CHAPTER II

REVIEW OF LITERATURE

The previous chapter was the introductory one. It introduced the significant, objectives, scope and methodology of the study. This is the following chapter, an attempt to unfold some of the reviews. Review of literature is the foundation of any systematic research. Specifically, it is argued that employees stress is a serious problem in today’s business as it poses financial, social, psychological effects on the organization and its employees. In this chapter of review of literature, the researcher attempts to present a brief review of studies of both Indian and western authors in the field of stress.

Cobb (1975)\(^1\) has the opinion that, “The responsibility load creates severe stress among workers and managers.” If the individual manager cannot cope with the increased responsibilities it may lead to several physical and psychological disorders among them. They also reported that qualitative changes in the job, create adjustment mental problem among employees. The interpersonal relationships within the department and between the departments create qualitative difficulties within the organisation to a great extent.

Hans Selye (1976)\(^2\) suggested that the longer sequence of physical responses occurs in a consisted and very general pattern, which he called the general adoption syndrome. It begins with the alarm, reaction through resistance and eventually exhaustion. It has been reported that catecholamine’s and Corticosteroids, which help fight stressors during the resistance stage, remain at high levels for an extended time, they tend to promote such illnesses as colds, flu, arthritis, high blood pressure and heart disease.
Kasl, 1978; Schuler, (1980)\(^3\) have reviewed and evaluated the most influential models of occupational stress and summarized the empirical findings relating to these models. While some investigators have focused on the pressures of a particular job, others have been concerned primarily with the behavioral and health consequences of work-related stress (Schuler, 1991). Consequently, in order to clarify and interpret research findings on occupational stress, it is essential to understand the conceptual models that have guided this research.

Pines and Eronson (1981)\(^4\) found a link between stress and heart disease. They contended that high level of stress may result into diabetes, ulcer, high blood pressure and arteriosclerosis. Other includes depression, irritation, anxiety, and fatigue, lowers self-esteem and may eventually lead to reduced job satisfaction and performance. Psychological stress responses occur in from of changes in emotion and cognition make up of victims. Behaviour stress responses are usually the first visible reaction from people already undergoing physical and/or emotional stress, such reactions are usually in the form of changes, in how people look, act or talk. For example negative stress may affect victim’s physical coordination and behavioural skills. It may eventually lead to aggression, violence or drug addiction.

Vansell (1981)\(^5\) stated that stress is often developed when an individual in assigned a major responsibility without proper authority and delegation of power, interpersonal factors such as cohesiveness, functional dependence communication frequency, relative authority and organizational distance between the role sender and focal persons are important topics in organizational behaviour.

Jamal, (1984)\(^6\) stated about an association between job stress and job performance between managers and blue-collar employees. Stress on job can be stated as the outcome of an individual due to the working environment from which he feels
insecure. Different relationships are projected between job stress and performance: U-shaped and curvilinear, positive linear, negative linear and no relationship between the stress and performance. A random sample of 305 blue-collar and 325 managerial workers in Canadian firm are surveyed through structured questionnaire. Variables used for this study were job stress, job performance, and organizational commitment. A negative linear relationship between job stress and job performance was found. Very limited evidence is seen for curvilinear or no association.

**Hans Selye (1984)**⁷, a prominent stress researcher, contented that stress in itself is not altogether an abnormal phenomenon. In this respect, he used two different words to same, the “Eutress” which is the good stress and “distress”, the bad stress. Eutress is an environmental change that allows a person the opportunity to progress but that is within the person’s adaptability to change. Distress, on the other hand, refers to a situation when a person is taxed his or her limits. To Selye, the individual constantly strives to achieve a balance between the good forces of eutress and the destructive forces of distress. He also thought of stress in form of levels. A ‘Zero stress’ level where stress is perceived as no existing is considered to be an unrealistic goal for human being; whereas, excessive stress can lead to untimely or sudden death. An acceptable stress level, however, differs from one person to the other and exist is a “personal and internal experience” which often create a physiological or psychological imbalance within the individual. Interpretatively, it means that stress is an experience of individual, however, such experience is a product of respond to certain situations (or stimuli) in the environment; stress is not the stimuli itself.

**Dubinsky, Alan J & Yammarino Francis J (1984)**⁸ explained in special context to employees in the service sector, who are aggressively involved in direct dealing with the customers, role stress has been found to be very important in
determining their commitment to the organization and satisfaction with supervisor and their intention to leave the organization.

A study Nweze (1985)\(^9\) in his study examined sets of inventories, psychological stress and summarization scales. In the former, he employed the 28 item self-report measures of subjective stress adapted from Cochrane and Robertson’s Life Event Inventory; while the latter utilized a 29 items, 5 point Likert type questionnaire derived from the Longer Cornel Medical Index Health Questionnaire. There were two groups, clinical and control. A t-test analysis of the means and standard deviations showed the following. A clinical subject had a higher mean stress response and therefore differed significantly from the control; but both groups did not differ on self report of somatic symptoms. The result showed a modest relationship between psychological distress and a set of ill-health, a high correlation between measures of stress and perceived health condition. These finding are germane to what obtain among bank workers as well.

Bechr (1985)\(^{10}\) reveals that stresses are caused basically because of heavy responsibility, conflict, lack of support and overloading. The author depicted that since human beings are not machines, it is natural that series of mental and physical stress affect them. He suggests that it can be avoided through mutual co-operation, mutual trust and belongingness towards the organization. The attitude to share the stress with others may reduce the tension to a larger extent. He further added that job redesigning is a good technique to reduce stress.

A.I and Durban, (1986)\(^{11}\) examined in their study that the occupational claims of employees seeking compensation for stress-induced psychological dysfunctions. Financial compensation of workers for stress-related problems has also increased markedly in recent years. They also found that problems at work were more
strongly associated with health complaints than were any other life stressor events, including family problems. Growing recognition of the adverse consequences of stress in the workplace for employee health and well-being is clearly reflected in an increasing number of studies of occupational stress published in the medical and psychological literature during the past quarter-century.

Srivastva A.K (1991) examined that the stress at work resulting from increased complexity of work and its divergent demands has become a prominent feature of the modern organization, giving rise to impairing effects on employees physical as well as psychological well being. Though a moderate degree of stress has been noted as creating as well as promoting employee’s inclination towards the job, excessive and consistent job stress result in job dissatisfaction, tension, anxiety, depression and some cases even serious mental and physical disabilities ranging all the way to coronary diseases.

Sahaubroeck, J.J. & Ganster, D.C. (1993) in their study said that occupationally related stressors also tend to evolve as changes occur in organizational environments, organizational staffing and job tasks. This research identified three groups of occupational stressor antecedents. These antecedent groups are contextual variable, role variables, and task variables; Contextual variables were associated with the organizational sub system: role variables were associated with job levels, and task variables were associated with autonomy, complexity, interdependence, reutilization, and closeness of supervision. This same body of research classified the occupational stressors that stemmed from the three antecedent groups into seven categories. These seven stressor categories are entrant conflict, technical problems, efficiency problems, role frustration, start shortages, short lead times, and excessive meetings.
Akkinmusi.D.M (1994) study on Nigerian managers (male and female) disclosed a variation in the pattern of coping with stress. Married male managers exercised more than unmarried managers, those with higher qualifications tended to be absent more than the less qualified managers, and those who earned higher salary tended to relax and do more exercise than those who earned less salary with regard to the relationship between stress and coping styles. It was noted that a significant positive correlation existed between stress reactions and two negative coping styles viz, desire to quit and smoking.

Panday (1995) made an attempt to study the role efficacy and role of stress relationship. An empirical study on rail engine drivers of Indian Railways was between their efficiency and stress. The study revealed that role efficacy and role stress are negatively related. The respondents were found to be suffering from overload, resource inadequacy and personal inadequacy. Personal attributes and education make differential relationships with various dimensions of role efficacy.

Stephan A.N Robbins P (1996) in their study indicate that most of us are aware that employee stress is an increasing problem in organizations. We hear about postal workers, co-workers and superiors and then learn job-related tensions were a major cause, stressed out from greater workloads and having to work longer hours because of downsizing at their company, employees complain about the stress created in trying to balance work and family responsibilities, stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important. Stress is not necessarily bad in and of itself. While stress is typically discussed in a negative context, it also has a positive value. It is an opportunity when
it offers potential gain, stress positively to rise to the occasion and perform at or near their maximum, more typically, stress is associated with constraints and demands.

Randolti, E. (1996)\textsuperscript{17} in his article states that workers may also experience effects in their psychological and physical health. Psychological consequences may include anxiety, boredom, low-self-esteem, forgetfulness, depression, anger, apathy, or worry; physical consequences may include headaches, diabetes, fatigue, hypertension, chest and back pain, ulcers, or even infectious diseases. Studies show that 85\% of all physical illness is stress related. These results are just a few of many stress outcomes that may result from the effect of occupational stress. Workers may also exhibit deviations in their behavior. Examples of departures from normal behavior may be overeating / loss of appetite, smoking, alcohol abuse, sleeping disorders, emotional outbursts, or violence and aggression.

Chand (1997)\textsuperscript{18} analyzed in his study that the organizational factors that are predictors of the job-related strain in his article “organizational factors in the development of work stress”. The objective of his study was to examine the organizational factors namely, responsibility and poor relation as predictors of job related strains. Significant positive relationships were obtained between job related strain and role overload, role conflict and poor relations. Role overload and role conflict were found to be the most significant predictors of job related strain.

Kumar (1997)\textsuperscript{19} describes the problem of stress in women, particularly the working women in his article, “Stress, strain and coping styles among Airhostesses”, Air hostesses are the link between the management and the customers. This makes them work under pressure. Encouragement and support by the management and
superiors are important factors to remove stress. Anxiety is also playing an important factor. Work load, time, pressure and deadlines are also important.

**Kaluzniacky(1999)** conducted research on “Work Stress Factors among Information Systems Professionals in Manitoba”. In research paper, it is stated that the IS workers are faced with rapidly and continuously changing technologies and methodologies, a phenomenon that causes stress, in employees. While technological change has had an impact on individuals in many professions, this change is even more immediate, more direct for the IS worker. He / she is often forced to change working languages, equipment, and even entire development paradigms amidst comprehensive re-structuring with its initial ambiguities and amidst ever increasing demands.

**Narayanan L.Menon S.spector PE (1999)** stated although the dynamics of role stress among other professionals and in other settings are relatively well documented, understanding the causes of role stress among bank professionals is of paramount importance for their well-being and formulation of stress management programme. The banking sector is one of the emerging areas of service sector which is expanding very rapidly in the recent past. The market and customer orientation in commercial banks has put considerable pressure on the employees, especially front line employees. The front line employees of banking sector, who are in boundary spanning positions, endeavor to meet the needs of customers while attempting to fulfill the expectations of manager.

**Beehr A. T, Jex M.S., Stacy A. B., & Murray A.M. (2000)** revealed that many different classes of job related stressors and related them to such issues as job satisfaction and worker productivity. One of the major sources of occupational stress is whether the person is satisfied with the job or not. Many researchers found that job
related stress factors are related to variables like role ambiguity, role conflict, employee performance and satisfaction, work overload, need for achievement and organizational effectiveness.

**Dikummond (2000)** in his study, aims to understand that more recently stress has been conceptualized as a mismatch between the individual and their particular environment of individuals. In this view, a person may be seen as possessing a range of stability wherein they can cope fairly comfortably with the physical and emotional demands of their environment. A stressor is a factor, which drives the individual personal, their ‘range of stability’, forcing them to responses in order to restore stability; stress is associated with a long list of illness. There may be two reasons for this, first stress-cum-damage the body’s immune system, second life-threatening illness including coronary thrombosis threat attack and strokes. Stress is also due to numerous reasons such as headaches, ulcers and insomnia. People experiencing stress may resort to excessive stress. Stress can cause psychological as well as physical damage. He concludes that inappropriate working conditions are a source of stress. Potential stressors include working fast, engaging income which involves high levels of physical effort and / or long hours, work that is repetitive or otherwise monotonous, or work involving risk and damager, stress as a medical issue, a compound of physiological and psychological interactions.

**Garfield, J.(2000)** studied on Alienation which is also related to the development of occupational stress. Alienation is especially harmful to effective organizational communications. Alienation with respect to occupational stress is defined as an objective social situation that exists independent of its recognition by those that means that it could have an impact whether or not those individuals working in that environment perceived its presence in the environment. The
definition also infers that stress-creating events or situations may be viewed as being inherent in specific occupations or tasks. Further, the definition infers, that stress-outcomes may not always be controllable by individuals exposed to stressors.

Melson, D.L and Buke, R.J. (2000)\(^{25}\), reveal that a number of role based factors such as lack of power, role ambiguity, and role conflict can be stressful. Role overload, lack of senior level support, lack of cohesiveness, inequity at workplace, role stagnation, resource inadequacy in the role, constraints of change contribute to the stress of employees. This role of employee in the organization may create conditions that cause stress for employees at work affecting the quality of work life, such organizational role stress has been found to be negatively related to managerial effectiveness.

Sabir(2000)\(^{26}\) indicates that nearly one third of the working population in developed countries report high to very high levels of stress. Similarly, evidence for newly industrialized countries is also indicative of the prevalence of stress. Time pressure, excessive demands, role conflicts, ergonomic deficiencies, job security and relationship with customers are particularly common stressors amongst employees in the financial services sector. Furthermore, new stressors such as computer breakdowns, computer slow downs and electronic performance monitoring, have developed as a result of increased human interaction with computers and stress at work in financial services.

In another research “Managing Stress at Work” by Kate Jenkins(2001)\(^{27}\) outlined a number of factors which contributed stress in work places, where people are working for longer hours, taking shorter or no breaks, with increased development in information technology and globalization, decrease in leisure time
and less sleep and travel pressures. If key staff and large number of workers are affected, work stress may challenge the healthiness and performance of their organization. Unhealthy organizations do not get the best from their workers and this may affect not only their performance in the increasingly competitive market but eventually even their survival.

**A survey of Australia bank employees (FSU, 2002)** identifies the most important changes affecting the banking industry and its workers lives over the last ten years as including: fewer staff but increased workloads (77 percent); higher performance and sales target (76 percent) and increased pressure (69 percent). It is perhaps stating the obvious that job cutbacks had increased the burden on surviving members of staff, with a substantial number of employees in the finance sector about–36 percent indicated in the survey—required the work over time. It is reported, however, that about 39 percent of those working overtime are not paid.

**Rose .M, (2003)** In every organization and at every level of management and workers an elevated average level of stress is to be found which mostly has an effect on employee’s job satisfaction. According to Rose, 2003 employees have tendency towards high level of stress regarding time, working for longer hours which reduces employees urge for performing better. Management support helps in reducing or increases stress in employees, (Stamper & Johlke, 2003) apparent organizational assistance, management support work as a cushion which acts positively in decreasing work related stress in employees. There are a lot of reasons causing stress. Family conflicts and work over load are some of the reasons identified by Stamper & Johlke, 2003. If the organization or management does not appreciate its employees for their hard work or contribution towards the organization it will create stress and mostly creates intention to leave.
(R. Anderson, 2003) has observed in his study that Stress exists in every organization either big or small the work places and organizations have become so much complex due to which it exists, work place stress has significant effects over the employees job performance, and the organizations in UK are trying to cope with this scenario. Eleven forces are used as an antecedents of stress by researches (Overload, Role vagueness, Role conflict, Responsibility for people, Participation, Lack of feedback, Keeping up with quick technological change, Being in an innovative role, Career growth, Organizational structure and environment, and Recent episodic events.) Overload :excessive work or work that is outside one's capability.

Karasek and Theorell, (1990) has shown in their study that the psychological demands of a job can have pervasive and profound emotional and physical effects on the lives of workers. The explosive increase in research on occupational stress, especially during the last decade has clearly established that job-related stress has an adverse impact on productivity, absenteeism, worker turnover and employee health. In addition to these, severe consequences of stress-related problems in the workplace, reduced productivity and diminished customer services are hidden costs that often result from ‘exhausted or depressed employees who are not energetic, accurate, or innovative at work’.

Sethuraman (2003) has discussed in his article that stress is the pressure caused by distress tension. It is often called as man’s modern malady. The intensity of stress can be brief and mild to pass off without notice. Stress is a psychosomatic aliment that is as old as human race. It is to be found in animal world also. Stress produces both bodily and mental changes which vary according to its intensify. Chronic stress can be avoided by right attitude in taking it.
Prabhu (2005)\textsuperscript{33} in his article states that over the years, psychologists and social scientists have formed a clear concept of occupational stress. The emotional state that results from a discrepancy between the levels of demand by various external sources as chemical, biological or physical hazards can also cause work related causes. These injuries account for 25\% of all occupational injuries. Small scale industry was examined while performing different types of tasks like sorting, investing and packing. The article concludes that these causes are regarding to confronted feelings of physiological stress and fatigue during work.

Satish Chandra Kumar and Anuradha Ranyakar, Illa Joshi Omer Bin Sauseed (2005)\textsuperscript{34} argue in their article that stressor is a single cluster of variables that emerged from combined work overload, inefficient staff, red tapism, political pressure, taking impromptu decision, inadequate finance, meeting personal expectation and not enough time for the family. With the coping strategies of planning and goal setting, relaxation technique, diet control, watching television, yoga, taking a vacation and counseling, it can be overcome. Stress is a dynamic condition in which an individual is confronted with an opportunity, constraints or demands related to what he / she desires and for which the outcome is both uncertain and important. The article concludes that the organizations in their stresses and strains are reduced or managed to a great extent. It is necessary to devise a long term strategy for the Indian Bureaucracy to strengthen then the coping skills of their administrators. The end result will be beneficial to the individual and the organization alike.

Rajaram (2005)\textsuperscript{35} has stated in his article that Dr. Selye, the father of stress theory, defined stress as “The non-specific response to the body to any demand upon it”. The “demand” can be a threat, a challenge or any kind of change which requires the body to adopt to it. The response is automatic, immediate, stress can be good
(called “eustress”) when it helps anyone perform better, or it can be bad (“distress”) when it causes upset or makes one sick. Causes of stress are “Stressors” or triggers. External stressors include physical environment, social, major life events, daily hassles. Inferred stressors include lifestyle choices, negative set-talk, mind traps, stressful personality traits. Symptoms of stress are physical mental, emotional, behavioural. Solutions for solving stress are to notice your distress, determine events which cause distress. Actions to master stress, change lifestyle habits, change stressful situations and change your thinking, avoid diversions and distractions. He concludes that Human function curve is drawn for the performance of human being vs stress attained by the human being. The way in which we interpret events around us may entirely determine whether we react to them in a stressed way or not. Thus we view the world through our own stream and are affected by own screen and are affected by own set of beliefs. It may not be actual event that causes stress but our interpretation of it.

Anitha Devi (2006) in her article stated that the present study aims at identifying the degree of life stress and role stress (LS & RS) experienced by professional women. It also studies the effect of LS & RS on various demographic also explored. A sample of 180 women professionals belonging to six different occupations were chosen for the present study. They were in the age group of 25 to 45 years and above with experience ranging from 2 to 18 years and above and income ranging from Rs.10000 to 30000 and above. The life events scale of Halmes and Rahe (1967) and ORS scale (1983) to Udaipareek were administered individually to each of the subjects. Data were analyzed according to the scoring given in the scale and correlation coefficients were computed to study the effect of stress on various demographic variables. Critical ratios were computed to study the differences in the
stress levels of various occupational groups. This article concludes that science and
technology professionals and doctors experienced significantly greater life stress and
role stress.

Lalchuinder Sing Kang and Rashbir Singh (2006) have stated in their
article that the present study identified frequently reported stress symptoms and
assesses that magnitude of various organizational stressors producing stress. The
study was carried out in six organizations dealing with electronics equipment and
services. The symptoms which were reported with higher frequency by the
respondents include, ‘being angry’, thinking about finding an alternative job,
‘difficulty in getting up early in the morning’, ‘nervousness, uneasiness or tension’,
feeling hurt, bothered by low job performance, getting irritated, difficulties in making
right judgements, headaches, pre-occupied with focused thoughts, getting bored with
almost every thing. Just want to be left alone, bothered by an uncertainty about whom
to trust, difficulty in concentrating forgetfulness, upset stomach and feeling
dissatisfied in general poor interpersonal relations, have been identified as the biggest
sources of stress, followed by poor organizational structure and climate, work
inhibitors and inconsiderate superior organizational level. The nature of
organizational stressors suggests communication, rational allocation of resources and
rewards and making superiors sensitive to the needs of the employees.

Nagarajan (2006) has discussed in his article that stress management has
become a topic of interest, especially among business executives. The subject stress
management has started finding place in the curriculum of business studies. Many
stress management techniques are being advocated by experts in the field. The stress
management techniques advocated all into two major divisions, viz., that of relaxation
technique, physical exercises and psycho therapy that are recommended by the
westerners and that of yoga meditation and allied min-stilling techniques that are popular in the east India had reached the peak of spiritual wisdom long time back and many spiritual thoughts have their origin in the country. Man suffers because of ignorance, because of inability to distinguish between reality and falsehood. The remedy to the stressed mind is to simply indicate that all the troubles that have arisen are only due to ignorance and yoga-vasishta is a great book that will remove ignorance from the reader’s mind and will insulate the readers from mental Stress of all kinds, it contains answers to queries on many intricate, subtle, sublime issues that cannot be found elsewhere.

Natarajan (2006) have discussed in his article that India is ahead of all other countries in information technology sector which involves total mental activity. We should be proud of it. Mental stress resulting in mental strain. The resultant mental illness conditions are being explained in so many ways and words. Mind also is portion of the body which gets strain by over work. By arranging to picturising or getting of photos of brain during anxiety performance, will give only the activity of the brain that is of importance for general treatment of mental stress. He concludes in the article that remedies will go a long way in preventing mental illness, if taken regularly, and will mitigate sufferings even when taken along with remedy of other systems. prophylactic 2 tablets, 3 times a day, 4 tablets each a dose at an interval of 1 hour as required.

Manimaran, S & Harisundar, G.(2006) in their study found that employees are working longer hours, taking on the work once done by laid-off colleagues, meeting tighter deadlines and cutting back on expenses, combine this with the double income family demands of monthly mortgage, childcare issues, aging parents and body system changes to try to cope with stress. Most job stress
researchers believe that the result for money is anxiety, unfavourable job conditions can affect employee’s health and well being, sleeplessness, irritability, and physical or mental deterioration. It is concluded that as a result of these pressures, employees develop symptoms of stress that can harm the job performance. Stress may also lead to physical disorders as the internal body system changes trying to cope with the changing stress, most job researchers believe that unfavourable conditions in the work place lead to stress.

Mandira Bhattacharya and S.S.Jha (2006) reveal that the effects of anticipated and retrospected fit in explaining additional variance in various stress-strain relationships. A self-report questionnaire was administered on 370 man and women, working in eight different occupations. The resultant data has been analyzed through step-wise regression method. The result show that retrospect tit indeed explains stress-strain relationships better in a wider range of variables, while anticipated fit has a rather restricted effect on the variables considered.

Piar chand (2006) examined that the psychological factors, such as life events stress, psychosomatic illness, anxiety, depression, alienation, control coping, escape coping and symptom management coping as predictors of job related strain among the junior management scale-a officers in the banks. The respondents were 150 junior management scale-1 officers working in various banking institutions in the state of Himachal Pradesh. The finding of the study revealed that job related strain is positively related with psychosomatic illness, anxiety, depression, alienation and escape coping and negatively related with life events stress, control coping and symptom management coping. Job related strain is differentially related with psychological variable. Anxiety and alienation were found to be most successful predictors of job related strain.
Sabera Begum (2007) studied that stress is one of the major problems faced by the organizations in present day’s scenario. The dictionary meaning of word “Stress” is a state of affairs involving demand on physical oriental energy, stress can be either positive or negative. Many studies proved that the stress creates more physical as well as mental health problems like reduction in potential life and weakness. Sometimes stress can act in a positive way enabling as employee to improve his performance. Many surveys have been conducted to know causes of the employee stress. Individuals, who are affected by stress tend to smoke more, have more alcohol, eat more, feel unhealthy, have headache and back pain, problems at their personal level and less motivated, have conflicts with co-workers at their professional level. Stress also shows its effect on immune system and will result into diseases like high blood pressure, obesity, depression and cancer. If it is stress for a longer time, it will also lead to disabilities. stress creates many problems like absenteeism, decreased efficiency and increased illness (physically and mentally), high turnover, cost of company customer service problems. Employees have to take necessary steps to reduce-or eliminate the daily goals, avoid making promises, delegation of tasks, learn to say no. The organization has to take some steps to reduce or eliminate the stress of their employees organizational change, formulate guidelines to overcome stress at personal level, take rest, individual has to attend yoga classes to reduce stress to some extent, while at the same time cultivating a happy, healthy and productive work force.

D’Aleo, Stebbins, P., lower, R., leesand Ham (2007) have examined a sample of 559 public and 105 private employees to assess their respective risk profile, they find that public sector employees face more stress than private sector employees.
Gupta and Adhikari, (2008)\textsuperscript{45} stated in their research about role theory to understand stress problems at work and examined how role pressures contribute to occupational stress. It examines quantitative demands including workload, working hours, quantity and intensity of work and finds that workload can be a persistent problem, a major course of work-related stress and one that is difficult to resolve. It also examines qualitative demands, such as how an employee feels in a particular role, and work-life balance issues. Occupation can often play a significant part in whether or not qualitative demands are risk factors for stress.

Srivasta, (2009)\textsuperscript{46} in his study stated that it has been a growing support for the argument that role of employee in the organization may create conditions that cause stress for employees at work affecting the quality of work. Such organizational role stress has been found to be negatively related to managerial effective.

Malik N. (2011)\textsuperscript{47} stated in his study on occupational stress, experienced by private and public sector bank employees that there is a significant difference in the level of stress to which both groups are subject and public sector bank employees face a high level of occupational stress.

It is clear that different results on the basis of their particular context, some studies argue that public sector employees are subject to greater stress while others argue the opposite. The literature review shows that work related stress is almost equal to both the public and private sectors and that research on this topic remains a popular field of enquiry.

Dr. Beulah viji Christiana.M, V. Mahalakshmi (2013)\textsuperscript{48}, In their study role stress and its impact on public and private sector managers in Chennai, had identify the differences in job-related stress pertaining to employees in the managerial cadre in
both public and private sector, based on significant role stressors. Attempts are also made to find out whether there exists any significant relationship between role stress and demographic variables like age, educational qualification, marital status, work experience on the stress levels of both public and private sector managers. Survey method is adopted in this study and data are collected from 182 private sector managerial employees and 120 managerial employees in the public sector organizations of Chennai. The responses are measured according to an occupational role stress scale. Sampling method adopted in this study is convenient sampling which is a non-probability sampling method. It is quite evident from the study that though there is no significant difference in the stress experienced by both the public and private sector managers certain individual stressors such as work experience and educational qualifications yield differences.

**Conclusion**

This chapter has outlined the review of literature in the field of stress management by various authors, which is most essential to find out the research gap in the field. These studies have given the confidence to the research to choose this novel area for his study.
END NOTES.


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