CHAPTER I
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(Health has become a topic of increasing interest to investigators in the social and behavioural sciences over the past couple of decades. This may be partially attributable to the much quoted and wide-ranging definition of health put out by the World Health Organisation in 1948 as "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity"). Herzlich (1962) put forward a three-dimensional lay concept of health, with the three components being labeled as follows:

(i) Health-as-Being/health-in-a-vacuum: This is described simply by Herzlich as the absence of illness, "the neutral ground against which illness appears or may appear". This corresponds to the classic negative view of health, associated with the predominant use of mortality and morbidity statistics as health indicators. Health is contrasted with illness rather than disease, following the sociological distinction between disease as a biomedical phenomenon and illness as a personal experience.

(ii) Health-as-Having/health as a reserve: In sharp contrast to the neutral or negative view of health as the absence of illness, the health-as-having component represents a positive capital aspect. Thus
an individual who is currently ill may still be regarded as 'healthy' due to the possession of a reserve of health. Williams (1983) prefers to label this component 'health as strength' on the basis of his Scottish respondents' preferred descriptions, but this clearly corresponds closely to Herzlich's factor with "the implication of a stock or capital on which debits could be drawn and to which saving could be added".

(iii) Health-as-Doing/health as Functional Fitness: Herzlich prefers to employ the label 'equilibrium' for this component due to her subjects' frequent usage of this term-referring to a state of being in equilibrium with their personal and social circumstances. However, it is clear that it corresponds closely to Williams' 'Functional Fitness' as the ability to carry out conventional activities and duties. Thus, to be ill as to be unfit for normal duties. This corroborates the finding that self-perception of health are largely an inverse function of how much an individual's life is disrupted by health problems.

Ware and his colleagues (1965) have reported work assessing the relative values placed on mental, social and physical health. In a restricted sample of undergraduate students, Rose (1980) reported that the highest value tended to be placed on mental health and the lowest on social health.

In conclusion, health may be seen as a summation of functional capabilities, (freedom from) unpleasant sensations or symptoms, and
available reserves or resources which can be drawn upon or mobilised to fend
off threats to health. Health is, thus, viewed as an adaptive capacity, and is,
therefore, essentially context-dependent. It is important to note that this sort
of approach contrasts rather sharply with the reductionist medical viewpoint
which regards an individual’s overall health as a summation of the
functioning of each distinguishable organ system within the body by relating
these to established population norms. The context-dependence of the model
means that an individual’s health will vary according to the environment.

(In types of health, mental health is of great concern to psychologists.
When all the psychological processes of the individual like attention,
perception, learning, remembering, thinking, reasoning and creativity etc.
function in a normal way and the person is able to adjust and cope suitably
with his environment, he meets the various demands of life on his own quite
successfully, he is said to have sound mental health. Such a person
experiences reasonably less tension, anxiety, worry, conflict and stress is
able to resolve his emotional problems in a reasonable and balanced way and
by and large solves the various problems of life successfully. But a person
who on the contrary fails to do so, is said to have an unsound personality and
is affected frequently by stress etc.) At the time of recruitment one may pass
successfully in mental health tests or may have a healthy personality but
subsequently due to lack of job satisfaction, and continuous and constant
familial problems, he may lack adjustment power and hence lose his mental balance. Conditions of job, socio environmental factors may also contribute significantly to organisational stress leading to mental illness. Since various researches indicate that lack of sound mental health and more organisational stress lead to decrement in performance, it is a real concern for the management.

When the demands on a person from the environment are more and his output is less, he because of failure suffers from anxiety and stress. Normally when we have a lot of work to do and we are not able to complete the work, we experience a sense of anxiety, unfulfillment, dissatisfaction, worry and finally an unpleasant feeling. This affects our psychological and mental state and ultimately the capacity to perform. According to Selge (1956) stress is a general adaptation syndrome. As already hinted stress may occur due to several factors like lots of pressure from inside or outside, desire to do more work in less time, conflict, tension and anxiety due to several incidental problems, frustration, excessive demand from the environment and less supply to fulfill one's needs. When a person is not able to cope with the environment and maintain a balance, all these factors combinedly or separately produce stress. Stress produces various physiological and psychological dysfunctions like severe tension, undue fatigue, high blood pressure, excessive worry, sometimes it also may lead to heart attack.
Persons experiencing stress, but having frustration tolerance capacity may be able to manage it temporarily. But those who do not have stress tolerance capacity would get excessively upset and angry unreasonably. When it further crosses the limit they will be physically ill in addition to mental illness. According to Bittel (1986) they may collapse mentally and experience a breakdown.

Stress is expressed mainly through anxiety and frustration etc. While anxiety is experienced on some anticipated harm or danger, frustration is caused due to obstruction or blocking of goal oriented behaviour. "Anxiety is characterized by a sense of dread, a forbidding and persistent apprehension of the future for reasons that are sometimes unknown to the individual". It is revealed from various studies that the mental health of the worker plays a prominent role in personal adjustment, adjustment with the work and management. It was noticed scientifically for the first time that freedom from anxiety and stress and other psychoneurotic symptoms, less emotion and more understanding etc. on the part of the first line supervisors who come with immediate contact of the employees and the workers, are necessary for better employee - employer relationship and higher output. It was also suggested that mental health of the workers particularly in industrial organisations can be improved through personnel counselling programmes.
Since any organisation and industry, small or big employs men for managing it, every person so employed either as an executive or as a low level worker should have sound personality and proper mental health for smooth and effective management of the work allotted to him. In order to achieve the objective of an organisation or business enterprise it is essential at the outset to select and recruit persons of sound mental health.

Causes of stress and unhealthy mental condition of the organisational and industrial workers are varied. Conflict for power, adverse decisions affecting the workers, unhealthy and excessive competitions, lots of pressure in work front, instability in organisational structure, frequent transfers, misbehaviour from the management and colleagues, unhealthy personal relationship with coworkers, frequent quarrels and back bittings, increased mechanisation and boredom etc. are some of the noteworthy causes. Further, massive changes in social structure, continuing technological growth, inflation and generation gap among the youngs and olds, the tendency to revolt against the management due to gap in communication, excessive desire for power, prestige, recognition, desire for self esteem and status, lack of job feedback, and job security, lack of knowledge about one's performance, economic problems, unrealistically high level of aspiration and personal goal, family problems, divorce and no child, unfavourable relationship with the group etc. and allied factors produce pressures and stress. Thus the life style
of the employees become very complex, complicated and their mental health is polluted with anxiety, frustration and stress. Everybody now speaks of pressure of work, pressure of political parties on executives, pressure of trade unions on management or the vice versa, the pressure of needs and finally pressure of conscience. Thus, everyone experiences stress in the modern world in one form or the other. Slight stress is a common experience and stress or anxiety upto a certain degree help in performance by improving learning. But when conditions of professional work generate moderate to high degree of stress in our day to day activities, employees develop various symptoms of anxiety which become definitely harmful to job performance and which invariably affects mental health. On the contrary, when there is no stress, due to lack of desire and motivation to perform, performance becomes low. Although reasonable amount of stress is necessary to meet the challenges and requirements of work situation, whereas excessive stress interferes with performance. The employee losess the ability to adjust, to cope and to be dynamic in his approach. He suffers from no decision making or irratic decision making capacity. He becomes nervous, irritable and develops chronic worry, loses patience and initiative. People suffering from stress become very uncooperative, aggressive, quarrelsome and sometimes to avoid stress take excessive alcohol and drugs. Others, suffer from repeated illness, take long leave or remain absent from job. If the job situation appears to be very stressful to the persons he quits the job and sometimes may not
like to work for several years. He just can not think of doing any work but he spends his time in a very depressed mood. He just and simply avoids work because of stress. A popular person has usually less stress than an unpopular person who faces problems every day without being able to solve them amicably. Mostly negative, culturally undesirable life events increase stress. But recent studies also show that the individual's social systems may reduce the effect of negative life events on the person and hence even if he experiences more negative life events and failures, he may not be so stressed as compared to another, who has less social supports. So it is argued that the social support system should be better to cope with stressful life events. When the internal body system is unable to tolerate too much stress and adjust he may suffer from various physical dysfunctions, hysterical symptoms and psychosomatic disorders. Some western studies have been conducted by Cooper and Payne (1978) on the association of stress with psychological symptoms. Mostly conflict, ambiguity and overload relating to the predominant role and task characteristics are observed. Pandu (1983) in India has observed that a major factor of stress in an organisation is mental overload. Even in the same situation people may differ in their reaction to stress. Two persons have failed in the departmental promotional examination and hence have not been able to get promotion. But one commits suicide or quits the job. While the other perceives it as a temporary phase and prepares for the next examination with more sincerity and dedication. Thus, how the stress situation is
perceived and evaluated has a lot of say in how it affects one’s physical and mental health adversely. Tolerance and resolve of stress in a healthy way is extremely desirable to make the employees mentally and physically sound and healthy. It can improve their concentration and attention in work. Lack of concentration is one of the major causes of excessive stress and anxiety.

Thus situational factors, personal factors and social factors like social support either independently or through interaction produce stress and pollute mental health of industrial and organisational workers.

Individual difference is observed in the threshold of stress tolerance. Some people have less frustration and stress tolerance than others. Some people are quickly upset by slight downs while others are not perturbed and stay cool and calm under distressful situations, unless it prolongs for a longer period. Such people are of relaxed category and show less adverse and problematic reactions to stress.

The foregoing discussions on stress and mental health lead to one basic conclusion, i.e. lack of adjustment on the part of the low level, middle level and high level employees leads to the onset of mental stress. Since the Indian social conditions, value system, culture, child rearing practices are different from that of the western countries one has to approach the causes of poor mental health of the employees from a slightly different angle as such factors also influence their behaviour in organisation and industries. Observations
and suggestions of many researches indicate significant positive correlation between good quality of work life and good mental health. The following sections would deal with the suggestions to improve mental health of employees.

The worker engaged in an organisation or industry can not leave his personal problems with the gate guard and enter into the work space with a true and relaxed mind. He goes there as a total person with all his personal, familial and socio cultural problems. Socio cultural background, academic qualification, training and past experience, attitude and temperament all taken together influence him while doing his job. It is impossible to segregate these factors. Thus by promoting personal and social satisfaction of the employees, their mental health can be improved. Job satisfaction has to do a lot with mental health of the employees and vice versa, organisational stress is to be reduced to improve the mental health of the employees. There are some suggestion to improve the mental health of the employees by reducing overload of stress, anxiety and job satisfaction.

(i) Besides regular paid job, one has to keep himself in other self actualisation work for relaxation and self satisfaction. By developing certain hobbies, one can get enough relaxation which is extremely necessary to reduce monotony and boredom and improve one's mental health.
(ii) The individual must make efforts to involve himself in group activities as separation from a group leads to loneliness, introversion and daydreaming which are ultimately not conducive for sound mental health. By engaging oneself in group activities like pujas, festivals, picnics, excursions, study tours and eating in groups one can ease his mental problems. Remaining in isolation and loneliness should be avoided as much as possible. Communication with others should be encouraged.

(iii) The employees should be allowed to do such jobs which gives him satisfaction. If an employee is pressurized to do certain jobs to which he is allergic, it would aggravate mental problems.

(iv) The employee should be given enough scope to update his knowledge and skills to adjust successfully with the changing circumstances inside and outside the work environment. Provision for a good library with proper sitting arrangements should be there.

(v) The employees should not be overworked. Enough time should be provided for relaxation.

(vi) To reduce organisational and familial stress, the boss or first line supervisor should be a patient listener than a big talker. He should have deep insight into the personal problems of each worker. Face to face contact and direct interaction between the worker and the management is necessary to channelise tension and anxiety in a
healthy and adoptive manner.

(vii) Many current psychologists suggest the provision for Yoga and meditation to reduce stress and worry and improve mental health. Observations show that Yoga and meditation have produced quite favourable results.

(viii) Stress management programmes and counselling sessions should also be undertaken in every organisation to improve mental health.

The vital cause of poor mental health being undue and overload of stress every effective and meaningful measure should be taken by the management to reduce stress whether it is caused by incidental or environmental factors. On or off the job conditions, peace of mind and happiness in life being the crux of sound mental health. Every possible steps should be taken both by the employees themselves and the management to ensure happiness and peace of mind. While a certain level of stress is necessary to avoid boredom, high levels of stress over a sustained period can damage our health. There are some common symptoms of stress, and the negative effects that excessive stress can cause.

**Short term physical symptoms**

These mainly occur as our body adapts to perceived physical threat, and are caused by release of adrenaline. Although we may perceive these as unpleasant and negative, they are signs that our body is ready for the
explosive action that assist survival or high performance:

* Faster heart beat
* Increased sweating
* Cool skin
* Cold hands and feet
* Feelings of nausea, or butterflies in stomach
* Rapid breathing
* Tense muscles
* Dry mouth
* A desire to urinate
* Diarrhoea

**Short term performance effects**

While adrenaline helps us to survive in a 'Fight-or-Flight' situation, it does have negative effects in situations where this is not the case.

* It interferes with clear judgement and makes it difficult to take the time to make good decisions
* It can seriously reduce our enjoyment of our work
* It causes difficult situations to be seen as a threat, not a challenge
* It damages the positive frame of mind by
  - Promoting negative thinking,
  - damaging self confidence,
- narrowing attention,
- disrupting focus and concentration,
- making it difficult to cope with distractions.

**Long term physical symptoms**

Long term physical symptoms occur when our body has been exposed to adrenaline over a long period. One of the ways adrenaline prepares us for action is by diverting resources to the muscles from the areas of the body which carry out body maintenance. This means that if we are exposed to adrenaline for a sustained period, then our health may start to deteriorate. This may show up in the following ways:

* Change in appetite,
* Frequent colds,
* Illnesses such as asthma, back pain, digestive problems,
  headaches, skin eruptions,
* Sexual disorders,
* Feelings of intense and long term tiredness.

**Internal symptoms of long term stress**

When we are under stress or have been tired for a long period of time we may find that we are less able to think clearly and rationally about problems. This can lead to the following internal emotional ‘upsets’:

* Worry or anxiety,
* Confusion, and an inability to concentrate or make decisions,
* Feeling ill, feeling out of control or overwhelmed by events,
* Impatience or irritability, restlessness and helplessness,
* Being more lethargic,
* Difficulty sleeping, drinking more alcohol and smoking more,
* Changing eating habits,
* Reduced sex drive.

**Behavioural symptoms of long term stress**

When we are under pressure, this can show as:

* Talking too fast or too loud,
* **Yawning**,
* Fiddling and twitching, nail biting, grinding teeth, drumming fingers, pacing etc,
* Bad moods: Aggression, irrationality, overreaction and reacting emotionally,
* Reduced personal effectiveness:
  - Being unreasonably negative
  - Making more mistakes
  - Being more accident prone
* Changing work habits,
* Increased absenteeism,
* Neglect of personal appearance.
In this way stress affects our health both physically and mentally.

The Division of work according to Sex

In Netherlands, there is a strict division of work, namely into household work and occupational work; and that this division corresponds to a division of work according to sex. Housekeeping is women's work. But also in paid work, there is a segregation between 'men's job' and 'women's jobs'. By the term 'division of work according to sex' we mean both segregational phenomena. The division of work according to sex is part of a single dualistic system, in which men's work and women's work are defined as complementary and diametrical. The family is the cornerstone of this dualistic system. The structure of the organization, its 40-hour working week, its standards and values, maintain this system. This division of work according to sex has far-reaching consequences for the role attitudes of men and women for the personal characteristics they may develop. It affects the mutual relationships between the sexes, as well as the relationships men/society/family and women / society / family. The following negative aspects of this situation can be pointed out:

1. Women are under-represented in those key-positions from which our society is formed. Consequently, especially the experiences of women are insufficiently included in this process. An example taken from the field of housing: because architects generally work away from home
for over 40 hours a week, they are often not fully aware of what it means to spend the entire day as a housewife in a suburb. They tend not to take into account the possible wishes regarding such matters as the location of the kitchen in the house, or the location of schools in a residential district.

Husband and wife are mutually dependent. He depends on her for his basic needs, her standard of living depends on his income. This may easily cause conflicts.

When, in case of a conflict, a family is confronted with officials, they are mostly men. The odds are that such an official will sooner identify with the man and fail to see the woman's problems in the right perspective.

The media pay little attention to the views of women. Usually women are described and filmed by men, which puts them into the position of 'the other'. It is especially this aspect that Simone de Beauvoir dealt with in her famous book The Second Sex.

Whenever women leave the traditional role and take, for example, a man's job, they remain dependent on men's acceptance.

Cumulation of all these aspects in particular increases women's liability to become alienated.
During the last few years awareness that the division of work according to sex promotes these negative aspects has been growing. Initially this was pointed out by women who, in spite of a good education, ended up as housewives. Later they were joined by men who realized the one-sidedness of their existence and/or condemned the relatively powerless position of women in our society.

An increasing number of people are urging a redistribution of household work and work outside the home, i.e. men ought to take their share of housekeeping and women should be able to have their share of all jobs on all levels. At present, in our culture, the discussion has become so widespread that even the government has expressed the intention to promote a re-distribution of work among the sexes. It has become a generally acknowledged objective to put a stop to the division of work according to sex.

The Indian society was characterized by a dualistic family role system where the men and women had clear defined but complementary roles. The male was the provider while the female was the homemaker. During the last five decades there has been a drastic change in the role status of the Indian women. She has moved out of the restricted realms of her home and is now sharing the economic burden of the family. However, there has been no or only a marginal change in the role of the Indian male and his contributions to the household chores even if he has a working partner, is at the best only
ritualistic. Further, as the women leave their traditional role and take a man’s job they have to face greater stress at the work place as they remain dependent on men’s acceptance. As coping with stress whether physical or psychological does have a detrimental effect on health, the working women who have added the burden of a job to her household chores, is bound to suffer mentally as well as physically.

However it has been found (Beerman and Nachreiner, 1995) that gender related unequal division of domestic duties when coupled with a job, which results in a ‘Double burden’ does not result in more severe psychosocial or subjective health impairments. The reason could be that the job provides the women with a means of feeling useful and important and provide an opportunity to interact with people. It could be an important source of satisfaction in their lives (Bailyn, 1970). Further it is possible that the negative feelings about full time home making rather than positive attraction of work might draw the women to the work place (Rapoport and Rapoport, 1971). As idleness is socially undesirable to the status of the women, this might result in enhanced self esteem. It has been found that enhanced self esteem is a moderator of stress in working women (Sachdeva and Malhotra, 2000).

(So the job stressors like qualitative workload and quantitative overload have been found to be predictors of mental health and risk of
occurrence of depression (Komaki, 1994). It is clear from the above discussion that stress affects our physical and mental health and ultimately the capacity to perform.

With this background we may now pass on to the next chapter, dealing with the review of the pertinent literature.