CHAPTER - II

REVIEW OF LITERATURE

2.1 INTRODUCTION

Review of literature paves way for a clear understanding of the areas of research already undertaken and throws a light on the potential areas which are yet to be covered. Keeping this view in mind, an attempt has been made to make a brief survey of the work undertaken on the field of occupational stress.

This chapter deals with the review of literature concerned with the subject of this study. Many studies have been conducted. It highlights the occupational stress from different angles. The review of some of the important studies are presented below.

Amir Shani and Abraham Pizam\(^7\) in their article “Work-Related Depression among Hotel Employees” conducted a study on the depression of work among hotel employees in Central Florida. They have confirmed the incidence of depression among workers in the hospitality industry by evaluating the relationship between the occupational stress and work characteristics.

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Viljoen, J.P., and Rothmann, S.\textsuperscript{8} aimed at studying and investigating the relationship between “occupational stress, ill health and organizational commitment” (2009). The results were that organizational stressors contributed significantly to ill health and low organizational commitment. Stress about job security contributed to both physical and psychological ill health. Low individual commitment to the organization was predicted by five stressors, namely work-life balance, overload, control, job aspects and pay.

Schmidt, Denise Rodrigues Costa; Dantas, Rosana Aparecida Spadoti; Marziale, Maria Helena Palucci and Laus, Ana Maria.\textsuperscript{9} In their work title on “Occupational stress among nursing staff in surgical settings” This study aimed at evaluating the presence of occupational stress among nursing professionals working in surgical settings and investigating the relations between occupational stress and work characteristics.

Li-fang Zhang\textsuperscript{10} conducted a study titled “Occupational stress and teaching approaches among Chinese academics” (2009) He suggested that controlling the self-rating abilities of the participants, the conducive conceptual change in teaching approach and their role insufficiency predicated that the conceptual change in teaching strategy is negative.


Kayoko Urakawa and Kazuhito Yokoyama\textsuperscript{11} in their journal “Sense of Coherence (SOC) may Reduce the Effects of Occupational Stress on Mental Health Status among Japanese Factory Workers” (2009) has resulted the adverse effects on mental health due to the job demand and job stress was positively associated with SOC (sense of coherence), the mental health status of males in managerial work was adversely negative, where as it was positive among the female co-workers. Thus, SOC is an important factor determining the coping ability over the job stress for both the genders.

J.E. Agolla\textsuperscript{12} in his research article titled “Occupational Stress Among Police Officers: The Case of Botswana Police Service”, (2009) has conducted a study among the police to find out work stress symptoms and coping strategies among the police service in Botswana. This study reveals that the police work stressors are; getting injured while on duty and the use of force when the job demands to do so, etc. The coping strategies were identified as exercising, socializing, healthy eating or diets, career planning and employee training.

Connolly, John F and Willock, Joyce and Hipwell, Michele and Chisholm, Vivienne\textsuperscript{13} in their research titled “Occupational Stress & Psychological Well Being following University Relocation” (2009) they describe and analyze that management standards for work related stress

\textsuperscript{11} Kayoko Urakawa and Kazuhito Yokoyama, “Sense of Coherence (SOC) may Reduce the Effects of Occupational Stress on Mental Health Status among Japanese Factory Workers”, Journal of Industrial Health, Vol. 47, No. 5 pp.503-508


\textsuperscript{13} Connolly, John F and Willock, Joyce and Hipwell, Michele and Chisholm, Vivienne (2009) Occupational Stress & Psychological Well Being following University Relocation: six months on. Project Report. Queen Margaret University. (Unpublished).
(demand, support, control, role, relationships and change) can be analysed by examining 1) overall levels of psychological strain 2) job satisfaction, and 3) the psychosocial working conditions

Chen, Wei-Qing; Wong, Tze-Wai; Yu, Tak-Sun\textsuperscript{14} in their book titled “Direct and interactive effects of occupational stress and coping on ulcer-like symptoms among Chinese male off-shore oil workers”, (2009) has suggested that gastric/ulcer like health problems, age, educational qualification, marital status has been positively associated with occupational stress and ‘internal behaviour’ coping methods, but negatively associated with ‘external/social behaviour’ coping methods.

Chang-qin Lu; Oi-ling Siu; Wing-tung Au; Sandy S. W. Leung\textsuperscript{15} in their article titled “Manager's occupational stress in state-owned and private enterprises in the People's Republic of China” (2009) has showed that managers in private enterprises experienced higher levels of occupational stressors and psychological strains than those in state-owned enterprises. Moreover, ‘Organizational structure and climate’ was also found to be a major stressor when predicting both psychological and physical strain in both economic sectors.

Stewart Collins\textsuperscript{16} in his book titled “Statutory Social Workers: Stress, Job Satisfaction, Coping, Social Support and Individual Differences” (2008) he is highlighted that healthy or unhealthy coping

\textsuperscript{14} Chen, Wei-Qing; Wong, Tze-Wai; Yu, Tak-Sun, “Direct and interactive effects of occupational stress and coping on ulcer-like symptoms among Chinese male off-shore oil workers”, American journal of industrial medicine, Vol.52, Issue 6, pp.500-8.

\textsuperscript{15} Chang-qin Lu; Oi-ling Siu; Wing-tung Au; Sandy S. W. Leung, “Manager's occupational stress in state-owned and private enterprises in the People's Republic of China”, The International Journal of Human Resource Management, Volume 20, Issue 8, August 2009 , pages 1670 - 1682

strategies have gender difference and the importance of support in various forms with in the work setting, where as mutual group support accompanied by individual differences are linked to good self-esteem, personal hardiness and resilience.

Richardson, K. M., and Rothsetin, H.R.\textsuperscript{17} in their article titled “Effects of occupational stress management intervention programs” (2008) they provided an empirical review of stress management interventions, employing meta-analysis procedures. The results also revealed that relaxation interventions were the most frequent type of intervention. Further, there were a few stress interventions focused on the organizational level. More specific results also indicated that cognitive-behavioural interventions produced larger effects than other types of interventions.

Pal, S., and Saksvik, P.\textsuperscript{18} In their article titled “Work-family conflict and psychosocial work environment stressors as predictors of job stress in a cross-cultural study” (2009) conducted a study on job stress on 27 Norwegian doctors and 328 nurses and 111 Indian doctors and 136 nurses. The result was that work-family conflict was not predictive of job stress in Norwegian doctors, but work-family conflict, high job demands, and low flexibility in working hours predict job stress in Norwegian nurses. For the Indian sample, job stress was predicted by high family-work conflict and low social support in nurses and low job control in doctors. Hence, it seems to be overlapping and some differences in cultures when considering the role of demands, control, support, and flexibility in predicting strain.


Nagesh, P. and Murthy, M. S. Narasimha\textsuperscript{19} in their study titled “Stress Management at IT Call Centres” (2008) has identified that the six factors contribute to workplace stress: demands of the job, control over work, support from colleagues and management, working, clarity of role, and organizational change. This paper also suggested measures in the form of training to enable organizations and individuals to manage stress at workplaces in general and IT call centres in particular. The paper is based on a study carried out in respect of a few selected IT call centres.

Mäki K, Vahtera J, Virtanen M, Elovainio M, Keltikangas-Järvinen L and Kivimäki M.\textsuperscript{20} in their study titled “Work stress and new onset migraine in a female employee population” (2008) examined whether work stress, as indicated by the job strain model and the effort-reward imbalance model, predicts new-onset migraine among 19,469 female employees with no history of migraine at study entry. The proportion of new migraine cases attributable to high effort-reward imbalance was 6.2\% percentage. This study suggested that the high effort-reward imbalance might function as a modifiable risk factor for new-onset migraine.

Magee, and Bill\textsuperscript{21} in their article titled "Stress, Anxiety and Anger about Home and Work" (2009) they suggested that mediate associations between the differentiated forms of work with matching effects at home.


Their interference seems to play a relatively limited role in maintaining the cross-domain association which is affected in either form of negative or positive.

Kopp, Maria S; Stauder, Adrienne; Purebl, Gyorgy; Janszky, Imre; Skrabski, Arpad\textsuperscript{22} in their research paper titled “Work stress and mental health in a changing society” (2008) they conducted a study indicates that a cluster of stressful working and psychosocial conditions are responsible for a substantial part of variation in self reported mental and physical health with work related factors.

Katherine Pollak. Eisen. George J. Allen. Mary Bollash and Linda S. Pescatello\textsuperscript{23} in their book titled “Stress management in the workplace” (2009) it suggested that work stress significantly contribute to corporate health costs. Comparison through randomised controlled design of stress management and intervention provided by an instructor-led group and computer presented format, has resulted in significantly higher attrition in computer based presentation format.

Hampel, Petra; Meier, Manuela; Kummel, and Ursula\textsuperscript{24} in their article “School-Based Stress Management Training for Adolescents: Longitudinal Results from an Experimental Study” (2008) they investigated the effectiveness of a school-based universal preventive stress

\textsuperscript{22} Kopp, Maria S; Stauder, Adrienne; Purebl, Gyorgy; Janszky, Imre; Skrabski, Arpad, “Work stress and mental health in a changing society”, European Journal of Public Health. 18(3):238-244, June 2008.


\textsuperscript{24} Hampel, Petra; Meier, Manuela; Kummel, Ursula, “School-Based Stress Management Training for Adolescents: Longitudinal Results from an Experimental Study”, Journal of Youth and Adolescence, v37 n8 p1009-1024 Sep 2008.
management training program for early and middle adolescents in comparison with a no-treatment control group. The experimental group scored higher on perceived self-efficacy compared to the control group at the follow-up assessment.

Gbolahan and Gbadamosi\textsuperscript{25} in their research titled “Stress at Work: Any Potential Redirection from an African Sample” (2008) they conducted a study which explored the relationship among perceived stress, perception of sources of stress, satisfaction, core self-evaluation, perceived health and well being. Data were collected from 355 employees in Botswana. Result indicated that significant links existed between perceived stress, Satisfaction, Core self-evaluation and Well being.

D.R. Rutter and M.J. Lovegrove\textsuperscript{26} in their research titled “Occupational stress and its predictors in radiographers”, (2009) they conducted a study to establish the level of occupational stress in UK NHS radiographers, and to examine its causes. The result was significantly lower in the mammography group than in the others. However, the junior staff reported low level stress due to role ambiguity, role conflict and work problems and the superintendents reported a high level stress; but the effects were sometimes buffered by social support from colleagues.


Christopoulos, M. And Hicks, R.E. 27 in their article titled “Perfectionism, occupational stress and depression among Australian university students”. (2008) they carried out a study and investigated the relationship of perfectionism between occupational stress and depression in the context of an Australian university student population. The study revealed that as expected maladaptive perfectionism significantly correlated with occupational stress and depression; however, unexpectedly adaptive perfectionism did not correlate significantly with occupational stress and depression.

Buddeberg-Fischer, B; Klaghofer, R; Stamm, M; Siegrist, J; Buddeberg, 28 in their book titled “Work stress and reduced health in young physicians: prospective evidence from Swiss residents” (2008) they investigated the perceived job stress, its association with the amount of working hours, and its impact on young physicians’ self-reported health and their satisfaction with life during residency. Stress at work in young physicians, especially when being experienced over a longer period in postgraduate training, has to be a matter of concern because of its negative impact on health and life satisfaction and the risk of developing symptoms of burnout in the long run.


28 Buddeberg-Fischer, B; Klaghofer, R; Stamm, M; Siegrist, J; Buddeberg, C (2008), “Work stress and reduced health in young physicians: prospective evidence from Swiss residents”. International Archives of Occupational and Environmental Health, Vol. 82 No.(1): pp.31-38
Sang, Katherine J. C.; Dainty, Andrew R. J.; Ison, Stephen G. In their research titled “Gender: a risk factor for occupational stress in the architectural profession” (2007) jointly aimed to research gender differences in occupational health and well-being. In this study, the female respondents reported significantly lower overall job satisfaction and due to it, significantly higher levels of insomnia and constipation, work-life conflict and turnover intentions.

Upson, John W.; Ketchen Jr., David J.; Ireland, R. Duane in their article titled “Managing Employee Stress: A Key to the Effectiveness of Strategic Supply Chain Management” (2007) focused their research on supply chain activities and studied the dangerous role of stress among supply chain members. They have also given measures to address this stress. The researchers concluded that by using the suggested initiatives, both employees' quality of life and the organization's performance can improve.

The study by Mikolajczak, Moïra; Menil, Clémentine; Luminet, Olivier in their article “Explaining the protective effect of trait emotional intelligence regarding occupational stress: Exploration of emotional labour processes” (2007) focused that, when confronted with emotional labour, high trait EI individuals experience lower levels of

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burnout and somatic complaints, and this effect was found to be mediated by the choice of emotional labour strategies.

**Wated, Guillermo; Sanchez, Juan I.**\(^{32}\) in their research titled “The Role of Accent as a Work Stressor on Attitudinal and Health-Related Work Outcomes”, (2006) has stated that, data collected from the employees who spoke English with a supported accent and prediction, by examining in their role in group, self-efficiency and perceived control in the process where none of the proposed coping mechanism had an impact of perceived discrimination on employees accent.

**W. de Vente; J.H. Kamphuis; P.M.G. Emmelkamp**\(^{33}\) in their article. “Alexithymia, Risk Factor or Consequence of Work-Related Stress” (2006) they investigated the level and the type of alexithymia associated with occupational stress. Group differences in alexithymia were analyzed using ANOVAs. The type of alexithymia was investigated by (a) determining absolute and relative stability, (b) exploring state dependence by adjusting alexithymia for burnout and distress complaints and (c) associating recovery of complaints with change in alexithymia. According to them, Alexithymia was significantly elevated among the patients. In the patient group, absolute stability of two alexithymia dimensions (identifying feelings, describing feelings) and relative stability of one alexithymia dimension (identifying feelings) was lower than they were in the healthy group.


Stetz, Thomas A.; Stetz, Melba C.; Bliese, Paul D.\textsuperscript{34} In their article titled “The importance of self-efficacy in the moderating effects of social support on stressor–strain relationships” (2005) has explained that organizational constraints, co-workers support and self efficiency had significant interaction for predicting the job satisfaction and psychological well being. It had resulted that intervention aimed for reducing strains are expected through increased social support and considering self efficiency of individual.

Richards, David; Bee, Penny; Barkham, Michael; Gilbody, Simon; Cahill, Jane; Glanville, Julie.\textsuperscript{35} In their research article “The prevalence of nursing staff stress on adult acute psychiatric in-patient wards” (2006) their study reviewed the prevalence of low staff morale, due to stress, burnout, job satisfaction and psychological well-being amongst staff working in in-patient psychiatric wards. It has resulted that particular mental health studies has specific and non specific samples, it explain that using of validating measures of stress together with personal and organisational variation requires the process influencing the stress over the staff.

Raidén, Ani Birgit; Dainty, Andrew R. J.; Neale, Richard H.\textsuperscript{36} in their study on “Balancing employee needs, project requirements and

\textsuperscript{35} Richards, David; Bee, Penny; Barkham, Michael; Gilbody, Simon; Cahill, Jane; Glanville, Julie. “The prevalence of nursing staff stress on adult acute psychiatric in-patient wards”, Social Psychiatry & Psychiatric Epidemiology, Jan2006, Vol. 41 Issue 1, p34-43, 10p.
organisational priorities in team deployment” (2006) the team deployment strategies of a large construction company with the view of establishing how a balance could be achieved between organizational strategic priorities, operational project requirements and individual employee needs and preferences, suggested that project priorities often took precedence over the delivery of the strategic intentions of the organisation in meeting employees’ individual needs.

Noblet, Andrew; LaMontagne, Anthony D. 37 conducted a study on “The role of workplace health promotion in addressing job stress” (2006). The enormous human and economic costs associated with occupational stress suggested that initiatives designed to prevent and/or reduce employee stress should be high on the agenda of Workplace Health Promotion (WHP) program. The aim of the second part of this study is a detailed description of what the comprehensive approach to stress prevention/reduction looks like in practice and to examine the means by which WHP can help develop initiatives that address both the sources and the symptoms of job stress.

Kushnir, Talma; Melamed, and Samuel38 in their study titled “Domestic Stress and Well-Being of Employed Women”. (2006) Respondents were 133 mothers employed in secretarial and managerial jobs. It is suggested that in families (as in teams), shared decision control may be a more potent coping resource than personal control.

Keeva, and Steven\textsuperscript{39} in their article titled “Depression Takes a Toll” (2006) deal with the high rates of mental depression among lawyers in the U.S. Studies which highlighted the depression problem among lawyers are cited. It discusses the suicide of Judge Mack Kidd of Austin, Texas. It explores the role of occupational stress in depression among lawyers.

Jackson, Leon; Rothmann, Sebastiaan\textsuperscript{40} in their titled “Occupational stress, organisational commitment, and ill-health of educators in the North West Province” (2006) discussed to determine the differences between occupational stress and strain of educators in different biographical groups, and to assess the relationship between occupational stress, organizational commitment and ill-health. A sample of 1170 was selected and Organizational Stress Screening Tool and a biographical questionnaire were administered. The results show differences between the occupational stress, organizational commitment and ill-health of educators of different ages, qualifications and associated with different types of schools.

H., Azlihanis A.; L., Naing; D., Aziah B.; N., Rusli\textsuperscript{41} in their titled “Socio-demographic, Occupational And Psychosocial Factors Associated With Job Strain Among Secondary School Teachers In Kota Bharu, Kelantan” (2006) they conducted a study to identify the factors associated with job strain among teachers working in secondary schools in

\textsuperscript{39} Keeva, Steven. “Depression Takes a Toll”, ABA Journal, Jan2006, Vol. 92 Issue 1, p37-38, 2p
Kota Bharu, Kelantan. A sample size of 580 teachers was taken. The result was significant. There was linear relationship between job strain and the duration of service in the present employment, duration of working hours, job insecurity and social support.

Coetzer, and W.J.; Rothmann, S. In their article titled “Occupational stress of employees in an insurance company”, (2006) they identified occupational stressors for employees in an insurance company. The results showed that job insecurity as well as pay and benefits were the highest stressors in the insurance industry. They also assessed the relationships between occupational stress, ill health and organisational commitment.

Botha, Christo; Pienaar, and Jaco in their titled “South African correctional official occupational stress: The role of psychological strengths” (2006) conducted a study to determine the dimensions of occupational stress of employees of the Department of Correctional Services in a management area of the Freestate Province of South Africa. The results indicated that an external locus of control and negative affect contributed to the experience of occupational stress.

Bernhart, and Molly in their article, “Work intensity showing up in stress, employee attrition”, (2006) focused the intensification of work by employers to increase productivity with fewer employees, where human

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resource turnover are in large number due to shortage of skilled workers, retiring employees, stressed out workers, work-life option should be set up in such way to eliminate employee stress for filling the vacancy by bridging the gap between retiring employees and stress out workers.

Barzilai-Pesach, Vered; Sheiner, Einat K.; Sheiner, Eyal; Potashnik, Gad; Shoham-Vardi, Ilana\textsuperscript{45} in their research work titled “The Effect of Women's Occupational Psychologic Stress on Outcome of Fertility Treatments”, (2006) examined the possible association between women's occupational stress and its outcome during pregnancy has made the women workers perceive that their job demanding more was less to achieved work load, by measuring full time with part time job it was found that woman who conceived are significantly associated less with full time job until successful completion of the pregnancy period.

Akerboom, and S.; Maes S.\textsuperscript{46} in their paper titled “Beyond demand and control: The contribution of organizational risk factors in assessing the psychological well-being of health care employees.”, (2006) examined that both the unique and the additional contribution of organizational characteristics and the organizational Risk Factors explain the importance part of their outcome and their training opportunities which gives importance to carriers and job satisfaction.


Adriaenssens, Liesbeth; De Prins, Peggy; Vloeberghs, and Daniël. 47 In their work titled “Work Experience, Work Stress and HRM at the University”, (2006) investigated (1) the well-being of academic staff at the University of Antwerp, (2) the specific factors of the work environment that have an impact on employee well-being, and (3) the interaction between HR practices and employee well-being. They have concluded the work with suggestions of improvement of the work environment.

Adams, Richard E.; Boscarino, Joseph A.; Figley, and Charles R. 48 Conducted their study titled “Compassion Fatigue and Psychological Distress among Social Workers: A Validation Study”, (2006) the article highlights the factors analysed and indicated that the compassion fatigue (CF) scale measured multiple dimensions, which measures increasing ability of professionals meet the emotional needs of their clients which results in stressful environment without experiencing CF (compassion fatigue).

Yates, and Iva 49 in their research work titled “Reducing Occupational Stress”, (2005) the survey explains in detail that 40% of worker in a manufacturing company reported that their job was very stressful and another 25% expressed that this job was extremely increasing the stress towards their family life, this survey has identified various job conditions that can be adopted to maintain a stress less work life which leads to a stress less family life.

Wiesner, Margit; Windle, Michael; Freeman, Amy\textsuperscript{50} in their research article titled “work stress, substance use, and Depression among young adult Workers (2005) they examined the main and moderated relationships between 5 job stressors using data from a community sample of 583 young adults (mean age = 23.68 years). Analyses revealed a few direct associations among the job stressors of high job boredom, low skill variety, low autonomy, depression measures and heavy alcohol use.

Van Vegchel, Natasja; de Jonge, Jan; Landsbergis, Paul A.\textsuperscript{51} In their article titled “Occupational stress in (inter)action: the interplay between job demands and job resources” (2005) they addressed theoretical issues involving different interaction effects between job demands and job resources in an analysis on 471employees. Results including cross-validation showed that only a multiplicative interaction term yielded consistent results for both the DC model and the ERI model. Theoretical as well as empirical results argue for a multiplicative interaction term to test the DC model and the ERI model.

Vakola, Maria; Nikolaou, Loannis\textsuperscript{52} In their article titled, “Attitudes towards organizational change” (2005) they suggested that occupational stress and organizational change are now widely accepted as two major issues in organizational life. The study explored the linkage between employees' attitudes towards organizational change and two of the

\textsuperscript{50} Wiesner, Margit; Windle, Michael; Freeman, Amy., “Work Stress, Substance Use, and Depression Among Young Adult Workers: An Examination of Main and Moderator Effect Models”, Journal of Occupational Health Psychology, Apr2005, Vol. 10 Issue 2, p83-96, 14p.


most significant constructs in organizational behaviour; occupational stress and organizational commitment. The results were in the expected direction showing negative correlations between occupational stressors and attitudes to change, indicating that highly stressed individuals demonstrate decreased commitment and increased reluctance to accept organizational change interventions.

**Salmond, Susan; Ropis, Patricia E.,** In their research work titled, “Job Stress and General Well-Being: A Comparative Study of Medical-Surgical and Home Care Nurses” (2005) they analysed the job stress among medical-surgical and home care nurses in the U.S. According to them, high stress leads to negative work environments that deprive nurses of their spirit and passion about their job. Key factors contributing to workplace stress include team conflict, unclear role expectations, heavy workload, and lack of autonomy.

**Ryan, P.; Hill, R.; Anczewska, M.; Hardy, P.; Kurek, A.; Nielson, K.; Turner, C.** In their book titled, “occupational stress reduction” (2005) they have attempted to address the issue of work-related stress through whole team training programmes, on a background of largely ineffective stress reduction training programmes offered to individuals within the workplace. The findings show significant implications to the conceptual, methodological and everyday organizational practice levels of tackling this central issue to the health of the workplace.

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Oliver, A.; Tomás, J. M. Ansiedad y Estrés\textsuperscript{55} In their research work titled, “Consequences of Work Stress” (2005) empirically tested the two broad hypotheses of Warr's vitamin model: non-linear effects of working conditions on well-being, and moderator effects of personal characteristics on these relationships. The results did not support the non-linear hypothesis of Warr's model, and the support for the moderator effects of personal characteristics on the stressors-well being is weak.

Ogińska-Bulik, Nina\textsuperscript{56} In their article titled “Emotional Intelligence In The Workplace”, (2005) explored the relationship between emotional intelligence and perceived stress in the workplace and health-related consequences in human service workers. They selected 330 respondents as sample size. Three methods were used in the study, namely, the Emotional Intelligence Questionnaire with Polish modification, the Subjective Work Evaluation Questionnaire developed in Poland, and the General Health Questionnaire with Polish modification. The results confirmed an essential, but not very strong, role of emotional intelligence in perceiving occupational stress and preventing employees of human services from negative health outcomes.

Noblet, Andrew; Teo, Stephen T.T.; McWilliams, John; Rodwell, John J.\textsuperscript{57} In their research work titled, “work characteristics predict


employee outcomes for the public-sector employee” (2005) indicted that the middle managers and HR managers can have positive impact on employees through the introduction of new public management which is caused by reducing the employee’s job strain. It is done through the useful tool “job strain model” which has increasing utility in public sector environment.

Michailidis, Maria; Georgiou, Yiota58 In their article titled, “Employee occupational stress in banking”, (2005) have stated that occupational stress literature emphasized the importance of assessment and management of work related stress. The recognition of the harmful physical and psychological effects of stress on both individuals and organizations is widely studied in many parts of the world. A sample of 60 bank employees at different organizational levels and with different educational backgrounds was used. Data collection utilized the Occupational Stress Indicator (OSI). It implied that educational levels affect the degree of stress they experience in various ways finally, the drinking habits (alcohol) of the employees were found to play a significant role in determining the levels of occupational stress.

Marsella, Anthony; Wong, Paul T. P.; Wong, Lilian C. J.; Leong, Frederick T. L.; Tolliver, Dwight59 In their article titled, “Towards an Understanding of Occupational Stress Among Asian Americans”, (2005) explained how the stress literature on Asian Americans can help

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understand and conduct future research on occupational stress. In an attempt to stimulate more direct research on this topic, they used the theoretical framework of occupational stress developed by Osipow and Spokane (1987) to guide us in this review.

Härenstam, Annika\textsuperscript{60} In their book titled, “working life and increasing occupational stress” (2005) discussed two types of objectives in their article. First, it provided an explanation for the increase in occupational stress and sick leaves in Sweden in terms of the structural and organizational conditions. Second, it discussed measures that address these issues. The results indicated that management technologies distribute risks between segments of the labour market,

Haraway, Dana L.; Haraway III, William M.\textsuperscript{61} In their book titled, “Analysis of the Effect of Conflict-Management and Resolution Training on Employee Stress at a Healthcare Organization”, (2005) conducted a study in which, 23 supervisors and managers in a local healthcare organization participated in for 3-hour sessions designed to teach practical conflict-management strategies immediately applicable to their workplace duties and responsibilities. A comparison of pre test and post test measures indicated statistically that there were differences in four areas and suggested a positive influence of the brief intervention. This is clearly explained in the article titled “Analysis of the Effect of Conflict-


Management and Resolution Training on Employee Stress at a Healthcare Organization”,

Green, Rosemary; Lonne, Bob. In their article titled, “Great Lifestyle, Pity about the Job Stress” (2005) examined the rural practice and occupational stress. While employers and colleagues may attribute stress reactions to the individual practitioner's inability to cope with the demands of rural practice, strategies that are both systemic and structural, are required to address this significant occupational issue.

Gillen, Mark C.; Ed Chung. In their article titled, “An Initial Investigation of Employee Stress Related to Caring for Elderly and Dependent Relatives at Home”, (2005) examined that the problems confronting individuals who not only had employment obligations to their employers, but who also had responsibilities as caregivers to aging/sick parents or other family members at home. The modern organizational person has come to accept the importance of task interests--getting the job done--in exchange for ways to further their career interests and perhaps directly or indirectly their personal interests.

Demetri Kantarelis. In his article titled, “Occupational stress: some microeconomic issues”, (2005) found that the theoretical concepts are proposed to capture the substance of issues associated with occupational stress. Reduction below the profit maximizing stress level may be achieved

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only if a firm's increase in cost for stress relief in the work place guarantees productivity and profit improvement in exchange for a reduction in employee health damages due to stress.

Chen, W. Q.; Yu, I. T.-S.; Wong, T.W. In their article titled, “Impact of occupational stress and other psychosocial factors on musculoskeletal pain among Chinese offshore oil installation workers”, (2005) explored the relation between psychosocial factors and musculoskeletal pain in Chinese offshore oil installation workers. Significant associations were found between various psychosocial factors and musculoskeletal pain in different body regions after adjusting for potential confounding factors. Occupational stressors, in particular stress from safety, physical environment, and ergonomics, were important predictors of musculoskeletal pain.

Béjean, Sophie; Sultan-Taäeb, Hélène In their article titled, “Modelling the economic burden of diseases imputable to stress at work”, (2005) have evaluated the costs of work-related stress in France. Three illnesses-cardiovascular diseases, musculoskeletal diseases and back pain-that may result from exposure to stress are identified and the proportions of cases attributable to the risk factor are calculated from epidemiological studies. Two methodological hypotheses allow us to provide complementary evaluations of the social cost of occupational stress and raise the ethical questions inherent in the choice of methodology. Work-

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related stress costs society between €1,167 million and €1,975 million in France, or 14.4-24.2 percentage of the total spending of social security occupational illnesses and work injuries branch.

**Arthur, Andrew R.** In their article titled, (2005) found that 86 per cent of employees who experience stress in the workplace sought help from their workplace counselling schemes. This study found that almost high levels of mental health problems existed (86 per cent) in employees who remained at their work. This finding was at variance with the usual co-morbid presentation of anxiety and depression found in community based on mental health services and suggests that depression may be an important differentiating factor between those who can remain at work and use counselling and those who cannot.

**Alves, Steve L.** In their article titled, “anxiety and depression in employees who use occupational stress counselling schemes”, (2005) Data analyses revealed the compression between the CRNA (Collaboration in Nurse Anaesthetists) with hospital employees. It resulted as low stress level for CRNA over the hospital employees. And they suggested counselling as a stress resolution tool for the hospital employees.

**Aldred, Carolyn.** In his research work titled, “lower claims standards in stress-related suits”, (2005) reported that recent Appeal Court

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ruling lowers the standard for stress claims against Great Britain employers and allows companies to be held vicariously liable for the actions of workers' supervisors. The Court of Appeal in London ruled that an employee could sue his former employer under the Harassment Act of 1997 for allegedly harassed by his manager. The ruling marks for the first time the Harassment Act (which is a public-order statute) has been successfully used as a ground for an occupational stress claim.

**Tyson, Paul D.; Pongruengphant, Rana** In their article titled, “Five-year follow-up study of stress among nurses in public and private hospitals in Thailand”, (2004) examined the sources of occupational stress, coping strategies, and job satisfaction. A sample of 200 nurses was compared to 147 nurses sampled from the same hospital wards after 5 years and revealed a significant increase in nurses’ workload, involvement with life and death situations, and pressure from being required to perform tasks outside of their competence. Although nurses working in public hospitals generally reported more stress than private hospitals, surprisingly nurses’ satisfaction with their job increased particularly in public hospitals, which may be attributable to age, improvements in monetary compensation, and organizational support.

**Torkelson, Eva; Muhonen, Tuija** In their article titled, “The role of gender and job level in coping with occupational stress” (2004) investigated that resulted the employees working at sugar factory were

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studies through an investigation has resulted with more mental health problems due to insufficient emotional support from the management and also in times the disengagement of drug/alcoholic consumption also have resulted with the same symptoms.

Terluin, Berend; Van Rhenen, Willem; Schaufeli, Wilmar B.; De Haan, Marten In their article titled, “The four-dimensional symptom questionnaire (4DSQ): measuring distress and other mental health problems in a working population”, (2004) expressed that valid instrument can be used in a working population to distinguish between stress-related symptoms and psychiatric illness.

Lords In his article titled, “employers need to look for signs of stress.” (2004) revealed that the ruling made by the Great Britain House of Lords in the case of Barber versus Somerset County Council has made it clear that being unsympathetic to complaints of occupational stress or having autocratic or bullying leadership could count against an employer. The information on the case was based on the remarks from Cloister, the law firm which represented former school teacher Leon Barber.

Muhonen, Tuija; Torkelson, Eva In their article titled, “Work locus of control and its relationship to health and job satisfaction from a gender perspective”, (2004) suggested that the work locus of control was a

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significant predictor of both symptoms of ill-health and job satisfaction, but only for women. This indicates that separate analyses for women and men are needed in order to investigate potential gender differences that might otherwise go unnoticed.

Korn, Adam\textsuperscript{75} In his article titled, \textit{“Stressing the point the employee”} (2005) identified the complexity of the causes of mental illness that depend upon the interaction between the patient's personality and a number of factors in the patient's life;

Gaumer, Carol J.; Shah, Amit J.; Ashley-Cotleur, Cathy\textsuperscript{76} In their article titled, \textit{“Causes and Effects of Stress on Women”}, (2005) have analysed that the organizations respond to stressors and the environment they create has the potential for enhancing its competitiveness in the market place. Several corporate cases are included to represent examples of corporate excellence and strategies that may be adopted by other organizations.

According to Aldred, Carolyn\textsuperscript{77} In their work titled, \textit{“U.K. decision increases employer duty to closely manage employee stress claims”}, (2004) the employers should ensure that they step in, investigate and actively manage employment-related stress. In addition, employers should apply management techniques that are more sympathetic to employee concerns about stress. The ruling will also allow more teachers to pursue compensation claims for stress.

\textsuperscript{75} Korn, Adam., “Stressing the point The employee” Lawyer. Vol. 18 Issue 24, 2005, p25-25, 1/2p
Noblet, Andrew. In his article titled, “Building health promoting work settings: identifying the relationship between work characteristics and occupational stress”, (2003) revealed that the work characteristics, viz, ‘social support’ and ‘job control’ accounted for large proportions of explained variance in job satisfaction and psychological health. In addition to these generic variables, several job-specific stressors were found to be predictive of the strain experienced by employees.

Lewig, K. A.; Dollard, M. F. In their article titled, “Emotional dissonance, emotional exhaustion and job satisfaction in call centre workers”, (2003) confirmed the central role of emotional labour variables in the experience of emotional exhaustion and satisfaction at work. Specifically the research confirmed the pre-eminence of emotional dissonance compared to a range of emotional demand variables in its potency to account for variance in emotional exhaustion and job satisfaction. Specifically, emotional dissonance mediated the effect of emotional labour (positive emotions) on emotional exhaustion. Furthermore, emotional dissonance was found to be equal in its capacity to explain variance in the outcomes compared to the most frequently researched demand measure in the work stress literature (psychosocial demands). Finally, emotional dissonance was found to exacerbate the level of emotional exhaustion at high levels of psychosocial demands, indicating jobs combining high levels of both kinds of demands are much more risky.

Gardner, L.J.; Stough, C. In his research work titled, “Exploration of the relationships between workplace Emotional Intelligence, occupational stress and employee health”, (2003) examined the relationship between Emotional Intelligence, occupational stress and physical and psychological health, in 80 employees. They hypothesised that participants reporting higher levels of Emotional Intelligence would be better able to manage stress and would have better physical and psychological health than those reporting lower levels of Emotional Intelligence. The results of the study indicated that the ability to recognise and express emotions, to manage and control emotions measured by the Swinburne University Emotional Intelligence Test (SUEIT) were related to wellbeing.

Fevre, Mark Le; Matheny, Jonathan; Kolt, Gregory S. In their article titled, ‘Eustress, distress, and interpretation in occupational stress.”, (2003) discussed the meaning assigned to the word ‘stress’ that has shifted from Selye's original formulation, and that this shift, in conjunction with the use of the Yerkes Dodson Law, leads to inappropriate management of stress in organizations. The result revealed that some stress is good. Performance should be rejected in favour of more useful and accurate concepts.

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Edwards, D.; Barnard, P. In their review titled, “stress is a problem for mental health nurses but research on interventions is insufficient”, (2003) analysed the sources of stress for mental health included workload, poor resources, role conflict, job insecurity and client issues. They have concluded that research about stress management techniques is insufficient and cannot be generalized due to problems with the methods of existing research.

Nikolaou, Ioannis; Tsaousis, Ioannis In their research article titled, “Emotional Intelligence In The Workplace: Exploring Its Effects On Occupational Stress And Organizational Commitment”, (2002) Found their results in the expected direction, showing a negative correlation between emotional intelligence and stress at work, indicating that high scorers in overall Emotional Intelligence suffered less stress related to occupational environment. A positive correlation was also found between emotional intelligence and organizational commitment.

Nicoll, Anne In her research work titled, “employee stress claims are rising: what you can do about it”, (2002) discussed the importance of considering the impact of the September 11, 2001 terrorist attacks on employees in Canada, effect of increased layoffs on employees; discussion on incentive to be proactive in the workforce; management processes that have helped manage time loss.

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Morris, Jodi E.; Long, Bonita C. In their article titled, “Female Clerical Workers' Occupational Stress: The Role of Person and Social Resources, Negative Affectivity, and Stress Appraisals”, (2002) tested main, moderating, and mediating effects of appraisals on the relationship between resources and change in depression and partially replicated on an independent sample, which controlled for negative affectivity (a pervasive tendency toward negative emotionality). Results were consistent with predictions that primary appraisals (i.e., threats to self-esteem) contribute to change in depression beyond the effects of person and social resources and negative affectivity. There was modest evidence that control appraisals moderate the effects of optimism and work support.

Rees, Christopher J.; Redfern, David In their article titled, “Recognising the perceived causes of stress--a training and development perspective”, (2000) aimed to provide examples of how different perspectives of occupational stress can be identified and highlighted. Training and development specialists can play an important role in ensuring that a balanced and eclectic approach to occupational stress is adopted in the workplace.

Lyne, Kenneth D.; Barrett, Paul T.; Williams, Christine; Coaley, Keith In their review titled, “A psychometric evaluation of the

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Occupational Stress Indicator”, Journal of Occupational & Organizational Psychology,” (2000) examined the degree to which the psychometric structure of the test was reflected in the published score key. The three datasets were comprehensively analysed using item analysis and exploratory factor analysis. Their study concluded that the current norms for the test were of dubious validity and findings were replicated.

Hlen, Craig R.; Cluskey Jr., G. R.; Rivers, Richard A. In their research work titled, “Reducing Stress from Workload Compression: Coping Strategies That Work in CPA Firms”, (2000) conducted a study on accounting practitioners titled ‘reducing stress from workload comparison – coping strategies that work in CPA firms’ according to them the practising accountants experience greater stress in October (than in February) since during October they have high job demands of that work.

Zohar, Dov In his review titled, “When things go wrong: The effect of daily work hassles on effort, exertion and negative mood”, (1999) discussed the effect of occupational hassles on negative mood and effort exertion. Using pooled-time series analysis on daily records of a sample of military jump masters (parachute trainers), it was shown that hassles severity predicted end-of-day mood, fatigue and subjective workload. Author indicated that, despite their transient nature, daily hassles at work constitute a significant factor whose effect has been overlooked by available methods of occupational stress.


Savery, Lawson K.⁹⁰ In his article titled, “The Influence of Social Support on the Reaction of an Employee.” (1988) discussed the influence of social support groups on relieving occupational stress among employees resulting in an increase of job satisfaction and productivity. The study was conducted on the role of various social support agents on occupational performance and stress.

Garnitz, Rick⁹¹ In his article titled, “Managing the interrelationship of work, family and finances”, (1988) discussed the need for employers to address the interrelationship of work, family and finances. They emphasise on employee self-reliance and empowering employees through education and suggest evolving work-life benefit programs to relieve employee stress.

Struebing, Laura⁹² In their article titled, “Eight ways to reduce employee stress”, (1996) expressed that according to the American Society for Training and Development (ASTD). They have conducted survey in several manufacturing units in various states in United States, such as California, Peru, chille. They have found that many of the employees have stress related health problems hence they suggested to Teach people to negotiate alternatives; Setting realistic deadlines; Paying for overtime hours in time; Encouraging regular exercise, Offering nutritious snacks during breaks.

Leong, C. S.; Furnham, Adrian; Cooper, Cary L. In their research article titled, “The Moderating Effect of Organizational Commitment on the Occupational Stress Outcome Relationship”, (1996) attempted to examine the effect of organizational commitment as a moderator of the stress-outcome of administrative officers from various departments of a public sector organization. Each completed a questioner with six scale measurement to identify the Occupational Stress Indicator. The questioner had six questions relating to stressors, six relating to coping strategies, three relating to type A behaviour, three to locus of control as well as three outcome measures.

Hurrell Jr., Joseph J. In their article titled, “Police work, occupational stress and individual coping”, (1995) studied the selection of employees on the basis of their ability to cope with organizational stressors or training them to better tolerate. Indeed, altering the job or aspects of the organization as a means of reducing employee stress, represents a preferred approach because the focus is on changing the source of the problem (stressors), not the symptoms of stress.

Heaney, Catherine A.; Price, Richard H.; Rafferty, Jane In their article titled, “Increasing coping resources at work: a field experiment to increase social support, improve work team functioning, and enhance employee mental health”, Journal of Organizational Behavior, Jul95, Vol. 16 Issue 4, p335-352, 18p.
increase social support, improve work team functioning, and enhance employee mental health”, (1995) have indicated that the field experiment enhanced the work team climate and reduced depressive symptoms. Also according the experiment, though who are at high risk are willing for relieving their job. And dissatisfaction in those most at risk for leaving their jobs. The program was also effective in increasing the amount of supervisor support received on the job and strengthening perceptions of coping abilities in those workers most likely to participate in the program.

Bogg, Janet and Cooper, Cary96 In their review titled, “Job Satisfaction, Mental Health, and Occupational Stress Among Senior Civil Servants”, (1995) have indicated that the main sources of stress among the senior civil servants were "factors intrinsic to the job" such as poor pay and working conditions, and a strong feeling of possessing little control over their job and their organization.

Savery, Lawson K.97 In their research work titled, “Effect of Motivators on Job Satisfaction”, (1987) have pointed out the effect of motivators on job satisfaction. Perceptions of the enterprise’s concern with and the people's desire for, intrinsic and extrinsic motivators, role of immediate supervisors and their subordinates act as motivators for job satisfaction.

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CONCLUSION

The above studies concentrated on various aspects of HRM practices on stress management followed by both government and private organisations including, telecom, hospital, school, bank, sugar mill, safety and health, colleges, universities, police, insurance, professionals like lawyer, doctor, home makers, IT, off shore operations, manufacturing, hotel, training and development sector, transport and others. Few of the above studies deal with physical and mental performance of employees and their stress management. The studies rarely highlighted the occupational stress and health of the employees. There was no comprehensive study to realise the job satisfaction and job stress among the employees of paper industry especially its factory workers whose jobs are stressful and risky. The studies failed to measure:

i. what was the level of attitude and perception of the employees towards Human Resource Management followed by paper industry in Tamilnadu

ii. what was the level of job stress among employees in paper industry, and

iii. what was the relationship between job stress and health of the employees

These issues have not been addressed by the earlier studies in paper industry. Having this fact in mind, the researcher has made an attempt to address the above social issues in the paper industry of Tamilnadu.