Chapter 4

Literature Review
4.1 Conceptual Evolution

Occupational stress has generated substantial scholarly research in a relatively short period of time. Since the publication of the Beehr and Newman (1978) review, research in the field of occupational and organisational stress has proliferated. Initially confined to the field of physiology and psychology, stress research has been gaining increasing popularity among management researchers for quite some time. A major reason for this is the negative impact of occupational stress on the organisations. Over the years 'stress' has moved from the realm of "mental illness" and "personality conflict" to the corporate balance sheet. Organisations are now realizing the importance of healthy and stress free employees. Stress not only imposes a high cost on individual health but also as a consequence affects organisational efficiency.

The concept of stress can be traced in the concept of Hippocrates that disease not only includes suffering (pathos) but a reaction of the body seeking restoration through toil (panos) as well (Appley & Trumbull, 1967).

Claude Bernard (1859) has talked of 'description and evidence for the necessity for maintenance of the "constancy of the
Bernard (1865, reprint 1961) holds that the functions of complex living organisms are determined by both the external environment and the internal environment. According to him, the maintenance of life is critically dependent on keeping the internal environment constant in the face of a changing external environment. The basic idea is that physical challenges to the integrity of an organism provoke responses to counteract those. This is the foundation of the modern concept of stress.

The next major figure in the development of present ideas about stress and the regulation of physiological processes is Walter Cannon. Cannon begins with the Bernard's (1865, reprint 1961) idea of constancy of internal environment with the external environment. Cannon (1929 & 1935) terms the process of maintaining this internal stability in the face of environmental change as homeostasis. Human beings have specialised sensory nerves to communicate the state of the rest of the body to the brain. The brain is able to detect non-optimal internal states and it can call a variety of mechanisms into play to compensate correctly. Human beings respond to deviations from the normal by invoking behavioral changes to alter the environment or by using autonomic and endocrine mechanisms to alter metabolic and other bodily processes to re-achieve optimal conditions. Any failure to meet such challenges to the homeostasis of the body could result in tissue damage or even death if not countered by adequate responses to return the internal environment to normal.

A major contribution to the field of stress is Hans Selye (1936, 1956). He was the first to introduce the concept of stress in the life sciences. As a physician he was intrigued by the common
inflammatory responses he observed in patients regardless of their particular disease or exposure to medical procedures. Many of Selye’s main concepts stemmed historically from Cannon’s (1929 & 1935) notion that sympatho-adrenal changes were “emergency functions”. Salye’s approach is based on the assumption that when under stress an individual will exhibit a three-phase response. This response was termed as the General Adaptation Syndrome (GAS).

An important study by Kobasa (1979) shed new light on stress and disconfirmed the central postulate of the stimulus-based approach. Kobasa introduced the concept of hardiness as a moderator variable. Hardiness is described as (a) a strong commitment to self, (b) a vigorous attitude toward the environment, (c) a sense of meaningfulness, and (d) an internal locus of control.

The first major program of investigating stress in organisations was undertaken at the University of Michigan’s Institute for Social Research in the early 1960’s. The research programme produced several widely cited studies on occupational stress (e.g., Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964; Caplan, Cobb, French, Harrison, & Pinneau, 1975).

Kahn et al. (1964) found in their study that men who suffered from role ambiguity experienced lower job satisfaction, high job related tension, greater futility, and lower self-confidence. Rizzo et al. (1970) examined role conflict and ambiguity and found that both tended to correlate weakly, but positively with anxiety and propensity to leave the organisation. They also found that both tended to correlate negatively with
influence in the organisation. They concluded that role ambiguity and role conflict result in undesirable consequences for both organisational members as well as the organisation. French and Caplan (1970) did a study at NASA's base, the Goddard Space Flight Center. The sample consisted of 205 volunteer engineers, scientists, and administrators. The study found that role ambiguity was significantly related to low job satisfaction and to feelings of job related threat to one's mental and physical well being. This also related to indicators of physiological strain such as increased blood pressure and pulse rate. Margolis et al. (1974) also found a number of significant relationships between symptoms or indicators of physical and mental ill health with role ambiguity in their representative national sample (n=1496). The stress indicators related to role ambiguity were depressed mood, lowered self-esteem, life dissatisfaction, job dissatisfaction, low motivation to work, and intention to leave job. It indicated clearly that 'lack of role clarity' might be one among many potential stressors at work.

A study by Shirom et al. (1973) tried to simultaneously look at a wide variety of potential stressors. The data was collected from 762 male kibbutz members aged 30 and above. The sample was drawn from 13 kibbutz's throughout Israel. The study examined the relationship between CHD (myocardial infarction, angina pectoris, and coronary insufficiency), abnormal electrocardiographic readings, CHD risk factors (systolic blood pressure, pulse rate, serum cholesterol levels, etc), and potential sources of occupational stress (work overload, role ambiguity, role conflict, lack of physical activity). The study found a significant relationship between
role conflict and CHD for white-collar workers. Role conflict was also found to be significantly related to an index of ponderosity (excessive weight for age and height). The study reported that CHD increased significantly on moving from occupations involving excessive physical activities to those with less physical activity.

Mettlin and Woelfel (1974) present a more quantified measure of role conflict. In a study of educational occupational aspirations of high school students, they measured three aspects of interpersonal influence - discrepancy between influences, level of influence, and number of influence. The study found that the more extensive and diverse an individual's interpersonal communications network, the more stress symptoms he showed. Other researchers have also provided empirical evidence for this suggestion. Margolis and Kroes (1974) found that foremen (high conflict prone job) are seven times more likely to develop ulcers as shop floor workers.

Johnson (1979) investigated the relationship of situational and individual difference variables with role stress, psychosomatic symptoms and job dissatisfaction in entry-level police and safety officers. The study 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.

Cooke & Rousseau (1984) investigated contradictory models of the effects of family role and work role expectation on strain in teachers. Role theory predicts that multiple roles can lead
to stressors and in turn to symptoms of strain. On the other hand, social support theory suggests that multiple roles, in particular family roles, serve to reduce strain. Results indicated that work expectations were found to be related to work overload and interrole conflict, and these stressors were found to be related to strain.

Osipaw et al. (1985) showed that older respondents generally reported more overload and responsibility, boundary roles, and physical environmental stressors than did their younger counterparts. Older subjects also displayed a trend toward decreasing vocational, psychological, physical and interpersonal strain than did younger subjects. They also displayed greater recreational self-care and rational cognitive resources than younger subjects.

Akinnusi (1994) found education to be significantly associated with stress. The more qualified managers experienced more psychological stress. They were also subject of more organisational stressors but suffer less job stress. This was probably because they occupied positions of authority and their jobs were more intrinsically satisfying than their less qualified counterparts.

4.2 Role Stress Studies in India

In the past two decades, India has witnessed a number of empirical researches on the topic of stress have increased. One of the major areas of research in India is organisational stress in general and role stress in particular (Pestonjee, 1999). These studies have explored the problem of role stress in various occupational groups. Some of the groups have emerged more
stressful than others, such as Air Traffic Controllers, Police, etc.

Harigopal (1980) investigated the influence of the personality factors 'ego strength' and dominance versus submissiveness on role stress variables, viz. role ambiguity and role conflict. The result suggested 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 role conflict and job involvement. Dominance versus submissiveness was found to moderate the relationship between role conflict and job involvement.

Sen (1981) found that bank managers with intermediate level of qualification experience less inter role distance, role ambiguity and role overload. Such employees take their duties rather lightly because they know that they are educationally handicapped in going up in the organisation.

Parasuram and Alutto (1981) conducted a study on individuals in middle and junior level positions. He found that role frustration and technical problems were the major sources of stress.

Srivastava (1983) examined whether the employees' potential to produce comparatively more influences their perception of role based stress or not. 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. Employees 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.

Mishra (1996) studied air traffic controllers (ATCs) to examine the motivational climate, role stress and coping strategies. He investigated the relationship amongst these variables. The significance of the study lies in the fact that this is the first Indian study on air traffic controllers, although this job is regarded as one of the most stressful in nature. The sample consisted of 120 male air traffic controllers working at three major international airports of India. Three psychometric instruments – the MAO-C (Pareek, 1989), the ORS Scale (Pareek, 1983a) and the Organisational Role PICS (Pareek, 1983b) – were administered to the sample population. A semi structured interview schedule was also used to substantiate the quantitative data. Statistical techniques such as analysis of variance, coefficient of correlation and stepwise multiple regression analysis were used to analyse the data.

The overall motivational climate was perceived as strong in control and dependency dimension and weak in achievement and extension dimension by the air traffic controllers. The study found Inter-role distance and resource adequacy to be the major reason for role stress. On the other hand, personal inadequacy and role ambiguity were found to be minor contributors of role stress. Mishra (1996) found significant differences among air traffic controllers with respect to their age, education, work experience, marital status and total monthly income regarding their motivational climate, role stress and coping strategies. As far as the coping strategies adopted by the air traffic controllers were concerned, it was found that defensive style was most frequently used coping
style. It is important to note that the avoidance strategies were found to be more frequently used than approach strategies. The other major findings were as follows:

- Achievement climate was correlated negatively and significantly with inter role distance, role isolation and self-role distance.

- Expert influence climate was associated positively and significantly with resource inadequacy.

- Affiliation climate was correlated negatively and significantly with role expectation conflict and intropersistive style of coping.

- A positive and significant relationship was observed between total role stress and overall avoidance coping style.

- Total role stress was associated negatively and significantly with overall approach coping style.

Stepwise multiple regression analysis revealed that motivational climate, role stress and coping strategies emerged as significant predictors of each other.

Another occupational group that has emerged as stressful is the law enforcement agencies. Research has clearly shown that law enforcement personnel are at the upper end of the spectrum among stressful jobs (Kroes & Hurrell, 1975). The stress imposed by the physical hazards of policing are well known. Few occupations require employees to face the kinds of dangerous situations that policemen encounter as part of their daily routines.
Singhvi and Mathur (1997) conducted a study on CRPF officers. The sample consisted of 19 gazetted officers of the rank of Deputy Superintendent of Police (DSP) and 32 non-gazetted officers (12 station and 20 non-station postings). The ORS Scale (Pareek, 1983a) was administered on the sample to assess the total stress as also specific role stressors causing stress. Statistical tools like mean, standard deviation, critical ratio test and rank order correlation were used to find out whether gazetted and non-gazetted officers differed significantly in their scores on job stress. The differences for station and non-station non-gazetted officers were also probed.

The study found that role erosion and inter role distance to be the most dominant whereas role ambiguity and role overload to be the least dominant contributors of role stress. It was found that non-static non-gazetted officers scored significantly higher on the entire role stress dimensions as compared to gazetted officers and static non-gazetted officers. Significant differences were observed between gazetted officers and non-gazetted officers on all the ten dimensions of role stress as well as the total role stress.

Talib (1999) studied the role stress among police personnel. The sample size was 178. The sample consisted of 112 respondents from the 38th Battalion of Provincial Armed Constabulary (PAC) stationed at Aligarh and 66 respondents from the Civil Police of Aligarh. For collecting data ORS Scale (Pareek, 1983a) was used. The statistical analysis of results was undertaken using mean, standard deviation, t-test and analysis of variance (ANOVA).
The study found a mean score of 92.47 for total Organisational Role Stress (ORS), which is a fairly high score, thus establishing that police personnel are suffering from high organisational role stress. The study also reported difference between the level of stress experienced by the PAC and the civil police. PAC emerged as comparatively more stressed group with a mean ORS score of 98.76 as compared to 82.59 for civil police. Inter role distance emerged as the dominant stressor between both the groups. However, significant differences were observed between the two groups on self-role distance, role ambiguity, personal inadequacy.

Traditionally women have played the role of homemaker in the Indian society and worked within the framework of the family system. Historically there has been division of labour between women and men with men playing the role of breadwinner while women playing the role of homemakers. But over the years an increasing number of women are joining the work force and the number of dual career couples is increasing with each passing day. The working women have to perform dual responsibilities of job and family. Their twin responsibility and resultant pressure is a potent source of stress in the working women.

Pareek and Mehta (1997) compared three groups of working women, i.e., gazetted officers, bank employees and schoolteachers, on the type of role stresses experienced by them. The sample of the study consisted of 150 working women (50 gazetted officers, 50 bank employees and 50 schoolteachers) from Jaipur City. The ORS Scale (Pareek, 1983a) was used to measure various types of role stresses experienced by working women.
The researchers found varying levels of stress among gazetted officers, bank employees, and schoolteachers. The study found that the gazetted officers had higher scores on all ten dimensions of role stress as compared to the bank employees and schoolteachers. Most significant differences were observed between gazetted officers and bank employees on the dimensions of inter role distance, role stagnation, role ambiguity, and role overload.

Also, the bank employees were found to be more stressed on all the role stress dimensions as compared to the schoolteachers. Amongst the three groups, schoolteachers were found to be the least stressed group on all the dimensions as compared to both gazetted officers and bank employees. Hence, the study found the gazetted officers to be the most stressed group followed by bank employees and schoolteachers in that order.

K. Srivastava & A. K. Srivastava (1985) conducted a study to compare role stresses, marital adjustment, social relations, and mental health of dual career and traditional couples. The sample comprised 40 dual career couples and 80 traditional couples. A number of psychometric tools - the Role Stress Scale (Rizzo et al., 1970), the Mental Health Questionnaire (Srivastava & Bhatt, 1974), the Marital Adjustment Questionnaire (Bhatta & Guaba, 1978), and Measures of Social Relations (a subscale of the Employees' S-D Inventory, Pestonjee, 1973a) - were administered to the sample. Critical ratio test was used to analyze the data.

The findings indicated that the dual career and traditional career couples differed significantly in terms of variables
studied. The study found that dual career husbands experienced more role conflicts and role ambiguity than traditional career husbands. Also, the dual career couples experienced poorer marital adjustment and social relations which involved more obsessive, neurotic and hysteric traits and symptoms and more phobic and free floating anxiety as compared to traditional couples. The authors opined that distress was also caused by the dual career husbands' loss of status and power associated with their wives bringing money into the family.

Kumar (1989) conducted a study of role stress, role satisfaction and role efficacy among public sector executives. The sample consisted of 252 lower and middle management executives from different functional areas in an oil company. Questionnaires like the ORS, MAO-R and Role Efficacy Scale were administered. The study noted significantly higher total role stress among unmarried executives as compared to the married executives. It also observed significantly higher total role stress among executives married to working women as compared to executives married to housewives. They also scored higher on role expectation conflict and role overload. The study found personal inadequacy to be significantly higher among graduate/undergraduate executives vis-à-vis the postgraduate executives. The lower level executives reported significantly higher role stagnation, personal inadequacy and self-role distance.

Mishra et al. (1997) conducted a study on entrepreneurs. The study investigated the nature, extent, functions and relationship that might exist between motivation and role stress in so far as they would affect, mould and temper the
entrepreneurial tendencies and behaviour in men and women. The sample consisted of 40 women and 40 men entrepreneurs. The study was confined to entrepreneurs operating in and around Delhi. The ORS Scale (Pareek, 1983a) and the Motivation Questionnaire (Luthans, 1989) were used. Critical ratio test and product moment coefficients of correlation were used for analyzing the data.

The study established that women entrepreneurs scored higher on all the motivational variables namely, basic, safety, belongingness, self-esteem and self-actualization as compared to men entrepreneurs. The study observed significant differences between women and men entrepreneurs on the motivational dimensions of safety and belongingness. For both men and women entrepreneurs the inter role distance and role erosion were experienced as dominant whereas role ambiguity and role expectation conflict as remote contributors of role stress. A significant difference between men and women was noted on the dimension of resource inadequacy.

4.3 Role Stress Studies Among Computer Professionals

In India, Pestonjee and Singh did some of the earliest studies on computer professionals. Pestonjee and Singh (1983) studied the Psychodynamics of people working in the field of computers as software or hardware personnel. The sample consisted of people who performed the duties of programmers/system analysts or EDP managers. The sample comprised of 102 personnel.

In the study, job satisfaction and morale were taken as dependent variables, and alienation, participation, involvement and role stress were selected as independent
variables. It was hypothesised that persons scoring high on the role stress measure would be less satisfied. They would thus obtain lower scores on the morale measure in comparison to those who scored low on the role stress measure.

Three instruments were used in the study—the ORS Scale (Pareek, 1983a), the ESDI (Employee Satisfaction–Dissatisfaction Inventory, Pestonjee, 1973a), and the EMS (Employee Morale Scale, Pestonjee, 1973b).

The analysis of the results indicated that self role distance exerted a negative influence on job, management and social relations areas of job satisfaction in particular and overall satisfaction in general along with all the dimensions of morale.

Inter role distance adversely affected job satisfaction and morale in areas of job, management, personal adjustment, social relations, fairness of employer’s policies and behaviour, adequacy of immediate leadership, and regard for and identification with the organisation.

The study found that role ambiguity, role isolation, role erosion and overall role stress had a detrimental effect on all aspects of job satisfaction and morale. Role overload was observed to have a detrimental effect on such aspects of job satisfaction as job, management, personal adjustment and social relations. However, no effect of role overload was found on the morale of the EDP professionals.

In another study, Pestonjee and Singh (1987) explored the stress-strain relationship in the case of systems analysts and managers of both public and private computer service
organisations. The sample consisted of 70 EDP managers-35 from public sector and 35 from private sector, and 70 systems analysts-35 from public sector and 35 from private sector. Two instruments were used – the ORS Scale (Pareek, 1983a) and the Employee S-D Inventory (Pestonjee, 1973a), to get information pertaining to role stress and job satisfaction variables.

The objective of the study was to establish and compare the levels of role stress and job satisfaction variables for both job categories of the public and private sector organisations, and to find out magnitude of relationship between role stress and job satisfaction variables. Critical ratio test and product moment coefficients of correlation were used for analysis. The main findings were as follows:

- Role erosion and resource inadequacy were dominant contributors of stress in managers and systems analysts in both public and private sector.

- Role expectation conflict and personal inadequacy were remote contributors of role stress for both managers and systems analysts of both public and private sector organisations.

- Private sector system analysts scored significantly higher on role stagnation, role expectation conflict and role overload as compared to public sector system analysts.

- Public sector managers scored significantly higher on inter role distance and role overload as compared to public sector systems analysts.
Private sector system analysts scored significantly higher on inter role distance than public sector managers.

Out of 77 coefficients of correlation between role stress and job satisfaction variables for each data set, 51 coefficients of correlation were reported to be negative and statistically significant for systems analysts (public sector), followed by 48 for managers (public sector), 45 for system analysts (private sector) and 42 for managers (private sector).

The researchers opined that lack of firm, clear and formal code of job expectations, conflicting and frequently changing policies, numerous and ambiguous objectives which characterize public sector organisations led to higher stress. On the other hand, private sector organisations and employees had the freedom to optimise their own performance in the pursuit of a single or stable objective. It helped them to clearly plan, coordinate, motivate and control others toward desired goals resulting in lower stress.

Singh (1987) conducted another study of computer professionals. The sample consisted of 348 computer professionals from both private and public sectors. It covered three job categories-

- Managers (EDP managers, system development managers, supervisors, section incharge and operating managers

- Systems personnel (systems analysts and programmers), and
The sample comprised of 40 managers, 69 systems personnel and 69 operation personnel from the public sector and 45 managers, 66 systems personnel and 59 operation personnel from private computer organisations. The tools used were ORS Scale (Pareek, 1983a), Employees S-D Inventory (Pestonjee, 1973) and MAO-C (Pareek, 1989). The major objectives of the study include:

- Examining the level of different types of role stress, job satisfaction and organisational climate (motivational).

- Studying the relationship between factors of role stress and job satisfaction and motivational climate.

- Testing the moderating effect of each dimension of organisational climate on the relationship between role stress and job satisfaction variables in the case of all the six job categories of computer professionals of public and private sector organisations.

Several statistical tools like the t-test, product moment coefficient of correlation, sub-grouping and multiple hierarchical analysis were used to test the hypothesis. It was found that managers of private computer organisations scored high on both overall role stress and job satisfaction as compared to their counterparts in public organisations.

- Managers of private computer organisations scored higher on both overall role stress and job satisfaction as compared to their counterparts in public organisations.
- Systems personnel in private sector scored significantly higher on inter role distance and role overload than systems personnel in public sector.

- The study found that in all the three job categories of both public and private computer organisations, personal adjustment area was dominant contributor to job satisfaction. On the other hand, job area was a remote contributor of job satisfaction.

- Role erosion and role isolation were dominant whereas role ambiguity and role expectation conflict were remote contributors to role stress.

- Managers in the private sector scored significantly higher on job area, management area, overall job satisfaction, inter role distance, role expectation conflict, personal inadequacy and overall role stress than managers in the public sector.

- Private sector managers perceived their workplace as significantly higher in achievement climate and lower in affiliation climate as compared to managers in public sector organisations.

- Private sector system personnel perceived their workplace as dominant in achievement and dependency climate and poor in affiliation climate as compared to systems personnel in public sector.

- Public sector operational personnel scored significantly higher on personal adjustment, off the job satisfaction and overall role stress whereas they perceived the
dependency climate as significantly poorer than operation personnel of the private sector.

- Public sector managers scored significantly higher on role overload and perceived their workplace as significantly lower in expert influence climate than public sector systems personnel.

- Public sector managers scored lower and differed significantly on inter role distance, role stagnation, role expectation conflict, role erosion, role isolation, personal inadequacy and overall role stress as compared to public sector operation personnel.

- Public sector system personnel scored significantly higher on job area and on the job area and lower on inter role distance, role stagnation, role expectation conflict, role erosion, role overload, role isolation, personal inadequacy and overall role stress as compared to public sector operation personnel.

- Private sector managers scored significantly higher on job area, management area, on the job, overall job satisfaction, role overload and resource inadequacy than private sector systems personnel.

- Private sector system personnel scored significantly high on job area, personal adjustment area, on the job, off the job and overall job satisfaction, role expectation conflict, role erosion, role overload, role isolation, personal inadequacy, self role distance, role ambiguity, resource inadequacy and overall stress as compared to public sector operation personnel.
The study found that the job satisfaction variables correlated negatively with all the factors of role stress. Out of 77 combinations between role stress and job satisfaction variables, 65 were significant for public sector systems personnel, followed by 58 for public sector manager, 52 for private sector systems personnel, 39 for public sector operation personnel, 37 for private sector managers, 28 for private sector operation personnel.

The perception of achievement, expert influence and extension climates were found to be negatively associated with role stress variables whereas the perception of control, affiliation and dependency climates were reported to be positively associated with role stresses.

The perception of achievement, expert influence and extension climates were found to be positively and significantly associated with job satisfaction variables whereas the perception of control, affiliation and dependency climates were found to be negatively and significantly associated with job satisfaction variables.

An important study on lower end computer professionals was done by Singh (1993). He examined the level of stress among workers working on video display terminals (VDT) in various newspaper establishments. The sample consisted of 100 newspaper employees. It comprised of 50 VDT and 50 non-VDT users. The sample was administered Occupational Stress Index (Srivastava & Singh, 1981) and the Critical Flicker Fusion Test (CFFT). The researcher found that VDT users experienced
higher stress than the non-VDT users. VDT users showed comparatively high mental fatigue vis-à-vis the non-VDT users.

In a similar study, Arora (1994) compared the level of stress, alienation and physical health among video display unit (VDU) users and non-VDU users. The sample consisted of 105 clerical and managerial VDU users and non-VDU users working in banks. The instruments used for collecting information were the Work Environment Scale, the Cornell Medical Index-Health Questionnaire, and the Alienation from Work Questionnaire. The study revealed that the clerical VDU users experienced pressure and time urgency as compared to the non-VDU users as well as managerial VDU users. Further, the study found that the clerical VDU users were not encouraged to be self-sufficient. They were controlled by the supervisors and were not encouraged to take their own decisions. Also, data entry staff, as compared to the VDU using managers, reported alienation in terms of powerlessness, meaninglessness, self-estrangement, and instrumental work orientation. On the other hand, VDU using managers expressed greater anxiety and fatigue than non-VDU users. The researcher argued that stress generated by computerisation led to alienation and had an adverse impact on health of users.

A survey of the literature on stress research in India shows that the topic has received adequate attention from researchers. The researchers have covered the topic of stress and in particular role stress from various aspects and angles. However, it is also evident that so far very little research has been conducted in the field of information technology. Some
studies were conducted at a time when information technology had not emerged full time on the Indian business scenario. Today information technology is a priority sector area with the government of India giving incentives to the information technology. Also, the information technology industry has shown tremendous potential. Today information technology in its various manifestations has become one of the most vibrant sectors of the Indian economy providing employment to more than half million people. Also, the sector is poised to grow at a very healthy rate. There is a definite need to explore the occurrence and intensity of stress in this very vital sector of the Indian economy.