CHAPTER – II

REVIEW OF LITERATURE

2.1 Introduction

2.2 Occupational stress

2.3 Job involvement

2.4 Job satisfaction

2.5 Occupational stress and job involvement

2.6 Job involvement and job satisfaction

2.7 Occupational stress and job satisfaction

2.8 Conclusion
2.1 Introduction

Many scholars have made studies on occupational stress, job involvement and job satisfaction in corporate world but no study till date has been done on employees of HR Department of Stock Broking Company. From the available sources research is reviewed for better clarity regarding occupational stress, job involvement and job satisfaction. Thereafter the empirical studies done on the similar areas of research in international context as well as in Indian context were highlighted. Vast literature available on this area has developed clarity and given right direction to the study.

2.2. Occupational Stress

Stress, frustration, conflicts, pressure, anxiety etc. are the similar words which are very popular in 21st century. Stress can be felt in any situations and in all the fields. Modern century is considered as “an Age of anxiety and stress”. Person lifestyle, changing environment, globalization, market effect, status symbol and changing social system has turned the human’s life under depression. In wide meaning we can say that the root of the stress is expectations, ambitions and run to achieve the success that makes imbalance between a person and his surroundings. In modern lifestyle the life without stress is impossible. This stress creates negative effect in society, family, workplace and in long term it effect to one’s physique also. The concept of Occupational Stress has already been discussed in Chapter-1.

Due to Patel M. K. (1993), there was a correlation between job satisfaction and occupational stress in nationalized banks and cooperative banks of northern Gujarat. In their paper they clarified that the employees of the nationalized bank were suffering from more job stress than the employees of cooperative banks. The designation had effects on occupational stress. The level of stress was higher in officers than the clerks. The qualification and experience does not affect on occupational stress.
Mr. Kotak (1993), stated that the marital status, size of the family, rural or urban area and experience had no effects on the job stress of nurses working in the private and government sectors. Relevantly, it indicates that marital status of the employees does not have any impact on the job stress.

According to B. J. Chochha (2002), the gender does not have any effect on stress. Also, there is no significant difference of stream, residential area and status of the family on their stress. Vala Gopi N. investigate that there were significant difference in occupational stress in working male and female.

As per the study conducted by Archana and Vandana (1996), it was found that the gender had effect on stress. Women working in the education sectors were over burdened with manifold responsibilities of the house children and job. It had an impact on their mental stress, while men did not feel so.

As per the study conducted by Poonam and Arora Minaksh (1998), the main base of the research was to find relationship between job stress and social support. The result show inverse relationship between social support and occupational stress. Nurses were found to have less work stress in term of work load, work partnership, role ambiguity and role conflict.

Rohikkhand V. Bareing – 1999, the basic objective of their research was to study the job satisfaction and occupational stress of female employees. It was found that working females have co-relation between job satisfaction and occupational stress, in term of marriage, work, co ordination, and gender difference.

Baraiya Darsana (2005) studied that there was no significant difference between the age and job stress. Thomas, Sophy, Vidhy (2001) had found that there was positive relation between depression and stressful life events. Dadania D A (1998) explored that the designation had an effect on occupational stress, while there was no significant difference of sector on job involvement. Upmanyu, Reen, Manreen (1992) had found that there was a positive correlation between marital status and the status of the job.

As per the study conducted by Dr. Pansuria (2008), it was found that the level of job stress in the employees of privates company was high in comparison of public sector.
So it indicates that public sector of the employees does have that much impact on the job stress, comparatively.

Research by Maxwell in Kyriacou (1980) reveals that stress has become widespread amongst teachers. He carried out his studies in Victoria, Australia, over the last twenty years provide insight into the extent of the problem:

According to Showkat Hussain Gani, "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.

Katz and Kahn, 1978; Whetten, (1978), suggest that use of role stress is associated with interpersonal, individual, and structural variables in job related concepts. According to Brief and Aldag (1976); Greene (1972), role incumbents with high levels of role ambiguity also respond to their situation with depression, anxiety, physical symptoms, a sense of futility or lower self esteem, lower levels of job involvement and organizational commitment.

Caplan et al., (1964), revealed that the presence of encouraging peer groups and supportive relationships with supervisors are negatively correlated with Role Conflict.

Dewe(1993); Lang(1984); Long et al.(1992), stated that negative interpersonal relations and workplace interpersonal conflicts are prevalent sources of stress and are existed with symptoms of ill health and negative mood depressions.

According to Israel et al. (1989); Karasek, Gardell and Lindell,(1987); Snap (1992), 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. While Caplan et al.(1975) revealed that lack of participation in work activity is associated with negative behavioral responses and psychological mood, including escapist drinking and heavy smoking.
According to French and Caplan (1975), "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 deadlines draw near. More often, Stress is developed when an individual employee is assigned a key responsibility without proper authority and delegation of power. Interpersonal factors such as group functional dependence, cohesiveness, communication frequency, relative authority and organisational distance between the focal persons and the role sender are important topics in organisational behavior (Vansell, Brief, and Schuler, 1981). Occupational stress is increasingly a significant source of economic loss and an important occupational health problem. Occupational stress may produce both physiologic and overt psychological disabilities. Nevertheless it may also cause subtle manifestation of morbidity that can affect productivity and personal well-being of an employee (Quick, Murphy, Hurrel and Orman, 1992).

A stress arises when an individual feels he is not competent enough to undertake the role assigned to him effectively and efficiently. The person feels that he lacks skill, knowledge and training on performing the role (stress, conflict management and counseling, p.283). A job stressed person is probably to have greater job dissatisfaction, increased absenteeism, increase in negative psychological symptoms, increased frequency of drinking and smoking and reduced aspirations and self-esteem (Jick and Payne, 1980). Usage of role concepts suggests that occupational stress is associated with interpersonal, individual and structural variables (Kutz and Kahn, 1978; Whetten, 1978).

2.2.1 Stress and Organizational Stressors

There is evidence to suggest that the nature and strength of the relationship between organisational stressors and stress may be determined by employees' beliefs concerning their ability to accomplish a course of action needed to meet the demands of a situation (Beehr & Newman, 1978; Grau et al., 2001; Jex & Bliese, 1999; Jex, Bliese, Buzzell, & Primeau, 2001; Siu, Spector, Cooper, & Lu, 2005). Employees who do not feel capable
and confident of performing well in a situation (low self-efficacy) would view organizational stressors as being more threatening and are more likely to experience greater stress than those who feel more capable and are more confident of their own efforts (high self-efficacy).

### 2.2.2 Formalization and Job Stress

Formalization reflects the degree to which jobs within an organization are standardized and the extent to which employee behavior is guided by rules and procedures (Robbins & Coulter, 2005). Organizations with high formalization possess elaborate employee manuals, explicit job descriptions, numerous organizational rules, clearly defined procedures concerning work processes, and other written documents. Likewise, a job that is highly formalized suggests that the incumbent job has little discretion as to what is to be done, when it is to be done, and how one ought to do it. Hence, in a highly formalized environment, employees are likely to experience high stress because they have lesser control. The impacts of structure, climate, and self-efficacy on stress about how they perform their work and have little flexibility to choose actions that they think would best fit their situation. In the case of securities trading where the environment is highly volatile, formalisation is bound to have a direct influence on salespeople's job stress.

### 2.2.3 Centralization and Job Stress

According to Hodge, Anthony and Gales (2003), centralization occurs when the decision-making authority is vested in top management. In a highly centralized organisation, top managers make the organization’s key decisions with little or no input from lower-level employees. In this situation, the organizations become less flexible since workers have limited autonomy and control over their work, which in turn, positively affect their stress levels (Sohi et al., 1996). Lapidus et al. (1997) provided empirical evidence for the positive effect of centralisation on job stress. Centralisation also implies lack of empowerment.

According to Froiland (1993), when employees are empowered, they have more control over how they perform their work, which tends to reduce the risk of stress. In their study
of human service professionals, Lait and Wallace (2002) note that the lack of autonomy and control over daily work activities contributes to greater job stress.

Moncrief, Babakus, Cravens, and Johnston (1997) demonstrate that role ambiguity contributes to greater job stress. Hence, it can be conjectured that centralization should positively affect job stress among sales personnel within the Malaysian stock broking industry.

### 2.2.4 Organizational Climate and Job Stress

According to Prichard and Karasick (1973), organisational climate may be regarded as a relatively enduring quality of an organisation's internal environment that distinguishes it from other organisations; a) which results from the behaviour and policies of its members, especially those at the top level; b) which is being perceived by members of the organisation; c) which serves as a basis for interpreting the situation; and d) which acts as a source of pressure for directing actions or activity.

Organisational climate has been proposed as a contributor to stress (Hemingway & Smith, 1999; Zeffane & McLoughlin, 2006). A favorable evaluation of the work environment will lead to lower stress, whereas an unfavorable psychological atmosphere perceived by the employees will result in higher stress. A favorable climate entails a high level of autonomy, strong peer cohesion, supervisory support, and a low level of work pressure. In contrast, an unfavorable climate will be associated with a lack of autonomy, poor peer cohesion, inadequate supervisory support, and high work pressure.

The role of organisational climate as a stressor is consistent with the argument put forth by Wong and Wong (2002). Specifically, a climate characterized by extreme competition or poor interpersonal communication can foster stress at the workplace. Likewise, an organisation that adopts a strict and threatening management style is bound to be more stressful to work in compared to one that has a more supportive and considerate style.
2.3 Job Involvement

In recent times the concept of job involvement has became an important aspect of the industry. Many studies have been carried out to know the effect of job involvement on the efficiency of the worker. Hall and Lawer (1970), Waiton (1972), Dystert (1973) etc. have done studies on this topic keeping in the mind the nature of the job and its performance.

According to Lodhal and Kejner, “The job involvement is the measure showing how much the worker is related psychologically to his work.”, while Wroom defines job involvement as

“The satisfaction individual derives from the feeling of self-esteem and self-actualization related with the job.”

For the job involvement six conditions should be fulfilled:

1) The opportunity to take decision about the job.
2) The feeling that he (employee) is contributing to the success of the organization.
3) The feeling of personal satisfaction.
4) The personal achievement.
5) Self-decision.
6) The personal freedom related with the job.

Research on work involvement in the last five years dealt with issues such as their attitudes to incentives. Commitment and motivation, Job Satisfaction, factors affecting work and problems of employees. Some interesting findings have been reported by these studies.

Robinowitz and Hall (1977), revealed that female employees showed more job involvement than male employees. Kanungo and Mistra’s (1978) noticed that the married employees exhibited more job involvement than those who were unmarried.

Rehman and Ash’s (1987) found that the group of workers having higher satisfaction level showed more job involvement than those having lower satisfaction level. Gandhrav
Joshi’s (1995), examined the employees of the private sector and public sector. The variables like job satisfaction and the job involvement were taken into account. Personal variables like sex, age, experience, length of the service, monthly income etc. were also considered. It was concluded that there was a significant difference between scores of the employees' private sector and public sector.

Nagarthum's (1978) selected a sample of 30 nurses of government hospitals of Andhra Pradesh. He divided nurses into three groups on the basis of length of Service, Higher, Middle and Lower group. There was significant difference between the groups. Higher group showed more job involvement than the lower group.

Pushpa Mitra's(1994), done study on doctors, officers and teachers. She found that in comparison to others, teachers showed more job involvement. Patodia Kajal M (2009) done study on job involvement in bank employees of Rajkot city, she found that Job involvement are higher in females compare to males bank employees of Rajkot city. (National conference 21 22 February-2009).

A. K. Srivastav and Krishnan's(1994) done study on Teachers. According to their findings the male teachers showed more job involvement than the female teachers. Baba’s(1979) studied the relationship between the education and the job involvement. Out of 16 factors, he found positive relationship between level of education and job involvement. This means that as the level of education increase, the degree of the job involvement was also increased.

Singh, Meera, Pastenji's (1995), studied the employees and the officers of the banking sector. They found that more the level of job involvement, more the amount of satisfaction and vice-versa. As per study conducted by Subbaro and Singh's (1987), employees of the middle cadre showed more job involvement than higher and lower cadres.

R.M.Antharaman and sarah John’s, studied on Job Involvement of Industrial Employees. The aim of their research was to study the designation and age on Job Involvement. The results clearly indicated those managers are more involve in Job Compared to workers.
It means designation has impact on the Job Involvement, higher the designation, Job involvement was also high. It was found that there was positive co-relation between age and job involvement. The study of the Job Involvement of industrial employees from Madras was conducted by Ananth Pamon and Dr. Devivasena Paty (1980). It was found that there was significant difference between Manager and workers. It means designation has effect on Job Involvement. It was also found that promotion impact on Job Involvement; if any employee got promotion job involvement would be higher.

S. K. Shrivastav and Anshika Gupa (1998) done their study on Job Involvement of employees working in Bharat Heavy Electrical Ltd-Haridwar. It has indicated that income has effect on Job Involvement. We found that higher the income higher the Job Involvement, while lower the income lower Job Involvement.

2.4 Job Satisfaction

Job satisfaction theory is derived from the Expectancy model of Vroom designed by Porter and Lawler (Dipboye, Smith, and Howell, 2000: 116 – 117). In their model they introduce three basic components of valence, instrumentality and expectancy, this model incorporates abilities and traits, role perceptions, intrinsic and extrinsic rewards, and the perceived equity of rewards. This model assumes that, for an effort to translate into a desired level of performance, the person must have the ability to perform well (abilities and traits), and must understand the demands of the job (role clarity). This model acknowledges that people work for both extrinsic rewards, such as money and promotions, and intrinsic rewards, such as pride in one’s work and a sense of accomplishment. This model also assumes that the level of performance a person attains will affect the level of rewards he perceives to be equitable. If a person expends a great amount of effort that culminates in high performance levels, he will perceive that he deserves a substantial reward (Dipboye, Smith, and Howell, 2000: 116 – 117).

Lawler (1973) incorporated the concepts of attained versus desired needs in his model of facet satisfaction. This model is an extension of the Porter-Lawler (1968) model of motivation featured above. It is a facet satisfaction model because satisfaction with
various components or facets of a job, such as supervision, pay or the work itself, is considered. Lawler’s model specifies that workers compare what their jobs should provide in terms of aspects such as promotions and pay, to what they currently receive from their jobs. However, simple need-comparison theory is extended by weighing up the influence of certain worker characteristics (such as skills, training and age) and job characteristics (such as degree of responsibility and difficulty). In addition, the model draws concepts from the equity theory of motivation by assuming that workers ultimately determine their job satisfaction by comparing their relevant job inputs and outputs to referent (comparison) others. (Dipboye, Smith and Howell, 2000: 149 – 150).

Job Satisfactions are also known as individual difference factors because they vary from person to person. Here some of the study are quoted where there social personals factors are independent variable. These social personals variables are Age, Sex, Marital Status, and Family Size & Education Level.

Emotions determine whether employees will be satisfied or dissatisfied in a work setting (Reece and Brandt, 1996). This goes against the notion held by many leaders that “doing business” is a purely rational or logical process, “doing business” has nothing to do with employees’ feelings. Kim and Garman (2004) found that employees’ personal lives affect attitudes and behaviors in the workplace. They discovered the relationship between financial stress and work outcomes notably pay satisfaction, work time utilization and absenteeism. Results of their exploration showed that employees who had high levels of financial stress had lower levels of pay satisfaction. These employees were more likely to waste work time, and were more frequently absent from work. An inevitable consequence is poor productivity. They recommended that employers should give financial management classes to reduce financial stress among their employees.

According to Currie (2003), managers who determine and control the physical working conditions and the terms and conditions of employment can, through their activities, have a significant impact on the attitudes of their workers towards the organisation and the degree to which they feel satisfied, involved and motivated to work.
According to the Reddy (1984), there is no effect of length of service on job satisfaction. As per the study conducted by Sutaria (1976), it was found that gender had effects on satisfaction level.

Sinha and Sharma (1962), observed that age had effects on job satisfaction in factories. The result of their study showed that there was a significant relation between age and Job Satisfaction.

Sneha and Nair (1965), concluded that the aged workers are more satisfied in their job than the younger worker.

As per the study conducted by Reddy (1983), it was found that education had effects on job satisfaction. He derived positive significant correlation between job satisfaction and education in agricultural employees sector.

As per the study conducted by Kalanidhi and Devsanapathy (1980), it was observed that married men have more Job Satisfaction than unmarried ones. It means marital status had effect on Job satisfaction. Janardhan (1981) found significant positive correlation between marital status and Job satisfaction of agricultural officers.

Rao and Ganguli (1972) studied 82 highly skilled and 95 skilled personal and found that highly skilled workers were more satisfied than the skilled workers.

Herzberg (1957) found a positive correlation between Job Satisfaction and salary of employees. According to Ahmad (1975), income, general satisfaction etc. were the contributors to Job Satisfaction.

According to Prasad (1965) length of service effect on Job involvement and Job satisfaction. It means that if length of service decreased, the level of satisfaction also decreases and if the length increases, level of satisfaction also increases.

S. K. Agrawal (1979), studied female employees working in banking sector and Education Sector regarding Job Satisfaction. It was found that female employee from banking sector has more Job Satisfaction compared to Education sector. According to Suryakumar Shivasbtava (1982) found that unmarried employees / teachers were more satisfied compared to married employees / teachers.
Patel (1987) study on Occupational Stress and Job Satisfaction of employees working in Cloth Mill. It was found that there was no significant difference but Occupational Stress and Job Satisfaction.

Gopikumar’s study (1993) emphasized on Job Satisfaction and Job Involvement of private and public sector from Chitod district of Andhra Pradesh. It was found that there was high positive co-relation between Job Involvement and Job Satisfaction.

Gita Mehta (1993), found that there was positive co-relation between Occupational Stress and Job Satisfaction. Patel (1994) studied Occupational Stress and Job Satisfaction of employees of Gujarat Alkies and chemical Ltd. It was found that there was no significance difference between income and experience. It means, income and experience does not effect on Job Satisfaction.

2.5 OCCUPATIONAL STRESS AND JOB INVOLVEMENT

In present scenario each organization desires to attain its long cherished goal, ‘production’ through limited expenses. Modern psychologists have proved that not only fine materials or good working situations are responsible for progress of organization but employees of the organization play a crucial role in determination of productivity. Therefore, industrial as well as management scientists stressed at the study of attitudinal variables for progress of organization. As a result of this interest, recently, a new job attitudinal variable, namely ‘job involvement’ has gained much popularity. It is also notable here that job involvement has been generally studied as an independent variable, while it may provide very fruitful and relevant information in the form of dependent variable as suggested by Rabinowitz and Hall (1977). Actually, it is more relevant to explore various personality as well as job correlates of job involvement.

According to Shafikhan & Puja (1992), the marital status, gender, and qualification had negative correlation between occupational stress and Job involvement of employees of hotel sector. Abhinabhavi & Mitt (1999) investigated the designation and nature of work effect on occupational stress. Rai V. K. and Yadav V. C. (1995) found that there is positive co-relation between occupational stress and job involvement of industrial employees.
As per the study conducted by Rai V. K. and Yadav V. C. (1995), it was found that there is positive co-relation between occupational stress and job involvement of industrial employees. The income had effect on occupational stress and Job involvement. There was positive correlation between job stress and income. The level of stress was high in Maharashtrian employees in comparison of Gujarati employees. The region does effect on occupational stress.

The study of the Occupational Stress and Job Involvement of private and public organization employees were conducted by D.A.Dadhania(1998). The study clearly indicated that there was no significant difference among the different designation. It means the designation did not impact on Job Involvement. Mehta (1998) studied on Job Involvement of Manager and clerks in Indian Rayon company at Veraval. The study indicates that Managers were more involved in Job compared to clerks. It was found that the designation was impact on Job Involvement.

2.6 JOB INVOLVEMENT AND JOB SATISFACTION

Job satisfaction has important economic effects. Low job satisfaction is associated with higher rates of quitting and higher rates of absenteeism; high job satisfaction correlates with improved job performance and organizational citizenship behavior. A large body of literature on socio-technical systems, total quality management, and high-performance work systems argues that some characteristics of work might increase satisfaction. For example, Hackman and Oldham developed the Job Characteristics Theory, which argues that characteristics like participation, learning, and autonomy increase the motivating potential of work (Hackman and Oldham 1976, 1980). Other causal links between high-involvement work design and satisfaction are equally plausible. Involved employees can use their insights to improve their jobs directly. Satisfaction can come from learning, problem-solving, inter-group cooperation, and doing a good job. All of these relationships imply that jobs with a high degree of employee involvement might increase satisfaction.
The existing literature also recognizes, however, that even if a positive association between the characteristics of work and the evaluative judgment that individuals make about their jobs exists, the direction of causality may not run entirely in one direction. Satisfied workers may participate in high involvement practices more frequently, or establishments with satisfied workers may be more likely to adopt new programs. Even if the participation choice can be controlled for, satisfied workers might also perceive their jobs differently and therefore be more likely to report participation. Such differences in perception also imply that satisfaction may predict reported participation, rather than the other way around.

High-involvement jobs may also correlate with lower levels of job satisfaction. A negative correlation between involvement and job satisfaction would not necessarily imply causation. Causality in the reverse direction is again possible. Employers who have particularly dissatisfied employees might have stronger incentives to adopt high-involvement work practices. These employers might do so in an effort to raise morale or in order to impose a form of peer monitoring on those employees perceived as least likely to be committed to the workplace.

The principal component analysis indicated that the highest contribution to Job Satisfaction was made by the work adjustment and the least by the personal adjustment. These contexts are job-related and take place in the normal operation of the job. According to the study conducted by Akhilesh and Mithya (1991) regarding Job Involvement of employees working in nationalized bank of Bangalore, they found positive relationship between Job Involvement and Job Satisfaction. In their paper they tested significance between male and females employees in Job Involvement and revealed that gender has no effect on Job Involvement. They also tested the effect of designation on Job Involvement and found more Job Involvement in officer and managerial categories compared to lower designation, i.e. clerks.

The study conducted by Varma and Rohim (1794) regarding Job Involvement and Job Satisfaction in private and Government organization employees revealed that there is significant difference among age, experience and monthly income in Job Involvement and Job Satisfaction. It means age, year of services (experience) and income did effect on Job Involvement and Job Satisfaction.
Jurgensen (1949), found security, advancement, co-workers and pay as important for Job Satisfaction. According to Weissenberg and Gruenfield (1968), it was stressed that increased involvement related to satisfaction alone with motivator variables. Parter and Lawler (1968) found positive relation between intrinsic Job Satisfaction and job performance.

Saiyadain (1970) and Dyal and Saiyadain (1970-a), of IIM Ahmadabad checked the cross-cultured validation of the motivator hygiene theory and indeed found that while the job content factors were the motivators, the job context factors were responsible for dissatisfaction.

Pastonjee (1972) reported that dissatisfied workers resist any innovation in the firm. His finding was based on the study of a randomly drawn sample of textile workers. Pastonjee and Singh (1973-b) identified educational level, number of dependents, age, work experience, parental occupation and marital status as the factors of morale of supervisors of a public sector’s steel plant.

2.7 OCCUPATIONAL STRESS AND JOB SATISFACTION

Stress is involved in an environmental situation that perceived as presenting demand which threatens to exceed the person’s capabilities and resources for meeting it, under conditions where he or she expects a substantial differential in the rewards and costs from meeting the demand versus not meeting it (Mc Grath, 1976). From the documented evidence, it is clear that as far as work life is concerned extreme stress is so aversive to employees that they will try to avoid it by withdrawing either psychologically (through disinterest or lack of involvement in the job etc.) Physically (frequent late coming, absenteeism, lethargy etc.) or by leaving the job entirely (Beehr and Newman, 1978). It predisposes the individual to develop several psychosomatic illness, in contrast, the absence of extreme stress would result in more satisfied, happy, healthy and effective employees. However, the stress one experiences in the job vary from mild to severe depending one’s physiological, psychological and social make up (French and Caplan,

Agho et al. (1992) found that job satisfaction was distinct from dispositional measures of positive and negative affect of stress. Hart (1994, 1999) found empirical support for the notion that people make a judgment about their overall levels of job satisfaction by weighing up their good and bad experiences. These findings are consistent with the fact that job satisfaction is typically measured on scales that range from ‘extremely dissatisfied’ to ‘extremely satisfied’, and as such, embrace both positive and negative dimensions. Job satisfaction, however, is actually an umbrella construct that refers to the summary judgments that employees make about how satisfied they are with their positive and negative experiences. Given that job satisfaction differs conceptually and empirically from positive affect, it is not appropriate to distinguish between psychological distress and job satisfaction when investigating the positive and negative dimensions of employees’ well-being. The bipolar nature of job satisfaction means that it will be confounded to some extent with measures of psychological distress, rather than forming an independent positive dimension. A more appropriate distinction can be made between psychological distress and morale. It has also been found that positive and negative work experiences contribute independently and sometimes equally, to employees’ levels of job satisfaction Hart (1999).

French and Caplan (1973) outlined the behavioral and stress related consequences and psychological reactions. The type of reaction under job dissatisfaction has been related to side factors like stress, social, isolation and self estrangement, alienation powerlessness, meaningfulness, abnormality, loneliness disorientation and lack of attachment to the job, or to work group or organization. Dickman and Zeise the survived soldiers who fought on the front in the second world-war and Vietnam-war. They reported that post-stress symptoms were seen in many soldiers even during the
year 1982. Wilson carried out “forgotten warrior project”. Wherein he studied the soldiers who survived Vietnam-war. Summary of his study is as follows:

(1) The incidence of suicide was between 23% to 33%. More in the post war soldiers than in the average American citizens.

(2) 38% soldiers who had married before leaving the country for are divorced within six months after their return.

(3) Incidence of admission to hospitals of the post war soldiers was much higher because of alcoholism.

(4) More than 50% of the pas soldiers leading a civilian life style from one or other emotional problem.

A psychologist in America gave once a questionnaire to 100 commuters flying regularly every day in the train that leaves at 7-10 am. The excerpts are as follows:

The commuters would finish off morning lunch within 17 minutes only. They passed 3 hours daily and 750 hours yearly in the train (leave except 2 weeks per years is not considered). 66% commuters believed that their familiar relations became strained because of up and down traveling. 59% commuters experienced exhaustion. 47% of them complained more of anger pain in joints etc. In short in minor event like commuting by train daily for the job causes stress and as a result, the minor difficulties spring up hence the vicious circle.

Mishra and Somani (1993) found negative significant correlation between Mental Hygiene and occupational stress of private supervisors and public supervisors. Jyoti Sureliya (1994) found significant correlation between stress and Job Satisfaction.

According to Bhatt (1995) there is a negatively significant correlation between Job Satisfaction and stress. He has also found that there is a significant correlation between income and stress. But there is no significant correlation between age, length of service and stress.
2.8. CONCLUSION

Development of science is very slow process. It is a fruit of thousands of efforts. So no researcher can gather all information about all aspects of anything. Without reviewing the relevant literature no one can really realize and recognize his own specific distinct contribution.

On the basis of the studies referred, some conclusions could be drawn. They throw the light on the effect of the three factors on the life of the employee:

Employees having higher satisfaction level showed more job involvement than those of lower satisfaction level.

The employees of the middle cadre showed more job involvement than higher cadre.

The male workers showed more job involvement than the female workers.

As the level of education increases the degree of the job involvements also increases.

The employees who were married were exhibiting more job involvement than those who were unmarried.

The length of the service has also effect on the job involvement. Thus more the length of the service, more was the involvement.

Thus various types of conclusions give us a fair picture of factors influencing the mental state of the employees. Though they look insignificant, they have a long lasting effect on the performance of the employee.

There is another importance point to review is to gets a solid information about how a research can be carried out. What types of activities and precautions are necessary, What types of decisions, what types of methods are employed in his selected field until now, what defaults were there, and what gaps can be derived, etc – insight about all these matters can be achieved only through a review – so the researcher has taken a plunge into the relevant literature.

Now the researcher would explain Research Methodology of the study in the third chapter.