CHAPTER 3

REVIEW OF LITERATURE
Review of Literature

Job stress has fuelled a significant, multifaceted literature. An important stream of literature starting with Beehr and Newman defined occupational stress as "A condition arising from the interaction of people and their jobs/work and characterized by changes within people that force them to deviate from their normal functioning."

Brook (1973)\(^1\) stated that qualitative changes in the job creates adjustment problem among workers. The interpersonal relationships inside the department and between the departments create qualitative difficulties within the workplace to a great extent.

Cobb (1975)\(^2\) was with belief that, "The responsibility load creates severe stress among workers and managers". If the individual manager/employee cannot cope with the increased level of responsibilities it may lead to several psychological and physical disorders among them.

According to French and Caplan (1975)\(^3\), "Pressure of both quantitative and qualitative overload can result in the need to work excessive hours, which is an additional source of job stress". Having to perform under time pressure in order to meet deadlines/targets is an independent source of stress. Studies revealed that levels of stress increase as difficult deadlines draw near. More often, Stress is developed when an individual employee is assigned a key responsibility without proper authority and delegation of power.

Ivancevich and Matteson (1980)\(^4\) signify that, “Lack of group cohesiveness may explain various behavioural and physiological outcomes in an employ desiring such sticks together”. Negative interpersonal relations and workplace interpersonal conflicts are prevalent sources of stress and are existed with symptoms of ill health and negative mood depressions. Lack of effective consultation, lack of participation in the decision making process and communication, unjustified restrictions on behaviour, no sense of belonging and office politics are identified as potential sources of stressors. Lack of
participation in work activity is associated with negative behavioural responses and psychological mood, including escapist drinking and heavy smoking.

The various study has been taken related to jobstress. some of them are given below

Sharma (1987)\textsuperscript{5} focuses on the managers and supervisors of public and private pharmaceutical organisations to ascertain the role of a motivated climate on four psychological variables: (i) job satisfaction, (ii) participation, (iii) alienation, and (iv) role stress. The study’s sample comprises 150 respondents, including 75 managers and 75 supervisors. Sharma’s findings indicate that employees of public sector organisations score lower than and differ significantly from those of private sector organisations. However, public sector employees score significantly higher in terms of role stagnation.

Ahmad, Bharadwaj, and Narula (1985)\textsuperscript{6} assess stress levels among 30 executives from both the public and private sector, using an ORS scale to measure ten dimensions of role stress. Their study reveals significant differences between public and private sector employees in three dimensions of role stress —role isolation, role ambiguity, and self-role distance. The authors also establish the insignificant effect of several background factors, such as age, level of education, income, marital status, and work experience.

Jha and Bhardwaj’s (1989)\textsuperscript{7} empirical study of job stress and motivation among 120 frontline managers from both the public and private sector finds that the latter score more than the former in factors such as the need for achievement and total motivation.

Chaudhary (1990)\textsuperscript{8} probes the relationship between role stress and job satisfaction among bank officers. The author’s results indicate that role erosion and resource inadequacy act
as dominant stressors while role ambiguity and role expectation conflict are remote contributors to role stress in the sample population.

Srivastava (1991)\textsuperscript{9} surveys 300 employees of the Life Insurance Corporation and reports that there is a significant positive correlation between various dimensions of role stress and symptoms of mental ill health. Stress arising from role ambiguity and role stagnation is the most intensively correlated with anxiety.

Singh (1993)\textsuperscript{10} measured the level of stress among 50 newspaper industry employees who worked with video Display terminals and 50 employee who did not work with (DTS) an occupational stress index (OSI) and crucial fusion test (CFFT) were administered to settings. Result indicates that the level of stress was significantly high among the non-VDT users group when measured on the OSI (a subjective measured of stress) when settings were compared on the CFFT (an objective measure of stress) The VDT user group indicates significantly higher stress. The author discusses mediating factors to explain the discrepancy

Rajib lochan and manju bhagat(2008)\textsuperscript{11} found in survey the causes of occupational stress amongst the software professionals, the ways adopted by them to cope up with it and their intention to leave employment in a sample of 26 software professional working in three different software companies having their office in Pune. The sample included professionals working for full time, with varying demographic details. . Strength of Company A was around 100 employees. Company B had the strength of around 500 employees and Company C had around 1000 employees. In all the three organisations, informants were dispersed throughout the organisational hierarchy and were selected via randomised quota sampling .qualitative methods were used to collect the data which included four focused group discussions and 26 in-depth interviews. The study tried to bring readers attention to work related issues of the software professionals and the impact
Burnout amongst the professionals was noted to be the real issue and something that was common amongst all the professionals. This was the major cause that often gave the birth to the thought to change careers completely and get away from it all, the intention to leave the organisation came into the mind in search of the solution to look elsewhere for a new job thinking.

Lewig and Dollard (2001)\textsuperscript{12} find that public sector employees are subject to greater work-related stress than private sector employees. Dollard and Walsh (1999), however, report that private sector workers in Queensland, Australia, had made twice as many stress claims as public sector workers.

Macklin et al. (2006)\textsuperscript{13} survey 84 public and 143 private sector employees to assess any significant difference in their stress levels. They conclude that there is no significant difference between employees on the basis of sector, but that there is a significant difference between genders, i.e., female employees are subject to greater stress than males.

D’Aleo, Stebbins, Lowe, Lees, and Ham (2007)\textsuperscript{14} examine a sample of 559 public and 105 private sector employees to assess their respective risk profiles. They find that public sector employees face more stress than private sector employees.

Malik (2011)\textsuperscript{15} collects data on 200 bank employees in Quetta, Pakistan, of which 100 work in public sector banks and the remaining 100 in private sector banks. The author finds that there is a significant difference in the level of stress to which both groups are subject, and that public sector bank employees face a high level of occupational stress.

\textbf{References:}


