Chapter - II

Review of Literature
REVIEW OF LITERATURE

In this chapter review of literature would create maximum awakening among us regarding existing trend of research on burnout vis-a-vis organisation role stress, organisational climate and social support among middle managers of public and private undertakings.

Review of literature implies locating, reading and evaluating reports of earlier conducting reports of earlier conducted researches causal observation and opinion that are related to the researchers planned academic program. A systematic survey of literature has many advantages in the following manner:

(a) It gives insite and relevant information about the field under study.
(b) It projects new thoughts and ideas for future research in the concerned area.
(c) It also provides the opportunity to compare different aspects of social setups of the field in which research is being carried out.

In the light of above points, this chapter is set to deal with relevant studies and researches which sets light on the variables, which are used the present study.

BURNOUT

Burnout is a chronic state of emotional exhaustion stemming from an unrelenting series of job-pressure and stress. Number of studies have been carried out in this direction. Before 1980s a sizeable amount of research work on various burnout issues has been carried by following well-known researcher:
Schwartz and Will (1961) observed staff burnout and recorded changes in staff and patient behaviour on a mental hospital patients. Staff burnout increased sharply because of organisational changes occurring in the settings. The researchers found that as staff burnout increased, the patients were neglected and soon regressed, becoming more anxious, depressed, suicidal and violent. A similar study was conducted by Scotland and Kobler (1965).


Burnout have been studied in a variety of service professions, including business organisation employees by Golembiewski, Munzenrider and Carter (1983), among lawyers by Maslach & Jackson (1978), police officers also by Maslach & Jackson (1979), health and mental professionals by Maslach & Jackson (1982), Pines (1978), Raquepaw and Miller (1989) and teachers by Anderson and Iwaniki (1984), beck and gargiulo (1983).
Wax and Hales (1984) found that burnout among school principals involved the following six factors: expectations, relationship, motivation, fulfilment, psycho-physical status and time. Based on these six factors, they developed a scale for measuring burnout on school principals, that they applied and validated (Wax and Hales, 1987).

Cunningham (1982) and Farber & Miller (1981) found that teachers burnout is one of the reason for the increasing numbers of competent teachers who leave the class rooms for alternative careers. Russell, Altmaier and Velze (1987) studied the effects of job-related stressful events and social support on burnout among teachers. Teachers burnout has been the topic of investigation as reflected in the numerous studies conducted in different countries in US by Farber (1984a), McIntyre (1984), in UK by Blase (1982), Capel (1987, 1989), in Israel by Kremer & Hofman (1985), in Hong Kong by Mo (1991).

Frank (1983) conducted a research in the area of administrative stress. He found that administrators were experiencing the following factors which were playing a critical role in burnout and job-related stress (i) administrative constraints, (2) organisational structure and climate, (3) relationship at work, (4) role expectation, and (5) career development. Glogow (1984) conducted a research on personnel organisations in Los Angeles, California, amongst 103 individual and observed that burnout was a problem with 41% of the respondents and upper management was considered to be a major source of burnout.

Fuehrer and McGonagle (1988) studied the individual and situational factor as predictors of burnout among resident assistants.
Friedman & Lotan (1985) studied the source of burnout in teaching, the teacher is perceived as a person exposed to pressures stemming from a variety of sources. A teacher's ability to withstand the pressures explains the level of her or his burnout. Farber (1982), Schwab & Iwanicki (1982) found burnout related to background variables such as sex, age, education and experience in teaching. Ezioni (1984) studied the moderating effect of social support on the relationship between life, work stresses and burnout. Participants in the study were 657 Israeli managers and human service professionals. The initial analysis revealed that women experienced more burnout and stress in life as compared to their counterparts. Burnout was positively correlated with stress in both work and life and negatively correlated with social support in life and in work.

Hock (1988) studied the professional burnout among public school teachers. The results indicated that there was a wide variation in the degree of burnout. No difference were found in susceptibility of burnout due to demographic variables such as age, grade level, subject taught or years of experience. Hendrix, Antrell and Steel (1988) examined the effect of social support on burnout, with the following results. It was found that job stress and life stress correlated positively with burnout, while job and life support were negatively correlated with burnout, neither job support nor life support moderated job stress or life stress burnout relationship. Females exhibited significantly higher levels of burnout, job stress and life stress than males, however, there was no difference between male and females in the amount of social support received.
Hale and Pratt (1988) examined the difference in nursing burnout by occupational level. The result showed para-professional subjects significantly higher as two dimension of burnout (i.e. emotional exhaustion and depersonalization) than professional subjects. In addition, para-professional subjects perceived less support in their work environment than did professional subjects. Subjects working in long term care facilities experienced emotional exhaustion more frequently than did subjects working in acute care facilities. Lemken, Purdy, Refferty and Rudisill (1988) studied the correlate of burnout among family practice residents. The result showed a few significant relationship between background and situational factors and burnout scores.

Topj (1989) studied the personality hardiness, occupational stress and burnout. Findings of the study provide partial support for hypothesis that greater hardiness would be associated with less stress and burnout. Support was not found for the hypothesis that greater stress would be linked with greater burnout.

Burke and Kirchmeyer (1990) supported Cherniss's hypothesis that people who begin their careers with a social activist's orientation run the greatest risk of experiencing a negative work setting, heightened stress, reduced work standards and poor emotional and physical well being. Finding suggest a poor fit between the social activists orientation and actual realities of the police work setting.

Miller, Eillis, Zook and Lyles (1990) studied an integrated model of communication, stress and burnout in the work place. Participants in decision-making and social support had important impact on perceived
workplace stress, burnout, satisfaction and commitment for caregivers and support personnel. Perception on participation in the decision-making process was particularly crucial in reducing role stress and increasing perception of satisfaction and personal accomplishment for hospital caregivers. Lee and Ashforth (1990) examined the dimensionality of Maslach's (1982) three aspects of job burnout, namely, emotional exhaustion, depersonalization, and personal accomplishment among a sample of supervisors and managers in the human services. The three aspects were found to be differently related to other variables reflecting aspects of strain, stress coping, and self-efficacy in predictable and meaningful ways.

Manning (1991) found that two of the three sub-scale of Maslach's burnout inventory (emotional exhaustion and personal accomplishment) was significantly related to stress. Professors who published three or more articles per year and contributed 29% or more of their time to research experienced burnout more than who devoted less of their time to research. Stress and burnout were not found to be related to gender, age, marital status, the presence of children in the house, faculty rank or teaching load. Bacharach et al. (1991) examined an unmediated model of work-based role stress and its consequences on job satisfaction and burnout to two models in which the role stress-affective work outcome relationship is mediated by work-home conflict across two samples of public sector professional: engineers and nurses. The model findings indicate that a model in which role conflict and overload have both direct and indirect effects viz. work home conflict on the job burnout and satisfaction. Findings suggest that while two
of the work-home relationship differently, for both groups, work based role conflict is an important antecedent of work-home conflict, and increased burnout an important direct consequence of work-home conflict.

Cherniss (1992) explored the relationship between degree of burnout experienced during the first year of the career and career adaptation the next-decade. Subjects were human service professional originally working in the fields of public service law, public health nursing, high school teaching, or mental health. They were studied during the first year of their careers and again 12 years later. Results showed that subjects who were more burned-out early in their careers were less likely to change careers and more flexible in their approach to work as rated by confidants at the time of follow-up. The result suggest that early career burnout does not seem to lead to any significant, negative, long-term consequences. However, burnout occurring later in the career might have more serious long term effects.

Friedman et al. (1992) investigated the relationship of teacher burnout to the various ways that teachers view themselves professional and to the ways in which they sense that others within the educational system view them. Findings indicate the following results: (i) the three dimensions of professional self-concept used in the study. The factors of professional satisfaction - how teachers feel about the gratification they receive from their work bore the strongest negative correlation to burnout; (ii) among the possible discrepancies regarding scores on the self concept dimensions, the discrepancy between teacher's view of themselves as
professionally competent and professionally satisfied bore the strongest correlation to burnout; (iii) stronger correlation to burnout existed in terms of how teacher's perceive themselves rather than how they feel others perceive them; (iv) from teacher's perspective, students have a more accurate view of their overall professional self-concept than do parents or principals; (v) teacher's perceptions of how students view them bore a stronger relationship of burnout than did perceptions how either students parents or their principals view them; and (vi) from teacher's point of view, both parents and principals have an exaggerated sense of teachers professional satisfaction, discrepancies that both cases bore significant correlation with burnout.

Lee et al. (1993) examined a model of managerial burnout among human service supervisors and managers. Their findings suggest that emotional exhaustion play a central mediating role in the burnout process. Furthermore, they found that social support and direct control were associated with exhaustion through role stress. Research on burnout among managers, including school principals was conducted by Cooper and Kelly (1993), Lee and Ashforth (1993) and Whitaker (1992). Cordes and Dougherty (1993) theorized burnout as a process or syndrome of responses, and suggested sequential relationships among the dimensions. They also investigated the relationship between the burnout components and several critical variables that are theoretically linked to the phenomenon.

Cordes and Dougherty (1993) reviewed the literature on the burnout and provided a conceptual framework designed to improve the understanding
of burnout. Capner and Caltabiano (1993) studied the factors affecting the progression towards burnout. They compared 49 professional and 32 volunteer counsellors and a number of key variables in the progression of burnout - including stressors, strains, defensive coping, social support, type A personality and breakdown. Questionnaire responses revealed job stressors unique to each group, but there was overwhelming evidence for professionals and volunteers belonging to a homogeneous counselling population as evidenced by similarity across major constructs.

Sandoval (1993) studied personality and burnout among school psychologist. He examined the relationship between personality characteristics, as measured by the California Psychological Inventory, and burnout as measured by the Maslach Burnout inventory among 100 school psychologists. Subjects with well-integrated personalities were less prone to burnout than others.

Corrigan et al. (1993) studied staff burnout in a psychiatric hospital. They investigated the relationship between staff anxiety and collegial support and burnout in 35 staff member of psychiatric hospitals. The directionality of their relationships was inferred using a cross-lagged panel designs. Subjects completed measures of burnout, social support and anxiety twice - 8 months apart. Findings from 1st cross-lagged panel suggested that emotional exhaustion caused state anxiety and 2nd cross-lagged panel showed lack of collegial support caused due to depersonalization.

Manlove (1993) studied multiple correlates of burnout in child care workers. Hierarchial multiple regression was used to assess the extent to which personality, background, characteristics and perception of work
setting were associated with three factors of burnout (emotional exhaustion, depersonalization and personal accomplishment). Neuroticism, work role conflict and work ambiguity were positively associated with higher level of burnout. Higher levels of organisationals commitment were associated with less emotional exhaustion and greater personal accomplishment. Those reporting better supervisor and co-worker relations as well as more autonomy at work reported lower levels of depersonalization. Those with more education/training and work experience reported higher levels of personal accomplishment.

Caldwell et al. (1994) differentiated between burnout and copout in organisations. They argued that burnout and copout are two phenomenon that are often confused by public managers. Burnout is often used as a copout. A better understanding of the differences between the two is important to the managers who must deal with individuals suffering work productivity as well as more positive relationships between managers and the work force.

Savicki and Colley (1994) examined working conditions that lead to burnout among workers working in child protective service (CPS) and found that work environment and three dimensions of MBI were significant by related to increased burnout. Van et al. (1994) studied burnout among general practitioners. They investigated the relationship of harassment by patients, feelings of inequality, and social support on burnout in 567 Dutch C1P+. Burnout inventory and LISREL-VII was used to test on a prior specified linear structural equation model that was based on equity theory. Gross (1994) conducted a pilot study of the contribution
of empathy to burnout in salivation army officers. He examined the hypothesis that emotional empathy rather than cognitive empathy is associated with burnout, using 71 salivation army officers.

Nowack et al. (1994) tried to explore differences in self-reported life style habits, substance use (alcohol, drugs and smoking) and predictors of job burnout in 879 professional working women (aged 20-65 years) employed in dental health officer. Subjects with higher levels of drinking reported significantly lower quality over all life style practices, eating nutrition habits and more frequent use of avoidant coping strategic in the face of work and life hassles compared to non-drinkers.

Deckard et al. (1994) assessed burnout among physicians in health maintenance organisations (HMOs) and examined the relationships between physicians burnout and personal, professional and organisation/work life factors by using Maslach Burnout inventory. Sonnentage and Sabine et al. (1994) studied stressor burnout relationship in software development teams. They hypothesis that in a technical profession, work stressors are related to burnout and this relationship is moderated by control at work, task requirements, and the quality of team interaction. In a sample of 180 software professionals from 29 software development projects, stressors were found to be positively related to burnout measure. Control of work, complexity at work, and openness to criticism within the team were all negatively related to lack of identification. Moderated regression analysis revealed that high cognitive requirements, high learning requirements, and low competition within the team enhanced the relationship between stressors and burnout.
Lamude & Scuelder (1994) studied burnout of teachers as related to influence tactics within the college classroom. Sample of 143 college teachers was taken. Burnout in subjects was positively related to pressure to exchange of rewards, rational argument and feed back tactics of influence. Singh, Jagdip, Goolsby, Jerry, Gary (1994) studied behavioural and psychological consequences of boundary spanning burnout for customer service representatives. They hypothesised to examine if burnout acts as a partial mediator between role stressor and key behavioural and psychological job outcomes. Survey responses from 351 customer service representatives revealed that burnout prone occupations (e.g. police, mental health workers) and that burnout has consistent significant and dysfunctional effect on their behavioural and psychological outcomes. Moreover, burnout mediates the negative effects of role stressors on job outcomes, whereas the positive effect of role stressors are unmediated.

Dolan (1995) studied organisational and social determinants of managerial burnout. And focused on several aspects of the proposed relationships between job/organisational demands. Personal characteristics, social support and burnout for managerial settings. The purpose of the study was (i) to ascertain the relative impact of the job environment (i.e. organisational factor) Vs individuals differences (i.e. personality traits) in predicting managerial burnout, and (2) empirically test the role of social support in buffering managerial burnout. Sample of 224 senior executives was taken from different private sectors.

Friedman (1995) conducted a study on school principal burnout. He used facet theory to identify the unique components of burnout among 571
Israeli elementary and secondary school principals by using a questionnaire. The results showed that burnout was present among school principal. They experienced exhaustion, self-discontent, aloofness and depression. Yaniv (1995) presented a model of burnout process that derives a positive relationship between absenteeism and over-employment under stress conditions. Applying this connection to a firm's cost-minimization problem, it is shown that burnout induced absence produce a Kink in the labour cost function, as a result of which the firm will employ less overtime per worker and more worker in the presence of absenteeism than in its absence. This result substantially modifies R.G. Ehrenberg's (1970) conclusion that a rational economic response to a certain absentee rate involve increasing overtime per employee, while the effect on the number of workers is ambiguous. A list of parameters and variables related to burnout is appended.

Soderfeldt et al. (1995) reviewed 18 studies that reported findings on burnout in social worker viz-a-viz three questions - (i) whether social workers are burned out; (ii) what kind of factors are associated with burnout in social workers; and (iii) what should be done about burnout in social workers. Literature indicated that social workers suffers less burnout than comparable occupational groups. The methodological quality of the studies is analyzed and recommendation for improving research on burnout in social work are made. It is argued that the demand control support model of job stress should integrate the concept of burnout as a complementary outcome variable. Parker et al. (1995) examined how job stress and work support predict the experience of burnout and how burnout is related to absenteeism and job performance in a sample of 73 registered
nurses (aged 23-65 yrs.). Analyses suggest that level of burnout served as a mediator of the relationships between social support and self-rated job performance, absences for mental health reasons, and intentions to quit. The findings suggest that burnout not only may negatively affect health care but also may influence objective absenteeism and supervisor perception of employees performance.

Grosch and Olsen (1995), therapist burnout. They described a self psychology and systems perspective and offered suggestions for helping clinicians (in the mental health) prevent personal and professional burnout. Sahu and Misra (1995) attempt to find out relationship between life stress and burnout among female college teachers. Results reveal that stress experienced in family area is significantly and positively related with emotional exhaustion and depersonalization and negatively with personal accomplishment, while society related stress is found to be related with depersonalization only. Chan and Hui (1995) studied burnout and coping among Chinese secondary school teachers in Hong Kong. The tripartite components of burnout and eight coping strategies were assessed in a sample of 415 teachers of secondary school. Emotional exhaustion and depersonalisation were relatively undifferentiated among teachers, but a reduced sense of accomplishment as a distinct component of burnout was reported. The findings suggest that avoidant coping strategies were consistently related to all three aspect of burnout.

Pradhan et al. (1996) investigated the greater difference in type A behaviour pattern and its relationship with burnout among dual career medical professional couples. Results reveal moderate level of type-A
behaviour pattern but low levels of burnout among the subjects. No significant gender differences were found in the experience of burnout. Findings reveal that there is a significant gender difference in the relationship between type-A behaviour pattern and burnout, the relationship being stronger in case of female than male.

Van et al. (1996) investigated the relation between burnout and inequality as experienced by human service professionals. Two studies were conducted among 112 therapists working with inmates in a forensic psychiatric centre and among 189 staff members of an institute for the direct care of mentally disabled. Two type of inequality were examined - interpersonal inequality in the relations with recipients and inequality in relation with the organisations. The majority of the professionalism were felt under benefited in relation with recipients as well as organisation. Inequality was curvilinearly related to burnout, especially with the emotional exhaustion dimension. No gender effects were found for the distribution of inequality nor for the relation between inequality and burnout.

Medvene et al. (1996) assessed the relationship between burnout, communal orientation and leader's perceptions of balance in their relationship with group members. 102 self help group leaders were interviewed. Result showed that leaders had low-moderate level of burnout, measured by Maslach Burnout Inventory. Lee & Ashforth (1996) examined how demands and resource correlates behavioural and attitudinal correlates were related to each of the three dimension of burnout. They have found that both the demand and resource correlates were more
strongly related to emotional exhaustion than to either depersonalization or personal accomplishment consistent with the conservation of resources theory of stress, emotional exhaustion was more strongly related to the demand correlates than to the resource correlates, suggesting that workers might have been sensitive to the possibility of resources loss.

Wesolowski and Mossholder (1997) studied relational demography in supervisor-subordinate dyads and its impact on subordinate's job satisfaction, burnout and perceived procedural justice. Results showed that relational race was found to correlate with perceptions of procedural justice and job satisfaction, but not job burnout. Corders, Dougherty and Blum (1997) studied patterns of burnout among managers and professionals. Maslach burnout inventory was assessed on 354 human resource professionals. Results support the Maslach's three-factor sequential model of burnout and showed relationship between the burnout components and several theoretically linked variables and indicated significant paths between (a) role overload and emotional exhaustion, (b) non-contingent punishment and depersonalization, and (c) contingent rewards and personal accomplishment.

Zohar (1997) conducted a study by predicting burnout with a hassle-based measure of role demands. The data indicate that the new Role Hassles Index (RHI) shows substantial increment with regard to the MBI's exhaustion and depersonalization scales, but not in regard to self-accomplishment. Westman and Eden (1997) examined the relief from job stress and burnout afforded by a vacation respite among clerks. They have
found a decline in burnout during the vacation and a return to pre-vacation levels by the time of the second post-vacation measure.

Van Yperen (1998) studied informational support, equity and burnout as moderating effect of self-efficacy. The study was conducted among 114 maternity nurses. The results show that nurses with weak self-efficacy beliefs were apparently sensitive to the degree of informational support. While in contrast, nurses with strong self-efficacy beliefs feel equitably treated by the organization for which they worked even when they felt that they received relatively little informational support. The findings indicate that perceptions of inequity are accompanied by burnout symptoms.

Gilbar (1998) studied relationship between burnout and sense of coherence in health social workers. The main finding indicates that health social workers who have a strong sense of coherence experience less burnout than those with a weak sense of coherence. Male and May (1998) examined stress and health, workload and burnout among further education learning supporting co-ordinates. The results of the study have found that high level of worker is an evidence for heightened stress and stress cause burnout.

Kalliath et al. (1998) studied the relationship between dimensions of burnout and employee commitment to the organisation. The results show that low commitment contributes to the experience of burnout specifically in the case of nurses, commitment showed direct effects on emotional exhaustion and depersonalization and a weaker indirect effect on depersonalization. In case of laboratory technicians from the same organisation such relation was not significant. Pradhan (1998) discusses
various strategies to reduce work stress and burnout among employee in organizations. Results suggest that role characteristics, job characteristics, interpersonal relationship, organisational structure, climate and human resource management system as the source of burnout.

Kelly et al. (1999) studied stress and burnout among collegiate tennis coaches. Three alternative models of stress-mediated relationships between personal/situational variables (Hardiness, coaching issues, competitive level, gender, trait anxiety, initiating and consideration leadership styles) and burnout were examined. Analysis of the data revealed that the tennis coaches were suffering from levels of burnout similar to those of other helping professionals working in higher education. Nicholien and Euwema (1999) examined the relationship among reciprocity (with civilian, colleagues, and the police organisation), burnout and interpersonal conflict management among Dutch police officers. Results of the study show that lack of reciprocity is related to higher levels of burnout. Police officers who experience burnout have more negative attitude towards conflict management and act differently in confrontation with civilians.

Acker (1999) conducted a study to examine the impact of client's mental illness on social worker's job satisfaction and burnout. Results show that gender involvement was related significantly to higher levels for emotional exhaustion and depersonalization. Further, results suggest that social workers are affected negatively by this type of work.

Vredenburgh et al. (1999) investigated the extent of burnout experienced by counselling psychologists and the relationships between levels of
burnout and different type of practice settings, selected demographic variables and work-related variables. 521 members of the American Psychological Association (APA) who had received a doctoral level degree from counselling psychology programs completed a demographic questionnaire and the MBI. Results show that counselling psychologists in private practice reported the lowest levels of burnout, while those employed in hospital settings reported the highest level of burnout. Pezet-Langeuis and Rolland (1999) studied job-characteristics, burnout and withdrawal from work attitude. The findings showed that burnout is related to a set of perception of various characteristics of job in two samples of social workers. Further, results suggests that burnout may be an intermediate variable between situational antecedents and personal consequences.

Sears, Urizar and Evan (2000) examined a stress coping model of burnout and depression in extension agents. Results indicated that a significant proportion of extension agents reported burnout symptoms above established cut off scores for the burnout subscales, but fewer than 3% of the sample reported significant symptoms on all 3 dimensions of burnout. Stepwise multiple regression indicated that extension agents who used an emotion-oriented coping strategy were more likely to (a) display high levels of depression, emotional exhaustion, and depersonalization, (b) exhibit low levels of personal accomplishment. Task-oriented coping strategies were found to be negatively associated with the 3 dimensions of burnout.

Salanova et al. (2000) studied the moderating role of computer self-efficacy in the relationship among computer training, frequency of usage
and burnout. The sample was made up 140 workers (aged 20-56 yrs) using computer aided technology in their job. Hierarchical multiple regression analysis were carried out. Results show that frequency of usage and computer training are positively associated with computer self-efficacy and burnout. Vettor & Fredrick (2000) studied work-stress burnout in emergency medical technicals and the use of early recollections. Eight central themes of early recollection have been reported: getter, controller, driver, pleaser, martyr/victims, aginner, feeling avoider and excitement seeker. This article discuss the early memories that are more representative of emergency medical technicians who may be susceptible to burnout, as well as other memories that may indicate an individual’s resistance to burnout and proposed research to substantiate the effectiveness of early recollections in predicting burnout in emergency medical technicals.

Van Dierendonck et al. (2001) studied burnout and inequity among human service professionals. Sample of 245 human service professionals was taken to test between equity in professional recipient relationship and burnout (i.e. emotional exhaustion, depersonalization and reduce personal accomplishment). The results confirm that equity affects the central component of burnout (i.e. emotional exhaustion) and that this relation is curvilinear. Feeling more deprived and feeling more advantaged resulted in high future emotional exhaustion. No indication was found for a longitudinal relation between inequity and depersonalization. While a synchronous relation was found between personal accomplishment and equity.
Cam (2001) examined the level of burnout in nursing academicians in Turkey and investigated the variables which are strongly correlated with the burnout nursing education settings. Sample of 135 nursing academicians was taken from different universities and MBI was applied. Results show that the most significant predictor of emotional exhaustion was work setting satisfaction, of depersonalization was job pressing, and of personal accomplishment was job satisfaction in nursing education settings. Finally these findings were compared with those previous studies in the field.

Demerouti et al. (2001) studied the job demands - resource model of burnout. The model proposed that working conditions can be categorized into two broad categories, job demand and job resource, that are differentially related to specific outcomes. Van Dierendonck et al. (2001) examined causal relations among 3 dimensions of burnout as measured by the Maslach Burnout Inventory (emotional exhaustion, depersonalization and personal accomplishment). Three causal models were examined using data from 5 earlier published longitudinal studies. Models were fitted using structural equation modelling with multi-group analysis. The findings showed that personal accomplishment might be the setting point of the burnout process.
ORGANIZATIONAL ROLE STRESS

In this 21st century our life is full of stress because of rapid growth on the part of urbanization, industrialization and the increase in scale of operations in the society. As a result, stress has become an inevitable consequence of socio-economic complexity and to some extent its stimulant as well. Therefore a sizeable section of studies have been extensively reviewed and highlighted in the following manner, in this regard:

Kahn et al. (1964) found that high levels of role conflict were related to (a) low levels of job satisfaction, (b) a high degree of job related tension, and (c) low confidence in the organisation. Watson & Baumal (1967) and Houston (1972) observed that stress is expected when beliefs about the location of control and perceived freedom to take action are incongruent. Rizzo et al. (1970) examined role conflict and ambiguity that tended to (a) correlate weekly, but positively with anxiety and propensity to leave the organisation and (b) negatively with influence in the organisation. Lastly, they concluded that role ambiguity and role conflict result in undesirable consequences not only for organisational members but also for the organisation itself.

Johnson (1979) investigated the relationship of situational and individual difference variables with role stress, psychosomatic symptoms and job satisfaction in entry-level police and safety officers. He found that high role stress was significantly correlated with low group cohesiveness, high need for independence, low need for achievement, high dogmatism, less
distortion in responding, external locus of control, and more psychosomatic symptoms. Fielder et al. (1970) investigated the conditions under which personnel in leadership and staff position effectively use their intelligence and experience in the performance of their task in military organisation. Results provide consistent evidence that individual use their intelligence if the relationship with their immediate superior is non-stressful; they fail to use their intelligence or they misuse it when stress with the superior is high. Experience is used effectively when this kind of stress is high but not when it is low.

La Rocco, House & French (1980) highlighted that stress and social support suggest that the support system implied by families roles can moderate the impact of work-related stressors. Jones and Butler (1980) referred that role conflict indicates tensions between family and work roles and can lead to poor marital adjustment, inadequate role performance and other negative outcomes. Szilagyi & Holland (1980) surveyed dimensions of job characteristics, role stress, work satisfaction, functional interact and investigated its relation to social density changes with professional employees in a petroleum-related organisation. The results revealed that employees who experienced increased social density reported significantly less role stress and job autonomy but significantly greater feedback, friendship opportunities, and work satisfaction at the same time.

Nahta (1980) experienced that role conflict decrease with the increase job tenure in an organisation. Harigopal (1980) studied the impact of various personality factors such as ego strength and dominance versus
submissiveness on role stress variables, viz. role ambiguity and role conflict. The result obtained by him indicates that high and low ego strength groups differ significantly on role ambiguity and role conflict. Ego strength was found to moderate the relationship between role ambiguity and company satisfaction; role ambiguity and job involvement; and finally between role conflict and job involvement. Dominance versus submissiveness was found to moderate the relationship between role conflict and job involvement. Shah (1980) studied the impact of stress on a sample of officers representing co-operative banks, marketing and consumer society, industrial society and co-operative departments. The physiological changes felt by various organisational officers were found to be fatigue, exhaustion, migraine headaches, hypertension, loss of appetite, indigestion, sleeplessness and dizziness on their part.

Koch et al. (1982) conducted a study on job-stress among school administration and observed that four of factors perceived job-related stress were found to have differential effects among subjects depending upon respondent's age, years of administrative experience and their position in organisation. Parkes (1982) studied occupational stress among student nurses. Sen (1982) reported that bank managers with intermediate level of qualification experienced less inter-role distance, role ambiguity and role overload, because they thought that they are educationally handicapped in going up in the organisation and thus they offered their duties rather lightly. Sen (1982) again reported that income is inversely related to role stress; the higher the income, the less is the level of reported role stress in bank managers.
Parasuram and Alutto (1982) conducted a study on employees in middle and junior level positions. He found that role frustration and technical problems were the major sources of stress, i.e. stressors reflecting quantitative overload, low status, and inadequate technical resource inadequacies that managers tended to be more stressed by factors impinging on responsibility for production and quality. Srivastava (1982) determined whether or not the employees' potentiality to produce comparatively more influences their perception of role based-stress. The results indicated that the employees belonging to high and low production groups significantly differed from each other with regard to their indices of perceived role stress. The employee producing more were observed to perceive lesser ambiguities, conflicts and workload with regard to their job roles as compared to those belonging to low production group.

Smilansky (1984) conducted a study on external and internal correlated of teachers satisfaction and willingness to report stress and indicated that work stress have special meaning in relation to teaching profession. Crook and Rousseau (1984) investigated a study on stress and strain from family-roles and work-role expectation and highlighted that the results of this study are generally consistent with role theories predictions for work-role expectations. They also observed that family-roles were found to be related to strain in three different manners. Bhagat et al. (1984) conducted a study to validate a construct called total life stress and examine the separate effects of negative versus positive stress in both the organisational and personal life domains of the employees on selected organisational outcomes.
Marino and White (1985) studied departmental structure, locus of control, job stress and the effect of a moderator. Gorell et al. (1985) suggested that elementary school teachers reported significantly higher levels of stress than secondary school teachers.

Osipaw et al. (1985) showed that older respondents generally reported more over load and responsibility, boundary role, and physical environmental stresses than did their young counterparts. Older subjects also played a trend towards decreasing vocational, psychological, physical and inter-personal strain than did younger ones, and greater recreational self care and rational cognitive resources than younger subjects. This study bring out the possibility of age moderating the stress-strain relationship. Ahmad et al. (1985) conducted a study of stress among executives. A group of 30 executives from the public sector and another group of 30 executives form the private sector were compared on role stress. Out of ten dimensions of role stress, however, significant difference were observed on only three dimensions. such as, role isolation, role ambiguity and self-role distance.

Motowidlo et al. (1986) conducted a study on occupational stress : its causes and consequences for job performance and indicated that occupational stress leads to depressions, which in turn, causes decrements in interpersonal and cognitive/motivational aspects of job-performance. Jasmine (1987) compared the level of job related stress among public and private sector blue-collar employees. The analysis of the data revealed that role incumbents of public sector organisations experienced significantly more stress than those of private sector organisation.
Srilatha (1988) found that opportunity for promotion was negatively and significantly associated with role stress variables. It was reported that managers who had received five or more promotions exhibited significantly less role overload, role conflict, and overall stress than those who had not received any promotion during their career.

Singh (1989) studied the profiles of stress experienced by two hundred and fifty junior and middle level executives belonging to seven private and three public sector organisations of north India. It was found that junior level executives experienced higher stress (viz. lack of group cohesiveness, role conflict, inequity, role ambiguity, role overload, lack of leadership support and inadequacy of role authority) than their middle level counterparts. Singh and Nath (1991) explored the effects of organisational role stress on job involvement among banking personnel. The result shows that subjects with high organisational role stress (overall as well as dimensionwise) were less involved with their job in comparison to subjects of low organisational stress group. Jennings (1990) studied stress, locus of control, social support and psychological symptoms among head nurses. Parasuraman et al. (1992) examined relationships among work-family role stress, work-family conflicts, social support and well being. Results showed that within domain relationships of stressors with well-being are stronger than between-domain relationships. And work-family role stressors as well as work-family conflicts were associated with overall life stress.

Korabik et al. (1993) examined stress, coping and social support in women managers. Vander Pompe and Detteus, (1993) examined the work stress,
social support and strain (depression, health problems and job satisfaction) among male and female managers. Buunk et al. (1993) perceived reciprocity regarding support in relationship at work and stress at work together.

Akinnusi (1993) found education to be significantly associated with stress. The more qualified the managers, the more psychological stress they experience. They are also more subject to organisational stressors but suffer less job stress, probably because they occupy positions of authority and their jobs are more intrinsically satisfying than their less qualified counterparts. Fenlason and Beehr (1994) examined social support and occupational stress in female employees. Aitken and Schloss (1994) assessed levels of occupational stress and burnout among staff providing services to people with an intellectual disability both in institutional and community settings. The staff consisted of direct care, therapy and managerial workers. It was found that levels of personal achievement were highest among managerial worker and lowest among direct care workers. Also general staff working within an institution held more negative and cynical attitudes and reported higher levels of occupational stress than did direct care staff working in community.

Miller (1995) studied the nature, causes, consequences, symptoms of stress and burnout among health-care staff. Tyler & Cushway (1995) tested the effect of coping strategies, social support, job satisfaction and psychological distress from occupational stressors in nurses. Noor (1995) tested the interaction between job role quality, locus of control, and social support in order to measure women's psychological well-being-
happiness and symptoms of distress. Wolfgang (1995) examined the influence of coworker social support and job stress on male and female pharmacist's career commitment.

Pandey (1995) conducted a study on rail drivers of Indian railways to determine the relationship between their role efficacy and role stress. The respondents were found to be suffering from the feeling of overload inadequacy and personal inadequacy. In this study education was found to be positively related with role stress. Ptacek (1996) examined the role of attachment in perceived support and the stress and the coping process.

Manning et al. (1996) investigated the relationship among health care costs, social support and occupational stress. Ahmad and Kapoor (1996) examined the relationship between occupational stress and locus of control in white collar employees. Chandraiah et al., (1996) observed occupational stress and job satisfaction among middle and senior level managers. Anirudh (1997) developed models for predicting role efficacy and role stress of workers and supervisors using demographic variables like age, education and experience. Results revealed that out of 11 models for prediction of role stagnation, role expectation conflict, role erosion, personal inadequacy, self role distance, role ambiguity, role inadequacy and role stress total were found to be good predictors.

personality dimensions of individuals and their perceived organisational role stress. The findings of the study indicate that psychoticism-reality and neuroticism-stability dimension are found positively associated with individuals perceived organisational role stress; whereas extroversion-introversion dimension was found to be negatively associated with perceived organisational role stress. Pradhan and Mishra (1999) explored experienced of organisational role stress perceptions of the human resource development climate among younger and older executives from public Vs private sector organisations. Rani (1999) studied stress and job satisfaction among primary care professionals. Dollar and Metzer (1999) conducted a psychological research on occupational stress problems. Flaherty et al. (1999) examined the organisational values and role stress as determinants of customer-oriented selling performance. Searle et al. (1999) tested a three factor model of occupational stress and the impact of demands, control and social support on the mail sorting task.


occupational stress, strain and coping in physicians and executives. Sears et al. (2000) examined stress and coping model of burnout and depression in extension agents. Rowe (2000) explored both short-and-long term approaches to behavioural change relative to occupational burnout and focused upon the teaching skills to manage stress.

Portello & Long (2001) conducted a study extended to a previously developed integrative model of workplace stress by focusing specifically an interpersonal stressors. Fielden (2001) studied stress and gender among unemployed female and male managers. The findings observed by Fielden and Davison indicates that unemployed female managers encounter substantially greater source of stress than their male counterparts in all aspects of unemployment.

Cooper et al. (2001) conducted a study on stress in relation to organisation and reviewed the sources and outcome of job related stress, the methods used to assess levels and consequences of occupational stress, and strategies that might be used by individuals and organisations to confront stress and its associated problems. He also examines burnout and extreme form of occupational stress which has been found to have severe consequences for individuals and their organisations.

Joiner (2001) observed the influence of national culture and organisational culture alignment on job stress and performance.
ORGANIZATIONAL CLIMATE

Schneider and Synder (1975) defined organisational climate as 'perception which people have of an organisation'. A sizeable section of studies in the area of organisational climate have been conducted by the following researcher:

Payne and Pheysey (1971) studied the correlates of organisational climate scale with the three different facets of job descriptive index scale viz., satisfaction with work, supervision and pupil etc. This study was conducted on a sample consisting 348 managers, supervisors and staff personnel. And in this study, positive correlation were obtained between a positive perception of organisational climate and job satisfaction. According to Payne and Pheysey organisational climate is positively related to job satisfaction in order to highlight the quality of employees work life. A study conducted by Pestonjee in (1973) reported that a supportive organisation be positively related to worker's morale and job satisfaction.

Sharma (1974) replicated Haplia and Croft's study as a random sample of 1066 secondary schools in Rajasthan. As investigated the relationship between organisational climate, faculty size, faculty experience, faculty age and experience of the headmaster. He also determined relationship between organisational climate and school effectiveness. He found significantly positive correlation between teacher satisfaction and school climate, between headmaster effectiveness and school climate. He also observed significantly positive correlation between school academic achievement index and humanized thrust. A study conducted by Schneider
and Snyder (1975), also indicated that climate and satisfaction are positively correlated and almost the same result was found in a study conducted by Lafollte and Sims (1975), as they found organisational climate and organisational practices related to job satisfaction.

A study of organisational climate of teacher's training institutions in Uttar Pradesh and its relationship with their effectiveness was conducted by Bhatnagar (1979). Organisational climate was assessed with the help of an appropriate organisational climate scale in the preceding study. Kalmogorov-Simronov test of significance was employed to test the underlying hypothesis of the present investigation. However the following findings were observed:

(i) The climate of government teacher training colleges is characterized by high social support, high authoritarianism, high trust, high academic emphasis, high discipline and control. Non-governmental teacher training colleges, on the other hand have a climate, dominant characteristics of which are high hindrance, high democracy, freedom and high lack of facilities.

(ii) Large teacher's training institution have significantly high authoritarianism, high trust and high academic emphasis.

(iii) The government and privately managed schools, as a group, did not differ significantly in their organisational climate but differed from school to school and no two schools had similar organisational climate.

(iv) The organisational climate of a school did affect the job satisfaction of the teachers.
(v) There was no positive relationship between the organisational climate and the academic achievement of the students.

Meanwhile another important comprehensive study was conducted by Kumar and Bohra (1979) on the relationship of worker's job satisfaction and with their perception about existing organisational climate. The obtained findings in the present investigation amply indicates that perceived organisational climate significantly effect worker's job satisfaction. The workers perceiving existing organisational climate as democratic were found to be highly job satisfied as compared to those perceiving organisational climate as autocratic.

Askar conducted an important study on public school teachers in the state of Kuwait in 1981. The population of the study consisted of 926 teachers representing the primary, intermediate and secondary school teachers. The data were obtained with the help of questionnaire consisting of nineteen questions in the major part, seven questions related to influential factors, and an open question pertinent to the improvement suggestions. And the following conclusions were drawn :-

(i) Feelings of inadequacy and unfairly determined economic returns exist among teachers.

(ii) The school environment is not conductive to teacher's professional growth, and

(iii) Insufficient opportunities were found for their career advancement.

Horner (1981) studied a number of variables which effects job satisfaction and thus, job productivity of the public school teachers. A
sample population of the public school teachers in the 29 southern most countries of Illinois was selected as the population to be studied in the investigation. Crane (1981) attempted to study the relationship between teachers perception of actual climate conditions and their expectation of ideal climate, school size, teaching experience and teaching texture etc. A highly reliable thirty seven item based questionnaire was used in the present investigation. The application of the questionnaire sought to determine if inverse relationships existed between perceptions of climate and experiences texture and school size. The data supported the hypothesis which proposed an inverse relationship between ideal climate and teaching experience. The data also supported the hypothesis which proposed an inverse relationship between ideal climate and tenure. And no significant differences in the perception of school climate by their respective principals and teachers. Though in a number of other cases principals were found to be having more positive attitude as compared to teachers regarding climate condition of their schools.

Chopra (1983) investigated over all job satisfaction of teachers working in school with different climate condition. Forty two girls and boys secondary and senior secondary school were taken. Organisational climate description questionnaire by M.L. Sharma and teacher job satisfaction Inventory by wall were used. Teachers working in school with open climate were found to be more likely to show higher overall jobs satisfaction than their counterpart.

Sharma (1983) investigated the importance of the organisational climate for employees motivation and satisfaction at work. The study consisted of
50 individual organisations which was surveyed by the investigator himself personally. He observed the tolerating work related facets like grievance handling, recognition, opportunities for career-growth and participative management. Nevel (1984) determined the relationship that exists between the degree of teacher professionalism and their job-satisfaction. The sample consisted of 208 public school teachers from Kentucky. The teacher professionalism scale and the Minnestoa satisfaction questionnaire were used to determine the respondents perceptions of their degree of professionalism and level of job satisfaction respectively. The findings indicated a significant inverse relationships between the teachers, autonomy and intrinsic facets of this job satisfaction. And no significant relationship were found between the other dimension of teacher, professionalism and their job satisfaction. Finger (1984) explored the relationship between the perceived leadership behaviour of the quasi-administrator and teacher job-satisfaction. In addition, the study also considered how the variables of the quasi-administration prior assignment, teacher age and teaching experience affected teacher's job satisfaction. The sample consisted of 131 teachers from New York City School system. The test instrument used were the Leadership Behaviour Description Questionnaire (LBDO) and Job Satisfaction Index (JSI) and a personal data form. Ronnenkamp (1985) conducted a study to determine the extent to which relationship among organisational components were expressed in terms of their congruence and adaptability. An 87-item instrument was used to obtain the data necessary to obtain these objectives. The management population in three division of a selected corporation was asked to complete the questionnaire. It was concluded that levels of
adaptability did correspond with levels of congruence within the divisions studied. The divisions rated highest in adaptability also achieve the highest congruence rating. Similarly, the division rated lowest in adaptability had correspondingly low congruence scores. Another interesting study in this connection was carried out by Lofland (1985) in order to investigate the relationship between the established organisational climate and different job satisfaction levels of teacher. The organisational climate descriptonal questionnaire (OCDQ) and Minnesota satisfaction questionnaire were administered as the instrument to measure organisational climate and job satisfaction. The data were analyzed with the help of analysis of variance and t-test. Finally it was concluded that organisational climate has significant effect on job satisfaction of the teachers while at the same time the other variables such as sex, age and at all level of experience had no significant effect.

Solomon (1986) conducted a research on private and public sector managers. This empirical research compared job characteristics and organisational climate in the private and public sectors. Perceptions and satisfaction of 240 top managers from a variety of private and public organisations in Israel were compared. In this investigation the following hypothesis were tested: (a) performance-based rewards and (b) policies that promote efficiency would be significantly more prevalent in private sector organisations and (c) that higher levels of satisfaction would be expressed by managers in the private sector. Two way analyses of variance, private versus public and production versus service organisations were performed. Results yield significant effects for sector, ownership and provided strong support to the above mentioned hypothesis of the
concerned research. Interaction effects in specific scales were also in the hypothesized direction, revealing that the private/public sector differences are further amplified in service organisations. Sharma and Ratnam (1987) studied the impact of organisational climate on supervisory management relationship in Bharat ISPAT Nigam with a positive result. Singh (1988) studied the effect of frustrations in organisations in relationship to organisational climate. A sample of 250 junior and middle level public sectors of north India. A questionnaire consisting of 49 items was administered and the trend of the result suggests that organisational climate dimension have a definite impact on frustration.

Bhardwaj and Sharma (1990) conducted a empirical study of human relations and organisational climate. The study was conducted on 150 supervisors belonging to five different departments of the organisation. The OC dimension showed positive inter-correlations among themselves and also positive relationship with other factors except alienation. In the same sequence an other important study was conducted by Cheng (1991) to check the characteristics of the organisational environment perceived by senior secondary school teachers in Hongkong. Mott's IDE (1972) was employed and a positive result was observed in various schools. Jain (1993) examined the existing organisational climate of a few selected secondary schools running under different managements in Ulhasnagar, Kalyan and Ambarnath. The sample comprised of 442 schools private/aided, private/non-aided govt., added/govt. and non aided managements. The results showed that 23.8% of the schools had open climate, 16.685 controlled climate and 14.7... familiar climate. Academic achievement
as well as found better in schools pertaining to open climate controlled climate and was found poorer in case of closed climate. A positive relationship was also observed between kind of climate and co-curricular activities of their respective senior secondary school's teachers. Srivastava (1996) pointed out that organisational climate and higher order needs (self esteem - autonomy, and self actualization) are found to be positively related to job involvement.

Johnson and McIntye (1998) conducted a study on organisational culture and organisational climate as a correlates of job satisfaction. Data were collected from 8,126 employees in a large government service agency using an anonymous survey measuring 19 different aspects of organisational culture and climate. Correlation indicated positive and significant associations for the measure of job satisfaction on the survey with all remaining measures. The measures of culture most strongly related to scores on job satisfaction were empowerment, involvement, recognition. Measure of climate most strongly associated with scores on job satisfaction were communication, followed by goals, creativity, innovation, and decision-making. Results are discussed in term of their practical and meaningful relevance to organisational effectiveness.

Hemingway and Smith (1999) studied organisational climate and occupational stressors as predictors of withdrawal behaviour and injuries in nurses. They examined an occupation - specific model of the stress process in nurses in which specific organisational climate dimension were hypothesized to effect withdrawn behaviours and injuries both directly and indirectly through the mediating effect of specific occupational stressors. ...hdrawal behaviours (defined here as turnover and absenteeism) and
work related injuries were significant problem in the nursing profession and are commonly attributed to the stressful nature of the job. Regression analyses on the responses of 252 nurses revealed direct climate stressor and stressor-outcomes relations to exist, as well as an indirect climate outcomes relationship. The findings suggest that researchers/practitioners should concentrate on developing interventions designed to affect specific stressors and their antecedents rather than focusing on generic stress reduction intervention and global measures.

Hart Wearing, Nicholas and Dingle (2000) developed the school organisational health questionnaire, a measure of assessing teacher morale and school organisational climate. A total of 1,520 leaders from 18 primary and 26 secondary school in Australian state of Victoria participated in the study for the construction of the present questionnaire. The underlying studies finally resulted in the 54 item school organisational health questionnaire that measure leader morale. This questionnaire is comprises of different dimension of school questionnaire climate such as appraisal and recognition curricular co-ordination, effective discipline, policy, excessive work demand, goal congruence, participative decision making, professional growth, professional interaction role classify student orientation and supportive leadership, etc.
SOCIAL SUPPORT

Social support may be defined as support accessible to an individual through social ties to other individuals and groups. Number of studies have been carried out in this direction, they are as follows:

Pinncau's (1976) investigated that social supports reduce physiological strain (e.g. anxiety, high blood pressure) as well as psychological stress (e.g. role ambiguity) and provide a buffer against strains caused by psychological stress. Andrews et al. (1978) observed that the stressor illness model also include the effect of social support and coping behaviour. Results obtained by Andrew and others indicates direct effects of social support and coping behaviour on mental health; House and Well (1978) reported evidence that social support can buffer the effects of job stress on health. Lin et al (1979) found support for independent and direct negative effects of stressful life events, and positive effects of social factors, on mental health. They did not find an interaction between social support and life events in relation to mental health.

Gore (1978) conducted a longitudinal study keeping in view the role of social support in modifying the stressful effects of unemployment. Nonsupported, unemployed men showed higher level of cholesterol, illness symptoms, and self-blame as compared to their counterparts. La Rocco et al. (1980) studied the buffering hypothesis that social support ameliorate the impact of occupational stress on job-related strain and health. The data used for this analysis consist of a randomly stratified sample of men from 23 occupations (N=636). The findings support the buffering hypothesis for mental and physical health variables (anxiety,
depression, irritation, and somatic symptoms) but failed to support the buffering hypothesis in regard to job-related strains job-dissatisfaction, boredom, dissatisfaction with work load. Williams et al. (1981) studied a model of mental health and the effects of life events and tested hypotheses regarding the role of social support in modifying these effects from time to time. However the following results were obtained (i) social support predicts improvements in mental health time to time, (ii) life events and physical limitations predict a deterioration in mental health time to time, (iii) the negative effects of life events and physical limitations on mental health do not vary according to amount of social support, and (iv) differences in measurement strategies for life events and social supports produce some variance in results, but not in conclusions about whether effects on mental health are additive or interactive.

LaRocco, House and French (1980) hypothesized social support to interact with stressors in such a way that the relation between stress and strain becomes stronger for persons with low level of social support as compared to their counterparts. LaRocco et al. (1980) reported that social support moderated the effects of stressors on health outcomes such as depression and somatic complaints, but they found no evidence of the effect on job-related strains such as job dissatisfaction and boredom. Kobasa and Puccetti (1983) reported that support from the boss buffered the effect of critical life events on illness symptoms but the support from the family did not. Sandler and Lakey (1982) found social support buffered the impact of critical life events on depression and anxiety for persons with an internal locus of control but not for those with an external
locus of control. House (1981) identified social support as a resource that enables individual to cope with stress.

Kirk & Walter (1981); Moracco & McFadden (1982); Paines (1981); Wangberg (1982) have suggested that increasing the social supports available to teachers may be an useful strategy for preventing teacher burnout. Zabel and Zabel (1982) reported that special education teachers who perceived greater administrative, peer and parental support were found to be less burned out. Schwab et al. (1984) surveyed a random sample of school teachers in New Hampshire and found that higher level of social support from colleagues was associated with lower levels of burnout. Cohen & Wills (1985) studied that social support interacts with stress in predicting physical and mental health. Sandler & Lakery (1982); Lefchort et al. (1984) found significant interactions between negative events of social support in predicting measures of psychological distress among intervals (those who attribute a relatively high degree of causal agency to self) but not among external (those who attribute a relatively low degree of causal agency to self). Internals appears to be able to utilize support as an aid to coping with stress.

Lefcourt et al. (1984) suggested that the interaction of locus of control with social support is most viable and may help to clarify the role that LOC play an important role in determining how people react to stress. Sarason & Sarason (1984, 1985) found that person's perceived social support level is a stable attribute over time that has trait like characteristics. Cohen and Wills (1985) studied social support as a kind of help person receives from others i.e. emotional, personal,
informational and instrumental 'functional support' and indicated whether interpersonal relationships serve meaningful function in meeting felt needs of others. Cohen and Wills (1985) pointed out that a clear correspondence between the source, type of support and the stressors that affect the individual can ensure the moderating effect of social support.

Barrera (1986) pointed out that structural and functional measures are moderately related to psychological distress and physical illness. Sarason, Sarason and Shearin (1986) gave evidence that perceived availability of social support levels, like personality traits, are generally stable over time, and suggested the potential advantages of considering social support as an individual difference variable. Duckitt (1986) found that under conditions of high support, extroverts showed a heightened sensitivity to variations in social support and reported less distress as compared to introverts. In contrast, externals showed minimal variation in the relationship between stress and dysphoria as a function of support (Sandler & Lakey, 1982). Lecourt (1985) found that individuals with internal locus of control appear to need more support than externals, benefiting more from its presence and suffering more from its absence. Kaufmann and beehr (1986) studied interaction between job stressors and social support and some counter-intuitive results.

Russell et al. (1987) examined the effects of job-related stressful event and social support on burnout among teachers. A mail survey was conducted randomly on the sample of public school teachers. In the present investigation social support were found to be highly predictive of teachers burnout along with their number of stressful experienced event.
Some evidence of the stress-moderating role of social support was also found. Vinokur and Caplan (1987) studied the attitudes and social support as determinants of job-seeking behaviour and well-being among the unemployed. Hill (1987b) found that different types of supports have different impacts upon the self-perception of physical health by high and low affiliative need of individuals. In this study, more tangible, instrumental support uniformly buffered the self-perceived physical health of all individuals, regardless of affiliative need. Russell, Almaier & Van Velzen (1987) suggest that social support is mainly beneficial for people under stress, commonly referred to as the interaction effect model. Despite the inordinate amount of effort aimed at clarifying the role of social support in the stress-health relationship. Ganster & Victor (1988) noted that even in studies in which buffering effects were reported, they were not always consistent across different types of stressors, outcomes variables and measures of social support.

Caldwell & Reinhart (1988) reported significant relationships between disposition measures of trait anxiety, social anxiety, self-esteem and emotional support. Different sources of support were helpful in different ways. Hotard, McFatter, McWhirter Stegall (1988) conducted a study entitled as "Interactive effects of extraversion, neuroticism and social relationships on subjective well-being", and found that a greater proportion of the overall variance in the prediction of well-being was accounted for by the joint effects of extraversion and neuroticism. Cummins (1989) studied the role of social support and locus of control as determinants of job satisfaction and as moderators of the job stress - job satisfaction relationship.
A study conducted by Hill (1989) entitled as "affiliative need, different types of social support and physical symptoms", indicates less tangible types of social support (emotional, informational and companionship) to predict reports of physical symptoms as a joint function of both relative need and negative life events. While the effects of tangible supports depends only upon occurrence of negative life events. Low affiliative need individuals tended to benefit from both types of support, while high affiliative need individuals benefited primarily from more tangible support.

In the recent past Weir and Okun (1989) hypothesised that structural social support has main effect on teachers different level of satisfaction. In the same finding teachers morale were also found to be boosted by self-esteem and functional social support. Jung (1989) examined the perception of both would-be providers and would-be recipients of social support who recalled rejection of support incidents to determine their attributions about the motivation of the rejections. That is when support was rejected, it was most often perceived as being done by ignoring the provider, and attributed to irritability, resentment and embarrassment.

Jorgensen and Johnson (1990) investigated relationships between the appraisal of life events, genders, locus of control, social support, strain and sensation seeking. Analyses reveals the notion that a range of these variables serve as moderators of life stress, are significantly related to the appraisals of life events. The gender differences obtained for the perception of life events was found to influence several associations between the individual differences and life events appraisal.
Ogus (1990) examined the relationship between burnout, work stress and social support among ward nurses. A sample of 128 female nurses was taken (aged 20-53 yrs). Burnout inventory, a nursing stress inventory, social support questionnaire short form and a family support measures were assessed. Subjects with high social support and high satisfaction with social support reported less burnout than subjects with little social support and less satisfaction with social support, regardless of level of work stress. No buffering effect of family support on burnout were found.

Jennings (1990) studied stress, locus of control, social support and psychological symptoms among head nurses. Data was collected from 300 head nurses representing all Army hospitals. Result supported the hypotheses that perceived stress from both work and non-work sources were positively related to psychological symptoms. Direct effect for both internal locus of control and social support. The stress model derived from this study accounted for gender, the head nursing psychological symptoms were one standard deviated higher than non-patients norms.

Nelson & Quick (1991) conducted a longitudinal study on social support and newcomer adjustment in organisations. A sample of 51 male and 40 female new comers to 3 separate organisation was taken. The results indicates that the availability of support activities such as off site training sessions and business trips were associated with decreased psychological symptoms. Helpfulness of various relationship supports was associated with positive adjustment. Female subjects reported greater helpfulness of support form their supervisors and the secretary. The gender difference findings are consistent with B.Z. Posner and G.N. Powell's results regarding the availability of support s.
Loscocco & Spitze (1991) examined the ways in which job demands, job rewards and social support at work combined to influence distress and happiness among non-supervisory factory workers. Subjects completed self-report and organisational social support measures. Data revealed gender similarity in the processes through which work conditions affect indicators of emotional well-being. Both men and women were influenced by factors reflecting job demands, job deprivation, job rewards and by physical and social work environment.

Snapp (1992) studied occupational stress, social support and depression among black and white professional managerial women. In the present investigations findings indicates complex differences in levels of social support (SCS), occupational stress (OS) and depression (DP) across social structural dimensions.

Parasuraman et al. (1992) examined relationship among work and family role stressor (WFRRs), work-family conflicts (WFC), social support and well-being (WB) using data gathered from 119 men and 119 women who were partners in 2-career relationships. Results showed that within domain relationships of stressor with WB are stronger than between domains relationships. Thus WFRs, were related to job satisfaction and family satisfaction respectively, whereas work and family role stressors as well as WRF were associated with overall life stress : similar results were found for the relationships of social support with WB.

Mansfield et al. (1992) studied the beneficial effects of job satisfaction in relation to social support at work and home in 85 female clerical workers (mean age 39 yrs). Results indicate that perceived social support
from co-workers, supervisors, and spouse contributed to greater job satisfaction.

Kong, Perrucci and Robet (1993) studied the impact of unemployment and economic stress on social support. The results reflect change in social support after job loss, which indicates that unemployment and social support are mutually related and that life events have an impact on social support through economic distress.

Shams (1993) studied different forms of social support and their impact on psychological health. Finally material support was correlated with psychological well-being of the concerned as measured by the general health questionnaire. Viimameki et al. (1993) studied social support in relation to mental well-being among the unemployed.

Rife and Belcher (1993) studied social support and job search intensity among older unemployed workers. 54 employed workers (aged 50+ yrs) were interviewed to examine the relationship between the quality of social support provided by the family and friends for their job search efforts and intensity. Results showed that older workers perceived the supportive message provided by unemployed friends more positive than the support message provided by employed and retired family or friends. Greenglass (1993) examined the role of social support in the development of coping forms employed by 114 Canadian women and men managers when they were coping with job stress. Regressions results indicated that support form one's boss was a significant contribution to preventive and instrumental coping in women.
Aston and Lavey (1993) examined the possible benefits of the workplace experience for women in terms of rewards and concern intrinsic to the job, rewards and concerns extrinsic to the job, social support and cynicism. Results showed that intrinsic factors were more closely associated with physical health. A cynical attitude was found to influence the value of the work role, with effects being particularly marked in the clerical group. Wenzel (1993) investigated the relationship of psychological resources and social support to job procurement self-efficacy in the disadvantage persons in employment-training. Chay (1993) examined the relationships between social support and personality factors as moderators of stress arising from demands in the workplace.

Parkes, Clare (1993) conducted their studies to examine the role of social support in the context of the demand-discretion theory of job stress with particular reference to additive Vs interactive models. Vander Pompe & Gieta (1993) examined the difference between 80 male and 75 female Dutch managers in work stress, social support and strains (depression, health problems and job satisfaction). It was found that although both work and life support were negatively correlated with work stress and work support was strongly related to reducing work stress and was positively related to each measure of strain. Life support were negatively related to depression, unrelated to perceived health problem and positively related to job dissatisfaction.

Fenlasen & Beehr (1994) examined employee's social support using both the traditional global measures of emotional/instrumental support and more focused measure based on the contents. The prevailing finding
indicates that job contents were more positively related to global emotional support as compared to global instrumental support.

Riggio, Watring & Barbara (1994) examined the interrelations of the social skills and various self-report measures related to the psychology adjustment of college students. Osseran & Elmacian (1994) examined the relationship between social support, anxiety and academic achievement among 3 group differing in demographic variable of age, sex and marital status. Results indicates a positive correlation between the anxiety measures, nonsignificant negative contribution of anxiety and a differential effect of various support types to stress related anxiety among the groups. Stepwise multiple regression analysis of social support variable to anxiety found emotional support negatively related to anxiety, while satisfaction with instrumental support negatively related to trait anxiety.

Ray & Miller (1994) studied the nature of home and work stress and investigated the role of social support from both intra and extra organisational source in reducing the stress and buffering its impact on burnout. Sheffield, David, Dobbie, Diane and Canoll (1994) evaluated the relationship between stress and social support and indices of psychological and physical health. The results suggests that self-reported stress is largely associated with psychological well-being and is not substantially related to physical well-being.

Etzion and Westman (1994) examined the interrelationships among job stress, burnouts, social support (i.e. from work and family sources) and sense of control (SOC). Results showed that job stress was positively
related to burnout, whereas SOC and work support were inversely related to burnout, SOC moderated the relationship between stress and burnout. Spicer and Franklin (1994) examined the exploratory effects of social support, stress and locus of control on the conflicts and the tactics of parents at risk for child mal-treatment.

relationships among social support, psychological competence, and adaptation of college students (i.e. Black, Asian, American, Latino and White students). Wolfgang (1995) examined the influence of coworker social support and job stress on male and female pharmacist's career commitment.


Norris & Kaniasty (1996) evaluated the impact of receiving social support on subsequent levels of perceived social support and psychological distress. Hart (1996) investigated the perceived availability of different types of social support among cynically hostile women.

Lackovic et al. (1996) examined the relationship between the length of unemployment and the self-esteem and general life satisfaction of university graduates and examined the function of social support during the period of unemployment. Lakey, Ross and Butter (1996) conducted a study to predict that people derive initial social support judgement about
others from global qualities, such as attitude, values and personality.

Von Dras and Siegler (1997) investigated the stability in extraversion and aspect of social support at midlife, Jenkins (1997) examined the effect of social support and debriefing efficacy among emergency medical workers after a man shooting. Tyler and Cushway (1997) investigated the effect of coping strategies, social support and job satisfaction on stress with general hospital nurses. Daniels and Guppy (1997) tested the influence of affective psychologists well-being on stressors, locus of control and social support in British accountants. McCann, Russo and Benjamin (1997) studied to determine whether hostility and perceived availability of social support are related to perception of work environment. Kaniasty & Norris (1997) conducted a study to find social support dynamics in adjustment to distress.

Palfai and Hart (1997) conducted a study on "anger coping style and perceived social support", in a very comprehensive and analytic manner with some positive result.

Collins & Di Paula (1997) studied personality characteristics and recipients of social support. Lakey & Drew (1997) conducted a study on a social-cognitive perspective on social support. Hagihara et al. (1997) observed type A and type B behaviours, work stressors and social support at work at the same time.

Perrewe (1998) studied the role of social support in work-family conflict. Latha (1998) conducted a study on social support and health as an overview of theoretical, conceptual and methodological issues. Sud and Sud (1998) attempted to study the effect of experimentally manipulated social support and control conditions on the difficult anagram task and cognitive interference.


Thakar and Misra (1999) studied the role of social support in daily hassles and well-being experiences of women.

Beckman (2000) examined social support networks, social cohesion on health. Zellars and Perreme (2001) conducted a study on previous research by simultaneously examining the influence of affective personality on 4-dimensions of emotional social support and job burnout.

Harris, Moritzen, Robitschek et al. (2001) assessed the relative contribution of social support and interest occupational congruence in job satisfaction and tenure.

Peeters & LeBlanc (2001) examined the relationship between 3 different type of job demands (ie. qualitative, emotional and organisational demand)
and burnout, and determined whether the relationship between the different types of job demands and burnout is moderated by social support from 3 different sources (like colleagues, supervisors and family). Results shows that qualitative job demands and organisational job demands significantly contribute to the prediction of burnout. Further, social support from the family appears to moderate the relationship between quantitative demands and depersonalization, and social support from colleagues appear to moderate the relationship between emotional demand and depersonalization.