsey, Lassk, Marshall, 1995) and conceptual fuzziness (Rabinowitz, Hall, 1977). The second one is Kanungo’s job involvement scale, which was developed to overcome cultural (western) biases in traditional job involvement definitions, thus increasing generalization of the job involvement concept across cultures. Kanungo (1982a) views job involvement as a unidimensional construct of psychological identification with work, and his approach has become the accepted definition (Brown, 1996).

Our aim is to explore the question job involvement as an attitude and its impact on organizational behaviour, using a large sample of employees from a Public Sector Unit (P.S.U.).
Greenhaus (1971) formulated early dominant operationalization of career commitment in terms of the importance of a career to one’s life. He described career commitment as involvement of employees in their chosen work and it is strongly linked with concepts of career ‘Salience’. The 27 item measure he developed tested for the respondent’s general attitude towards work, the depth of vocational planning and the relative importance of work.

Kanungo (1979) proposed an approach to job involvement based on the individual’s cognition about his or her identification with work, to overcome the conceptual fuzziness and the “measurement cacophony” related to the job involvement concept. According to Kanungo’s approach involvement should be directly measured in terms of individual’s cognition about his or her identification with work, with identification depending on both the saliency of needs and the perception about need satisfying potentialities of work.

Agarwala (1980) made an attempt to build a construct of job involvement (opposite of work alienation) in India, reported that an involved employee comes regularly to work, is punctual in coming to work, gives prior notice if absent from work, sticks to tasks, prefers to work rather than waste time, takes on extra work load etc.

Blau and Boal (1987) presented a conceptual model of how job involvement might interact with organizational commitment to affect absence behaviour. They assume that different forms and levels of absenteeism result from a combination of both variables. For example, absence for individuals high on both
variables, is expected to be a rare event and mainly due to genuine illness. Absence behaviour for individuals low on both job involvement and organizational commitment, however, is likely to be of much greater volume. These employees are absent from work mainly for calculative reasons in the sense that they utilize every chance to withdraw from work wherever this in not penalized by organizational policies. Blau (1986) confirmed in a study on nurses that these ordinal interactions are indeed significant for indicators of unexcused lateness (the interaction explained 8% of variance) and unexcused absence (the interaction explained 7% of variance). However, the sample was quite small (n=82) and, as a consequence, Blau recommended that the results should be regarded as tentative.

Kalleberg and Berg (1987) have reported that work involvement is likely to be strongly related career commitment. They however found that the conditions of the new organizations paradigm once again seem to challenge this conventional wisdom by creating work arrangements that ensure work involvement while paying little attention to developing organizational commitment.

Mathieu and Kohler (1990) found a significant interaction between both work attitudes - job involvement and organizational commitment for an indicator of voluntary absence. Contrary to expectations this interaction was disordinal. As hypothesized, lowest absence rates were found among employees who expressed both high job involvement and high organizational commitment. However, employees with low commitment and high involvement (these are described as “lone wolves” in the framework of Blau & Boal, 1987) exhibited the
highest absence rates. The “lone wolf” is a person who takes absence mainly for career enhancing purposes and Mathieu and Kohler speculate that personal absences assessed in their study served exactly this purpose.

Johns (1991) proposed that range restrictions in absence data are responsible for weak relationships among employees. He argued that absence measures do not differentiate between voluntary absence (due to low motivation) and involuntary absence (due to genuine illness). However, work attitude of employees should primarily affect voluntary behaviour.

Cotton (1996) researched on employee involvement. He examined the relationship between a range of employee involvement approaches and productivity and job satisfaction. He was unable to find a conclusive, positive relationship with outcomes. He concluded that even the most effective forms will fail if they are not implemented effectively.

Talma, Samuel and Joseph (1997) studied work structure, job and personal characteristics and job satisfaction and involvement. This study concerns psychosocial factors among Israeli occupational physicians. Eighty-one participants (specialists, residents, and general practitioners) responded anonymously to questionnaires assessing activities demanded by the job satisfaction from these activities, negative and positive job characteristics, job involvement, and global job satisfaction. There was little overlap between the most frequent activities (fitness for work assessments, statutory health surveillance examinations, and administrative tasks) and the activities the
physicians enjoyed most (professional consultations and participation in continuing medical education (CME) activities, fitness for work assessments, and scheduled workplace visits). The most powerful predictors of job satisfaction were job involvement and satisfaction with job activities. Job involvement was related to job characteristics. The findings provide various insights for promoting job involvement and satisfaction, such as improving communication, social support, and feedback within the occupational health system and finding ways to increase quality.

May, Stewart, Ledgerwood (1998) tried to validate the job involvement instrument in a collective culture. Their study examines the cross-cultural equivalency of the Lodahl and Kejner (1965) Job Involvement Scale, a measure which embodies the essence of individualism and self-identity with work. The instrument is analyzed using a sample of 284 bank employees from Russia. Results support the validity of the Lodahl and Kejner scale for use in future organizational research in collectivist cultures.

Harrison and Martocchio (1998) also reported that their research documented that job involvement negatively correlated with absence from work. They report that corresponding correlations for job involvement defined as the extent to which an individual identifies psychologically with his / her job (Blau & Boal, 1987), are low with $r = -14$. These low correlations obviously contradict common assumptions regarding the impact of job involvement as substantial predictors of organizational behaviour.
Sagie (1998) reported work attitude like job involvement behaviour correlations underestimate the importance of attitudes because of its impeding effects on variables like absence behaviour, which results from an interaction between attitudes. It might be for example, that job involvement is a much stronger predictor of absence behaviour if job satisfaction of employees is simultaneously low.

Judge, Thoresen, Bono and Patton (2001) have done meta-analysis on the issue of interaction between job satisfaction and job involvement. They concluded that employees overall job satisfaction and performance is averagely correlated.

Mir, Mir and Mosca (2001) studied the changing employee organization relations of the recruits. “New age employees” have substantially different expectations from organizations – stemming from their own articulateness about their career needs as well as mistrust of organizational loyalty in the aftermath of the recent waves of organizational downsizing. The changing employee-organization relationship is explored through the theoretical lens of work commitment; a series of propositions about the involvement levels of new age employees is advised and a framework to assist HR managers in their attempts to recruit, train and retain the new age employee is offered.

Reeve and Smith (2001) tried a hand at refining Lodahl and Kejner’s job involvement scale with convergent evidence approach. The authors examine the psychometric properties of that scale and offer a refined version that accurately taps the J.I construct. Based on a combination of five methodologies
(qualitative content analysis, classical item analysis, item response theory analysis, partial confirmatory factor analysis, and discriminant validity analysis) applied to five samples, results indicate that numerous items function inadequately as indicators of JI, whereas a core of items have superior item statistics and conceptually match the definition of J.I. The advantages of using a convergent evidence approach are discussed.

Janssen (2003) worked on innovative behaviour and job involvement at the price of conflict and less satisfactory relations with co-workers. Although innovative behaviour is widely claimed to contribute to long term organizational effectiveness, the price that an individual worker may have to pay for taking an innovative approach has generally not been examined. The present study hypothesizes that a worker's innovative behaviour interacts with his or her job involvement in producing conflict and less satisfactory relations with resisting co-workers who want to prevent innovative change. Moreover, conflict with co-workers is hypothesized to mediate the interactive effect of innovative behaviour and job involvement and satisfaction with co-worker relations. These hypotheses were supported in a survey study among 76 secondary school teachers based on supervisor ratings of the teachers' innovative behaviour and teachers' self-report data of job involvement, conflict with co-workers and satisfaction with co-worker relations.

Knotts, Tami (2003) worked on the relation between employee’s job involvement and religiosity. Correlation indicated a negative association between intrinsic religiosity and job involvement and
a positive one between extrinsic-personal and job involvement. Religiosity was significantly negatively related to job involvement, for non-protestants. No relation was found between scores on extrinsic-score religiosity and job involvement for either group. These results suggest that employee’s religiosity may influence work values in different ways for protestant and non-protestant workers.

Wegge, Schmidt, Van Dick and Parkes (2004) studied job involvement and job satisfaction as interactive predictors of absenteeism. They explored simple correlations between work attitudes such as job involvement and absenteeism in 436 employees working in a large civil service department. Absence data was drawn from personnel records and referred to a period of 12 months after the administration of the test. A moderated regression documented that the hypothesized interaction between satisfaction and involvement was significant, for both were indicators of absence behaviour.

There are several research findings on job involvement with respect to other job related variables. Tannenbaum (1965), Mannheim (1975), and Sharma and Kapoor (1978) reported that individuals at higher ranks are more involved with their job. But Lodahl and Kejner (1965) and Rabinowitz (1975) found that there is no relationship among these variables. It has been investigated by Weissenberg and Gruenfeld (1968) that job involvement is significantly related to satisfaction with motivator variables. Schwyhart and Smith (1972) observe a positive relation between job involvement and company satisfaction. According to Vroom’s theory (1960) job involvement may be
severely influenced by the situational factors. Schwyhart and Smith (1972), Hall and Mansfield (1975), and Sharma and Kapoor (1978) found a positive relation in length of service and job involvement.

**REVIEW OF LITERATURE PERTAINING TO JOB INVOLVEMENT AND LIFE-ORIENTATION**

Life orientations are also known as life styles. They are a feature of the personality of a person, his leanings towards a particular field namely work or family.

The following researches have been identified in this area.

Bray, Campbell and Grant (1974) did an in-depth and longitudinal study of successful (fast upward movement) and less successful executives. They identified a number of factors associated with career and role success and failure. Two distinct patterns emerged from grouping these. The one associated with career / job success was called enlarging style, while the other, associated with less success, was called enfolding style.

Eckstein and Driscall (1982) had suggested ways of assessing life orientation in a group, using the birth order theory of Adler. They had also developed a 50 item instrument to measure life style or life orientation.

Brown and Leigh (1998) studied psychological climate and its relationship to job involvement. This study investigated the process by which employee perceptions of the organizational environment are related to job involvement, effort, and performance. The researchers
developed an operational definition of psychological climate that was based on how employees perceive aspects of the organizational environment and interpret them in relation to their own well-being. Perceived psychological climate was then related to job involvement, effort and performance in a path-analytic framework. Results showed that perceptions of a motivating and involving psychological climate were related to job involvement, which in turn was related to effort. Effort was also related to work performance. Results revealed that a modest but statistically significant effect of job involvement on performance became insignificant when effort was inserted into the model, indicating the mediating effect of effort on the relationship.

Driscoll and Randall (1999) worked on perceived organisational support and satisfaction with rewards in explaining job involvement and two forms of organisational commitment (affective and continuance commitment) was explored with samples of dairy workers in Ireland and New Zealand. Perceived organisational support was significantly linked with job involvement, and with affective and continuance commitment, although its relationship with continuance commitment was negative. Satisfaction with intrinsic and (to a lesser extent) extrinsic rewards was also a salient predictor of job involvement and affective commitment, but not continuance commitment. Implications for enhancing positive work attitudes are discussed.

Naquim & Haston (1999) worked on the effects of personality, affectivity and work commitment on motivation to improve work through learning. This study examined the degree to which the dimensions from the Five-Factor Model of personality, affectivity, and work commitment (including work ethic, job involvement, affective commitment, and continuance commitment) influenced
motivation to improve work through learning. Data were obtained from a nonrandom sample of 239 private-sector employees who were participants of in-house training programs. Findings indicated that these dispositional effects were significant antecedents of motivation to improve work through learning. Specifically, 57 percent of the variance in motivation to improve work through learning was explained by positive affectivity, work commitment, and extraversion.

Salgado (2002) worked on personality dimensions and counterproductive behaviours in work place. Their systematic research on personality measures has been directed at investigating whether the Big Five personality factors are predictors of counterproductive behaviors such as absenteeism, accidents, deviant behaviors, and turnover. For example, published meta-analyses did not investigate whether the Big Five personality factors predicted these criteria. The results of the meta-analyses carried out here showed that conscientiousness predicted deviant behaviors and turnover, and extroversion, openness, agreeableness and emotional stability predicted the turnover criterion. However, none of the Big Five personality measures were found to be predictors of absenteeism or accidents. The implications of these findings for future research and practice are discussed.

Slachtova, Tomaskova & Spichalova (2003) studied the socio-economic predictors of life style. They found that in epidemiological studies exists the evidence of relationship between socio-economic status (SES) and health. The suspicious cause of these differences is life-style. The aim of the present study was to identify the relationship between SES, demographic
characteristics and the life-style in an industrial region. A detail analysis of the aggregated variables (adjusted for all SES variables) found passivity and contentment were in adverse correlation with the level of education and economic situation; psychical well-being was correlated with family status and economic situation, risk behaviour was correlated with all SES factors except sex and education. Among the analysed factors economical situation of respondents, family and education were the most significant determinants of the differences in life-style.

Vakola, Tsaousics, Nikolaou (2004) studied the role of emotional intelligence and personality variables an attitudes toward organizational change. They found that although the role of organisational characteristics in the change process has been extensively analysed and discussed in the literature, individual characteristics, which are equally crucial for the success of change, have been neglected. Therefore, the purpose of the present study is to add a different way of looking and working with organisational change by focusing on individuals' emotions and personality traits. This paper explores how emotional intelligence and the "big five" dimensions of personality can facilitate organisational change at an individual level by exploring the relationship between these attributes and attitudes toward organisational change. The sample consisted of 137 professionals who completed self-report inventories assessing emotional intelligence, personality traits and attitudes towards organisational change. The results confirmed that there is a relationship between personality traits and employees' attitudes toward change. Similarly, the contribution of emotional intelligence to the attitudes to change was found to be
significant, indicating the added value of using an emotional intelligence measure above and beyond the effect of personality. The practical implications of these findings are discussed in relation to the phases of a change project.

Elankumaran (2004) studied personality, organizational climate and job involvement. He reported that the higher the degree of job involvement of the members of an organization, the greater its effectiveness. In order to improve the degree of job involvement, one must have a realistic view of what determines it. Among the various views on job involvement, the most realistic one would be that it is a function of personality and organisational climate. Therefore, an attempt is made to study on the relationship of personality, organisational climate and job involvement. Therefore any effort to maximize organisational effectiveness depends on achieving the highest degree of Job Involvement among members of an organization.

**REVIEW OF LITERATURE PERTAINING TO JOB INVOLVEMENT AND OCCUPATIONAL STRESS**

Stress, whatever it is, is a major problem. In October 2000 the International Labour Organisation, the United Nation’s office with responsibility for labour affairs, issued a report, which found that levels of anxiety, burnout and depression in the workplace are spiralling out of control. The study, which focused on stress and mental illness at work in the UK, the US, Germany, Finland and Poland found that as many as 1 in 10 workers in the 5 countries were affected. Depression in the workplace is the second most disabling illness for workers after
heart disease. (This account is from the UK National Work Stress Network Newsletter.)

The problem is global. Something like 4% of the European Union’s gross national product is ploughed into treating the stressed and mentally ill. Finland tops the bill – a half of the Finnish workforce is blighted with some kind of stress related problem and a high suicide problem but other countries are also severely affected – 7% of workers in Germany opt of early retirement because they are stressed and depressed and 2.3 million working days are lost each year. In the USA 1 in 10 workers suffers from clinical depression with 200 million lost working days. India following the footsteps of the west is not far away in catching this infectious disease.

The following studies have been identified in this field:

Kobasa, (1982) has indicated that continued stress can drastically lower job satisfaction and performance and can also damage the individual’s personal life. The term “burnout” is often used to describe the effects of continual stress. Logically, a teacher’s mental health can be expected to affect classroom performance and interactions with pupils and others, as well as whether the teacher continues in teaching. Other variables associated with teacher stress and burnout are role problems, loss of control, isolation, dissatisfaction with rate of pay, role overload, role ambiguity and lack of administrative support

Srivastava and Sinha (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.
They opined that these two variables are of central importance in influencing employees’ behaviour and adjustment on the job. For the purpose of the study, the Ego Strength Scale (Hasan, 1974), the Job Involvement Scale (Lodahl and Kejner, 1965) and the Occupational Stress Index (A.K.Srivastava and A.P.Singh, 1981) were administered to a sample of 120 respondents. The sample comprised 30 managers, 30 engineers, 30 superintendents and 60 section in-charge. Critical ratio tests, product moment coefficients and two-way analysis of variance were used to analyze the data, which established that perceived role stress of the managerial personnel may be viewed as a function of their ego strength and job involvement. Employees with high ego strength were reported to experience mild stress pertaining to role ambiguity, role overload and role conflict as compared to employees with moderate and low ego strength.

Motowildo et.al. (1986) examined occupational stress and its relation with individual characteristics, job conditions, stressful events, affect, and job performance. Study 1, in which 104 nurses participated in group discussions and 96 nurses (mean age 36 yrs) completed a questionnaire, identified 45 stressful events (appended) for nurses. In Study 2, 171 nurses (mean age 34.6 yrs) completed another questionnaire and were rated by a supervisor and/or a co-worker. Findings show that ratings of interpersonal aspects of job performance (i.e., sensitivity, warmth, consideration, tolerance) and cognitive/motivational aspects (i.e., concentration, composure, perseverance, adaptability) correlated significantly with self-reported perceptions of stressful events, subjective stress, depression, and hostility. Models developed through path analysis suggest
that the frequency and subjective intensity of the 45 events identified in Study 1 caused feelings of stress, leading to depression and causing decrements in interpersonal and cognitive/motivational aspects of job performance.

Vance et al. (1989) studied the sources and manifestation of occupational stress. This study is an investigation of occupational stress as measured by the Teacher Stress Inventory (Fimian, 1988) of 30 teachers working in a Bureau of Indian Affairs school. The sample consisted of 22 females, six males (two respondents did not indicate their sex); nineteen were white, 10 were Native Americans and one Hispanic. New and completely one-way analysis of variance was used to analyze the data. The Scheffe procedure was used for post-hoc analysis. The level of significance was set at $p < .05$ to overcome the alpha effect because of the small sample size. The findings indicated that the major source of stress for these teachers was in managing his/her job. There were no significant differences found between the males versus females in relation to stressors nor between the Native American and white samples. Recommendations centered on the inclusion of the Teacher Stress Inventory in a variety of settings and practical suggestions for handling stress.

Landsbergis, Schnall, Deitz, Friedman and Pickering (1992) worked on the patterning of psychological attributes and distress by “Job Strain” and social support in a sample of working men. The association among job demands and control, social support, and psychological outcomes was tested using both ANCOVA and moderated multiple regression, controlling for demographic variables. The job strain model was supported by various
psychological outcome measures, with workers in “active” jobs reporting the highest level of Type A behavior, job involvement, and positive attributional style, workers in “low-strain” jobs reporting the lowest job dissatisfaction and trait anxiety, workers in “passive” jobs reporting the most external locus of control and trait anxiety, and workers in “high-strain” jobs reporting the highest job dissatisfaction. Low social support was associated with greater symptomatology, and a significant three-way interaction (demands×control×support) for job dissatisfaction was observed. While selection of subjects into jobs may partially explain these findings, the results support the hypothesis that working conditions influence psychological attributes and distress.

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 analysis of the data revealed a significant negative relationship between job stress and job satisfaction irrespective of the subjects’ sex, 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.

Pierce, Gordner, Dunham and Cummings’ (1993) research showed that employees with high job satisfaction experience higher self-esteem at work and this in general reduces the potential impact of organizational stressors, such as working under badly designed conditions or doing a job with low job
involvement. It is very likely that job involvement is positively correlated with job satisfaction.

Wallace (1995) reported that a major area in the study of professions is the potential for conflict between professionals and the organizations for which they work. This may occur when the values, goals and expectations of the professional are incompatible with those of their employing organization, especially when professionals are employed in highly bureaucratic organizations.

Cryer (1996) researched on neutralizing work place stress: The physiology of human performance and organizational effectiveness. He concluded that the two main factors determining work place stress levels are: problems in perception and problems in communication. In the age of information overload, the ability to step back, assessing priorities, taking time to recharge one's batteries, and finding a flow with our work are essential to maintaining psychological stability and mental / emotional balance. Employee should be able to motivate oneself and persist in the face of frustrations. They should be able to control impulse and delay gratification.

Alam (1997) conducted a study to determine the strength of job satisfaction, job involvement and organizational role stress among private and public sector executives. The sample comprised 50 private sector and 50 public sector executives. The S-D Employees’ Inventory (Pestonjee, 1973), the Job Involvement Scale (Lodahl and Kejner, 1965) and the ORS Scale (Pareek, 1983c) were administered to the sample. Means, SD, critical
ratio test and Pearson’s product moment coefficients of correlation were used to analyze the data. He reported that private sector employees experienced more role stress than public sector employees. Executives differed significantly on the variable of job involvement, private sector employees were found to be more job involved than public sector employees.

Newton, Handy, Fineman (1999) traced the academic history of the stress idea. They found that there are several different ways of looking at stress. They call attention for example to British Trade Union responses to stress, which see stress as being derived from the work environment, job design, unsocial hours, job insecurity etc.

Turnley and Feldman (1999,2000) found that those who experience ‘contract violation’ are more likely to be ‘disengaged’ in the work place. Therefore it might be indicated in such a situation the degree of job involvement becomes the most important attitude responsible for the regulation of attendance at work.

Schaubroeck and Jones (2000) showed that high job identification might function as a buffer against organizational stressors. Perceived demands to pretend positive emotions as part of the work role of call center agents correlated positively with physical symptoms only for those employees reporting low job identification.

Luk, Shaffer (2001) worked on work and family domain stressors, structure and support: Direct and indirect influences
on work–family conflict. The purpose of the study is to examine the complexity of the relationship between work and family domain stressors, structure and support and work-family conflict. In addition to considering the direct effects of domain-specific variables on the forms of work-family conflict (i.e., WIF: work interference with family and FIW: family interference with work), they also examined the reciprocal relationship between these two forms and the interactive effects of work and family domain variables. To test their hypotheses, they collected multi-source data from 248 employees and their spouses. Among the proposed work domain antecedents of WIF conflict, time commitment, work role expectation, and position were significant. Among the proposed family domain antecedents of FIW conflict, family involvement, parental demand and spouse domestic support were significant. Several moderating relationships were also significant. Domestic helper support and dual earner family moderated the relationship between WIF conflict and work role expectation and job involvement respectively. Family friendly policies and supervisor support moderated the relationships between FIW conflict and extended family and family role expectation respectively. Implication for human resource managers and researcher are also discussed.

Yagil(2001) The study examined the sources of stress encountered by inexperienced compared to experienced teachers. Sixty-nine female teachers in elementary schools and kindergartens in Israel participated in the study. A questionnaire was administered measuring job-related stress factors, emotional involvement in the job and active coping with stress factors. The results show that inexperienced compared to
experienced teachers stated that they experience an overall higher level of stress. The major sources of stress for inexperienced teachers are interaction with pupils’ parents and workload. Inexperienced teachers are less involved emotionally in their work, especially in regard to incidents of unsatisfactory performance. However, they are similar to experienced teachers in both their emotional reactions to successful performance and in their actions in stressful situations. Since the research design was quasi-experimental, the differences between experienced and inexperienced teachers might be due to other confounded factors such as general life experience. The results are discussed in regard to the adaptive functions of selective emotional involvement.

Mishra and Srivastava (2001) worked on job stress as a moderator, variable of the organizational and job satisfaction relationship. In their work an attempt was made to find out the moderating effect of the job stress on the organizational commitment and job-satisfaction relationship. A sample of 250 doctors employed in King George’s Medical college Lucknow (U.P) were taken. The moderated multiple regression analysis and sub-group analysis show that job stress has moderating effect on organisational commitment and job-satisfaction relationship.

Guest and Conway (2002) researched on employees who had experienced ‘contract violation’. They also show negative outcomes such as decreased feelings of obligations to employees, reduced job involvement, increased turnover and absenteeism.
Lait and Wallace (2002) studied organizational–professional conflict and unmet expectation. This study examines how certain conditions of work affect human service workers’ job stress. They proposed and assessed a model of organizational-professional conflict to determine how professional and bureaucratic conditions of work influence service providers’ expectations and in turn their job stress. The model was tested using data from a survey of 514 human service providers in Alberta, Canada. The findings suggest that whether service providers’ expectations are met is critical in explaining job stress. Professional conditions of work relating to working relationships and client interactions are key to fulfilling service providers’ expectations, whereas bureaucratic conditions of work that reflect role conflict and excessive role demands are particularly stressful. An unexpected finding is that bureaucratization of procedures that may limit service workers’ control over their work does not contribute significantly to their job stress.

Van Dick and Wagner (2002) demonstrated in two samples of school teachers that variables of work motivation, job satisfaction and self-reported extra-role behaviours were predicted positively by identification with the professional group. They said that positive effects of organizational identification on decisions to remain with the organization are largely mediated by job satisfaction. Negative correlations were found between identification on the one hand and health complaints and absenteeism on the other.

They found that organizations and nature pay heavily for a poor fit between people and their work. It is seen as a contributory factor to the productivity and health costs of companies and country’s economic show, stress imposes a high cost on individual health and well being, as well as the organizations growth.

Kang and Singh (2004) worked on identifying stressors at work. Their endeavor to identify stressors and measure stress through symptoms, gave them the following conclusions. Poor organizational structure and climate, poor interpersonal relations, inconsiderate superior, role ambiguity and work inhibitors have been found as the stress producing factors. There is a need to identify all organizational dimensions in specific terms. Further, these specific organizational dimensions should be categorised as those which are controlled by the employee, individual coping efforts may be effective. But for all those organizational dimensions which are not directly under the control of the individual employee, stress coping efforts at the group level may be effective.

Mehra (2004) did a study on stress levels in organizations and impact on employee behaviour. Stress and its management have attracted a lot of attention of late, as it is a malady, which appears to affect nearly every person at one time or the other. This trend is more visible in the workplace, which makes it of special interest to the behavioural scientist who is interested in, the dynamics of employee interaction and its consequences. Several studies have been conducted in the past to understand the dynamics of stress in the workplace however, stress
management, being a wide and complex subject there are still many dimensions that can be explored. These dimensions related to the stress patterns of employees working in different employment sectors with reference to factors, such as age, occupation, work experience, type of job and role in the organization and their impact on the individual. Employees being individuals in their own right and highly different from each other as well are assumed to be influenced by various personal and organizational factors that cause stress and burnout. Understanding these influences is absolutely vital for the organizations, as employees constitute its real sustainable advantage and a great effort and cost is involved in their development. The present research by Mehra is an attempt to understand the relationship between the individual employees’ propensity to withstand pressure in the organizational environment. It is purely exploratory in nature and stems from a desire to know more about the ‘stress epidemic’, which is slowly but steadily threatening to engulf a greater part of our working population.

REVIEW OF LITERATURE PERTAINING TO LIFE ORIENTATION AND OCCUPATIONAL STRESS

Studies on the concept of Life Orientation in its own capacity could not be found. Its variation, in the form of Personality has been generally researched upon. Quite a few studies on Occupational Stress and Personality has been done, some important ones are mentioned below.
Pestonjee, (1987) studied role stresses in relation to Type-A pattern of behavioural disposition and state-trait anger. As the stressors vary from one job category to another depending on the personality characteristics of the focal person, it was decided to study three categories of management personnel, namely, top management (TMG), middle management (MMG) and IAS officers. Attempts were also made to determine whether the relationships between role stresses and personality variables were influenced by the age of different job categories of management personnel. Findings reported were MMG, scored significantly higher on role stagnation, role expectation, role erosion, role isolation and role ambiguity. They were found to have more state anger as compared to TMG and IAS. Young IAS scored significantly higher on self role distance and trait anger than older age group.

Mittal, (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. A set of five psychometric tools – the ORS Scale (Pareek, 1983), Can You Type Your Behaviour (Gmelch, 1982), the Social Reaction Inventory (Rotter, 1966), the Role PICS (Pareek, 1983d) and the Symptom Management Checklist (Latack, 1986) was administered to the respondents. It was reported that major stress experienced by doctors was role erosion. Private and female doctors had more overload than government and male doctors. Type A personality associated positively with total role stress and total approach styles of coping.
Pange,(1997) conducted a study to determine stress, job satisfaction and performance among Type-A and Type-B managers, and to determine if these managers used different coping strategies. The sample consisted of 200 male managers belonging to the middle management level of 39 large, medium, and small organizations in Nasik, India. For the purpose of the study, two psychometric instruments, namely, the Occupational Stress Indicator (Cooper et al., 1988) and the Performance Rating Scale (Pestonjee and Singh, 1978) were administered to the respondents. He reported that Type A and Type B managers did not differ significantly on stress and job satisfaction but significant differences were found on the coping styles of stress. Type A coped better with stress than Type B.

Sharma et al. (1998) studied Type-A behaviour in relation to occupational stress, anxiety and anger. The sample consisted of 160 registered nurses working in four state-administered hospitals of Himachal Pradesh (aged 22-48 years). The authors were of the view that most of the research on Type-A behaviour has tended to concentrated on males and the generalizations from such a research cannot be sagely extended to females. For the purpose of the study, the Jenkins Activity Survey(JAS)(Jenkins et al., 1979), the Occupational Stress Index (Motowidlo et al., 1988), the State-Trait Anxiety Inventory (Spielberger et al., 1973) and the Anger Expression Scale (Spielberger, 1988) were administered to the respondents. Data showed that JAS- Type A score correlated highly with occupational stress and moderately with T anxiety.
Singh and Srivastava (1998) tried to examine the impact of Type-A behaviour pattern on stress and health outcomes. The sample comprised 200 male managers of Diesel Locomotive Works, Varanasi. The Occupational Stress Index (A.K.Srivastava and A.P.Singh, 1981) was administered to the sample to assess three role stress variables as well as the overall job stress. Psychosomatic health complaints (such as upset stomach, headaches) and pathogenic health habits (such as employee’s quantity and quality of alcohol intake, tobacco intake) were assessed through two short checklists. Individual responses were combined to create the index of pathogenic health habits and psychosomatic health complaints. Blood pressures were also measured. The Jenkins Activity Survey (Jenkins et al., 1979) was used to measure Type-A behaviour pattern. Positive correlations were found between Type A behaviour pattern and role overload, role ambiguity, role conflict, overall job stress and health outcomes.

REVIEW OF LITERATURE PERTAINING TO JOB INVOLVEMENT, LIFE ORIENTATION AND OCCUPATIONAL STRESS

Coping with occupational stress is a very individualistic pattern in the humans. In his unique way he adjusts to the various tensions that arises from his sphere of work. This adjustment is strongly influenced by his basic nature, orientation in life and his personality. Life orientation definitely has an integral role in the coping strategies of an individual. This in turn effects the involvement in his job in an individual. There is a continuous interplay of these three variables in the work field of a person.
Not many reported studies could be found in the fields mentioned above. The studies identified are as follows:

Kedar Nath (1988) studied the effect of organizational climates, role stresses and locus of control on job involvement among banking professionals. He observed that several behavioural scientists in the west as well as in India have long recognized that these variables are crucial causal factors for job involvement among the banking personnel. To attain the objectives of the study, four psychometric instruments—the ORS Scale (Pareek, 1983), MAO-C (Pareek, 1989), the Social Reaction Inventory (Rotter, 1966) and the Job Involvement Scale (A.P. Singh, 1984) were administered to a randomly selected sample of 500 bank employees to assess role stresses, motivational climates, locus of control and job involvement, respectively. Statistical techniques such as critical ratio test, coefficients of correlation, variance analysis, varimax factor analysis, subgrouping and multiple regression analysis were used to test the hypotheses. Findings were that a negative relationship between organizational role stress and job involvement was reported to be higher for high locus of control group as compared to the low locus of control group. Organizational role stress was observed to be the most powerful predictor of variance in job Involvement (31%).

Dhadda (1990) studied the relationship of role stress, job involvement and personality types. He reported that job involvement was found to be positively related to role stress. Higher the stress, higher was job involvement among the officials of aviation industry and the railways. Type – B personality was
also found to be positively significant among the officials when job involvement and role stress was related..

Ahmad et al. (1991) examined the relationship between organizational role stress (ORS) and job satisfaction and personality dimensions of neuroticism-stability and extraversion-introversion. The sample consisted of 50 middle managers of a large industrial organization. The ORS Scale (Pareek, 1983c), the Employee Satisfaction-Dissatisfaction Inventory (Pestonjee, 1973) and the Maudsley Personality Inventory (Eysenck, 1959) were used to collect the data. Results indicated that ORS significantly but negatively correlated with job satisfaction. Neuroticism-stability dimension of personality was significantly and positively correlated with ORS.

Agarwal (1993) worked on the influence of Formalization on Role Stress, Organizational commitment and Work Alienation (low involvement): a cross-nation as comparative study. It was reported that organizations rely on formalization to coordinate the efforts of employees; however, this practice has been found to have a negative influence on role stress, organizational commitment, and work alienation. Though the negative influence of formalization in the United States has been known for some time, it still cannot be predicted if similar relationships would / should be observed in other countries because the rationale developed to explain these relationships in the United States did not consider the cultural factors that influence them. With such knowledge, it would become possible to anticipate the nature of the relationships in different cultural environments. Such an approach to developing cross-national models has been often
suggested but seldom implemented. By emphasizing the role of culture, this study generates practical guidelines for both practitioners and theorists.

Miller, Griffin, Hart (1999) studied personality and organizational health: The role of conscientiousness. They found that Organizational health research identifies processes through which the work environment and individual differences combine to influence both individual and organizational outcomes. This study investigated the contribution of conscientiousness to organizational health. Research in the areas of occupational stress, work performance, and organizational climate was used to develop a framework for integrating different elements of organizational health. Within this framework, the work environment was assessed by perceptions of workload and role clarity; individual well-being was assessed by psychological distress and job satisfaction; and behaviour important for organizational success was assessed by contextual performance. Conscientiousness was investigated within the framework using self-reports from a sample of 104 Australian employees. Conscientiousness directly influenced contextual performance but did not influence well-being or perceptions of the work environment. Conscientiousness also reduced the impact of role clarity on both psychological distress and job satisfaction. The role of conscientiousness in a comprehensive model of organizational health is discussed.

Van den berg and Feij (2000) researched on complex relationships among personality traits, job characteristics and work behaviours. The aim of the study was to investigate the
additive, mediating, and moderating effects of personality traits and job characteristics on work behaviors. Job applicants (N=161) completed personality questionnaires measuring extraversion, neuroticism, achievement motivation, and experience seeking. One and a half years later, supervisors rated the applicants' job performance, and the job incumbents completed questionnaires about skill variety, autonomy, and feedback, work stress, job satisfaction, work self-efficacy, and propensity to leave. LISREL was used to test 15 hypotheses. Perceived feedback mediated the relationship between achievement motivation and job performance. Extraversion predicted work self-efficacy and job satisfaction. Work stress mediated the relationship between neuroticism and job satisfaction. Job satisfaction and experience seeking were related to propensity to leave. Autonomy, skill variety, and feedback were related to job satisfaction.

Davey (2001) studied work stress, performance and emotional management. He concluded that individually workers need to be helped to develop a clarity about their own life, goals and needs. They have to correlate it with their employer's demands as to what extent they can correspond together, what temporary compromises they are prepared to make or when it is appropriate for them to move on and personal strategies for doing so. The supervisory support is also required for managing stress, better performance and emotional upheavals.

The above mentioned studies show that though work has been done in the field of job involvement, occupational stress and personality, life orientation which expresses the behaviour of job
success is not much dealt with. The key to success of an industry lies with its work-force, level of involvement in their work, the zeal with which they carry out duty, their singular dedication and strive for personal success and growth of their organization. All this is possible if the work place is capable of emitting a healthy climate to its employees. Occupational stress is a virus that ruins the quality of work, mental peace, health of employees, resulting in the downfall of the organization. An attempt is made in this research to study the above mentioned variables and their interactive effects.