CHAPTER 1
INTRODUCTION

Stress has been identified as one of the most common work-related perils of modern times. Workplace stress generally arises when there is a mismatch between the nature or magnitude of the job to be done and the employees’ desires and capabilities. Every one of us is affected by work-related stress at one time or another. Stress at work is stemming from increased job complexity and its divergent demands, which have become pervading feature of modern organizations. Employment has become more precarious, as employees are employed increasingly on contract and the permanent job has become insecure and less well-defined. Employees are being required to perform multiple tasks, learn new skills, and self-manage to meet competitive demands. This leads to jobs that are ill-defined, exacerbate role ambiguity and role conflict, and result in work stress. As organizations become more complex, the potentiality for stress increases. Stress is a consequence of socio-economic complexity. There is an emerging organizational reality, that is fundamentally changing, even transforming, how people organize to get work done. This new organizational reality is characterized by competitive change; a de-emphasis on jobs as a way of organizing; an emphasis on an individual’s portfolio of knowledge, skills and abilities, and an effort to leverage technology to the maximum. The underlying processes driving this new organizational reality account for the mergers and acquisitions, downsizing, restructuring, reengineering, and privatization initiatives of the past decade. These systematic processes have dramatic effects on individual lives and are among the contemporary forces causing stress for people in organizations.

The stress response was first described in the 2nd decade of the 20th century by medical physiologist Walter B. Cannon and initially labelled the “emergency response” (Cannon, 1911). However, it was not until the 1960s when the role of stress in work behaviour became more fully understood. Work life is stressful. Employees and managers are not only coping with everyday societal stress, but also with increasing pressure at work. Demands for higher performance and greater productivity add to the already high levels of stress. This stress manifests itself in less

than optimum levels of performance in the workplace. The mental and physical effects of jobs stress are not only disruptive to the individual but are also associated with a “real” cost to the organizations for which they work. Researchers investigating organizational stress have noted a number of dysfunctional outcomes resulting from stress, both physiological and psychological, which ultimately affect the functioning and effectiveness of the organization and its employees.

1.1 CONCEPT OF STRESS: A HISTORICAL VIEW

The word stress is derived from the Latin word ‘stringere’ that means to draw light and was used in the seventeenth century to describe hardships or afflictions. Stress is perceived in different ways by different people. Stress research has come a long way since its earlier origin as an engineering term to be subsequently used in human factors research. The stress concept has its foundations in medicine and physiology in early and middle part of the 20th century. Walter B. Cannon sets the stage for identification of stressful conditions as the fight-or-flight response. Selye’s (1973, 1976) framework is summarized in the general adoption syndrome (GAS). The GAS, shown in Figure 1.1 has three primary stages: alarm (A), resistance (B) and exhaustion (C). The alarm reaction can be associated with the stress response. At the resistance stage, the individual struggles with the demand or stressor.

![Figure 1.1 Selye's General Adaptation Syndrome](source: Brown and Balkeman, 1983, p. 25)

**Alarm Phase**

The alarm reaction is the immediate psycho-physiological response and at this time of the initial shock, resistance to stress is lowered. In this phase, if the stressor is

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continuous, the body is alerted and activated and stress levels are at is highest during this stage.

**Resistance Phase**

According to Goldberger the resistance stage is characterized by an adaptation response of the body manifested with “fight or flight” responses.

**Exhaustion Phase**

In the exhaustion phase, there is a resistance to a continued stressor, and the adaptation response return to equilibrium replace the alarm reaction. If the alarm reaction is too frequent over an extended period of time, the energy required for adaptation becomes depleted, and the final state of exhaustion, collapse or death occurs.

Robert Kahn and his colleagues (1964)³ psychologists examined the social psychological processes of role conflict and ambiguity (i.e. role stress) in organizations. Lazarus (1967)⁴ focused on the processes of cognitive appraisal and coping.

Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964)⁵ extended the stress concept by incorporating a social psychological theory into the stress domain. Their focus in studying organizational stress was on the role-taking process in organizations and on constructs of role conflict and role ambiguity with later attention to the notion of person-environment fit within the realm of one’s social role. Lazarus and his associates extended the stress concept and introduced the notions of cognitive appraisal and coping. They argued that individuals see the same demands and stressors differently on the basis of their perception; some individuals see a specific demand or stressor as a threat, whereas other individuals see the same demand or stressor as a challenge or opportunity.

The concept of stress seems to suffer from the mixed blessing of being too well known and too little understood (Selye, 1976)⁶. Work-related stress occurs as a result of the conflict between the role and needs of the individual employee and

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⁵. Ibid.

⁶. Ibid.
organizational or personal factors in the workplace. The concept of job stress is often confused with challenge, but these are different. Challenge energizes and motivates employees to learn new skills and master their jobs. But now-a-days the challenge in job has turned to exhaustion and a sense of satisfaction has turned into feelings of stress resulting into job failure. Job stress results from the interaction of an individual and the conditions of work.

Stress in the workplace can be defined as a space where work’s environmental demands, employee’s demands or both together surpass an employee’s adaptation in some area. Stress can be both positive and negative. Stress that is continuous is harmful and can cause nervousness, frustration, anxiety and dissatisfaction with work. On the other hand an employee needs a certain amount of stress to help motivation and to keep up with the workload

1.2 DEFINING STRESS

Stress is a creatively ambiguous word with little agreed-on scientific definition. The concept of ‘stress’ is a domain concerned with how individuals and organizations adjust to their environments; achieve high levels of performance and health; and become distressed in various physiological, medical, behavioural or psychological ways.

Cox (1985)\(^7\) defined stress as “a complex psychological state deriving from the person’s cognitive appraisal of the adaptation to the demands of the work environment”. According to Cox (1985), the absolute level of demand would not appear to the important factor in determining the experience of stress. More important is the discrepancy that exists between the level of demand and the person’s ability to cope (personal resources).

According to Sharit and Salovendy (1981)\(^8\) stress can be segmented into physiological and psychological types, integrating the concept of coping strategies. They acknowledged the problem of defining stress as either a stimulus or a response. They further hypothesized that the degree to which an event is stressful depends on a complex interaction of factors that include genetic predisposition, early social experience, cultural, and a lifelong conditioning process.

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According to Kroemer et al., (2001), there are three major aspects to stress:

1. job demands which depend on the tasks, the tasks environment and the conditions of the task, and are considered to be the job stressors
2. a person’s capability to fulfill the demands of the job
3. the person’s attitude (influenced by physical and psychological well being) which must match the demands.

The European Commission, Directorate-General for Employment and Social Affairs defines Job Stress as, “the emotional, cognitive, behavioral and physiological reaction to aversive and noxious aspects of work, work environments and work organizations. It is a state characterized by high levels of arousal and distress and often by feelings of not coping”.

McGrath (1970) has provided one of the most widely accepted definitions of stress: “a perceived, substantial imbalance between demand and response capability, under conditions where failure to meet the demand has important, perceived consequences.” Stress is considered to be an individual psychological state, which has to do with the person’s perception of the work environment and the emotional experience of it (Cox, 1985; Sharit & Salvedy 1981).

French, et al. (1974) define occupational stress as the characteristics of the job that pose a threat to the individual and occupational strain as the deviation from a normal responses that an individual would experience in any situation.

The United States National Institute for Occupational Health and Safety, on the other hand, in its 1999 publication entitled “Stress at Work”, defines work-related stress as “the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources or needs of the worker”, and expresses the view that working conditions are a primary factor, but that personal factors are also influential. The specific terms within the domain of stress to

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12. Ibid
be defined are stressors, or demand; the stress response; eustress; and distress or strain.

1.2.1 Stressors, Demands, and the Stress Response:

The stress response begins with a stressor, or demand, which serves as the trigger for a series of mind-body activities. The stressor is the physical or psychological stimulus to which an individual responds. Eustress is “good stress” derived from Greek eu for ‘good’ (Selye, 1956). Yerkes and Dodson explained the healthy effects of an optimum stress load on performance. As the figure 1.2 shows, performance increases with increasing stress loads up to an optimum point; and then the stress load becomes too great, resulting in decreased performance. The optimum stress load that maximizes performance varies by individual and by task, on the basis of several considerations. Individual considerations include susceptibility to stress, fatigue, psychological and physical capacity. Task considerations include complexity, difficulty; duration and intensity. The interaction with the task, also affects the Yerkes – Dodson curve. A situation with too little stress and arousal often fails to stimulate performance, just as too much stress and arousal can interfere with performance.

The word distress contains the Latin prefix dis, meaning ‘bad’ (Selye, 1976) and refers to the unhealthy, negative, destructive outcomes of stress events or the stress response.

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Figure No. 1.2: Yerkes – Dodson Curve.
Since, the advent of the technological age has resulted in drastic changes in employees’ work patterns, mounting competitive pressures faced by organizations have frequently been passed onto workers ‘through the demand for increased flexibility and the acceleration of the pace and flow of work’ leading to increased organizational stress. Due to such reasons, the modern thinkers have pronounced the present time, as an age of ‘stress’. Stress has a long history, in fact; it is as old as humankind itself? stress is always a bad thing-no stress is good. Stress can be an important motivational factor and can be instrumental in achieving a dynamic adaptation to new situations. Some stress is therefore, normal and necessary at work. But if stress is intense and continuous, it often results in inadequate adaptation to situations and people, and failure to perform at an optimal level.

According to a recently published ‘Working Environment Survey conducted by Statistics Finland’, one of the biggest changes in the recent times has been the intensified pace of work. An orientation towards productivity and flexibility has resulted in growing pressure at the workplace, and insecurity, competition and fixed-term jobs have increased. A rushed atmosphere and insecurity as to job continuation are reflected in the working community, and social conflicts at the workplace have become more common. Furthermore, the drastic transition taking place in the core service sector organizations, particularly banking, telecom and insurance sector, with its restructuring and reorganization is likely to be one significant reason for stress among employees working therein. The relationship between work-related stress and family-related stress is reciprocal since satisfaction and stressors experienced at work have an impact on satisfaction and stress at home, and vice-versa. Although stressors in the domain of work and home life are often studied in isolation; it is important to acknowledge that the relationship the demands of work and home is an important source of organizational stress.

Stress is multifaceted, requiring that more than one stressor to be focused on at any one time. Most current theory is psychologically–based, and “conceptualizes work-related stress in terms of a negative psychological state, and the dynamic interaction between the person and their work environment”. (Dollard, 2001)\(^1\). Dollard examines in detail two psychological theories of work-related stress.

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interactional and transactional approaches. **Interactional models** emphasise the work environment and an individual’s interactions with it as the source of stress. Job-person fit is an interactional model, which attributes stress to a mismatch between work and the individual’s needs, goals, aspirations and values. Another example is the demand-control/support model, which suggests that stress is caused by the demands of work, moderated by the level of control and support which the person has in their job.

**Transactional theories**, focus on the thoughts and feelings of the individual in response to their interaction with their environment, and the meanings they ascribe to what happens; they emphasize the importance of the individual’s coping resources (Dollard). Effort-reward imbalance model is a transactional model, according to which stress is experienced by an individual who perceives that the effort required at work is not matched by the rewards received. Since these perceptions are clearly influenced by the individual’s own values and aspirations, personal variables are seen as significant. Another example is the cognitive model where the individual’s cognitive appraisal of the stressor is identified as the source of stress, rather than the objective stressor itself (Dollard, 2001).

### 1.3 SOURCES OF ORGANIZATIONAL STRESS

Sources of stress in the workplace have been identified by most of the recent stress researchers. Various approaches have been used to classify these sources into a useful model (Cooper & Marshall, 1978; Cooper et al., 1988, Sharit & Salvendy, 1982) including physiological versus psychological sources, task characteristics, work environment characteristics extraneous factors to the job and individual characteristics. Cooper and Marshall (1978) identified seven major categories of managerial stress, as depicted in figure 1.3. This model serves as a sound framework for discussion of the concepts.

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16. Ibid.
20. Ibid.
1.3.1 Stress factors intrinsic to the job

According to Cooper and Marshall (1978), factors intrinsic to the job were the first and vital focus of study for early stress researchers. This focus relates to the belief that stress can be caused by too much or too little work, time pressures and deadlines, having too many decisions, fatigue from physical strains, excessive travel, long hours, having to cope with changes at work and the expenses of making mistake. Every job description includes factors, which will result in stress for some people at some point in time. Two factors appear to have received the major focus of the research effort in this area, namely working condition and work overload.

Figure 1.3 Sources of managerial stress (Cooper & Marshall, 1978, p. 88)

21. Ibid.
a) Working conditions and physical environment

Working conditions of jobs have been linked to physical and mental health. It was found that poor mental health related directly to unpleasant work conditions, physical effort and speed in job performance and excessive, inconvenient hours (shifts). In addition, researchers have found increasing evidence that repetitive and dehumanizing environments adversely affect physical health (Cooper & Marshall, 1978; Osipow, 1998; Sharit & Salvendy, 1982).

b) Work and/or role overload

Work overload, also known as role overload, is considered to be a more important stressor for managers and “white-collar workers” than the working conditions. It can be seen in terms of quantitative and qualitative overload. Quantitative overload refers to having too much to do, whereas qualitative overload refers to work that is too difficult for the incumbent to perform (French & Caplan, 1973). In a study conducted by French and Caplan (1973), it was found that quantitative overload was linked to cigarette smoking (a risk factor for coronary heart disease). They found that people with more telephone calls, office visits and meetings per given unit of work time were found to smoke significantly more cigarettes than people with fewer stressors of this nature. In a study by Margolis, Kroess and Quinn (1974), quantitative work overload was significantly related to indicators of stress such as escapist drinking, absenteeism from work, lowered self-esteem and an absence of suggestions to employers. These results show that work overload is a potential source of occupational stress that adversely affects both health and job satisfaction. Qualitative overload is primarily relevant to managers in senior positions in organizations and is particularly associated with low self-esteem where individuals perceive they are overloaded with work they cannot do (Cooper & Marshall, 1978; Osipow, 1998; Osipow & Davis, 1988; Sharit & Salvendy, 1982).

In a summary by French and Caplan (1973), quantitative and qualitative work overload produces at least nine different symptoms of psychological and

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23. Ibid.
25. Ibid.
26. Ibid.
physical strain, namely low job satisfaction, job tension, lower self-esteem, threat, embarrassment, high cholesterol levels, increased heart rate, high skin resistance and increased smoking. It is important to recognize, however, that these stressors and resulting strains need to be considered in relation to the individual’s personality and ability to cope.

1.3.2 Role in the Organization

A source of major managerial stress is considered to be associated with the individual’s role at work. Since the research by Kahn, Wolfe, Quinn, Snoek and Rosenthal (1964)\(^{27}\), the focus has been on three key concepts in this area.

(a) Role ambiguity

Role ambiguity is the result of the individual having insufficient information about his/her work role. This lack of clarity about work objectives, expectation and the scope and responsibilities of the job, result in lower job satisfaction, high job-related tension and lower self-esteem (Kahn et.al., 1964)\(^{28}\). Margolis et al. (1974) (as cited in Cooper and Marshall, 1978)\(^{29}\) also found that role ambiguity was associated with physiological strain such as increased blood pressure and pulse rate. Other indicators were depressed mood, lowered self-esteem, life dissatisfaction, job dissatisfaction, low motivation to work, and intention to leave the job. Although not strong, the relationships were significant and indicate that “lack of clarity” could be one of many potential stressors at work (Burke, 1988; Cooper et al., 1988; Cooer & Marshall, 1978; Osipow 1998; Osipow & Davis, 1988)\(^{30}\).

(b) Role conflict

Role conflict occurs most frequently when a person is expected to perform in different ways by different groups of people. Kahn (1974) found that men who suffered more role conflict had lower job satisfaction and higher job related tension. In addition, the more power and authority the person’s sending the conflicting messages has, the greater the job dissatisfaction as a result of role conflict. An interesting finding relating to studies across occupations by French and Caplan

\(^{27}\) Ibid.
\(^{28}\) Ibid.
\(^{29}\) Ibid.
\(^{30}\) Ibid.
was that fewer physical occupations had a greater relationship between role conflict and ambiguity, and abnormal electrocardiograph readings and coronary heart disease. It is also believed that the more extensive and diverse an individual’s interpersonal communications network, the more stress symptoms he/she experiences. Positions at the boundary of departments, organization or to the outside environment tend to have high communication and influencing requirements, and are thus more stressful. Hence managerial and supervisory roles are found to be significantly more stressful than clerical or shop-floor jobs (Burke, 1988; Cooper et al; 1988; Cooper & Marshall 1978; Osipow, 1998; Osipow & Davis, 1988).32.

(c) Responsibility

Responsibility can be divided into “responsibility for people” and “responsibility for things”. Responsibility for people is significantly more likely to lead to coronary heart disease than responsibility for things (Wardwell, 1964, as cited in Cooper & Marshall, 1978). This stress results from the need to spend more time interacting with employees and other people, attending meetings, working alone – hence more time is spent trying to meet deadlines. It was also found that physical stress was linked to age and level of responsibility in the organization, the older and more responsible the executive is, the greater the probability of coronary heart disease symptoms and risk factors. In another study cited by Cooper and Marshall (1978), the relationship between age and stress-related illness was explained by the fact that older senior executive experienced other stressors on top of responsibility; further advancement is unlikely, increased isolation and narrowing of interests and an awareness of approaching retirement. French and Caplan (1973) found that responsibility for people is a part in the process of stress, particularly for clerical, managerial and professional workers. Their finding showed that responsibility for people was significantly related to higher levels of risk factors such as heavy smoking, high blood pressure and cholesterol (Burke, 1988; Cooper et al., 1988; Cooper & Marshall, 1978; Osipow, 1998 Osipow & Davis, 1988).

(d) Other role stressors

Other potential role stressors include having too little responsibility, lack of participation in decision making, lack of managerial support, having to keep up with

31. Ibid.
32. Ibid.
increasing standards of performance and coping with rapid technological changes (Burke, 1988; Cooper & Marshall, 1978).

1.3.3 Relationships at work

According to Cooper and Marshall (1978), the third major source of stress at work focuses on the nature of relationships in the workplace (with the individual’s seniors, subordinates and colleagues). It is believed that good relationships between members of a work group or organization are an important factor in individual and organizational health. Studies by Kahn et al. (1964) and French and Caplan (1973) found that mistrust of co-workers was positively related to high role ambiguity, and thus resulted in inadequate communication, which in turn led to psychological strain symptoms such as low job satisfaction and job-related threat to well-being (Burke, 1988; Cooper & Marshall, 1978).

(a) Relationship with superior

Employees’ relationship with their superior are found to be affected by stress, in that workers who are under pressure report that their bosses do not give them constructive criticism, that perceived favouritism is prevalent and that seniority is perceived negatively under pressure. In other words, supervisors who are perceived to be more considerate to subordinates have a significant effect on reduced feelings of pressure in the work situation (Burke, 1988; Cooper & Marshall, 1978).

(b) Relationships with subordinates

With the advent of participative management, there is evidence that managers may feel resentment, anxiety and stress as a result of a mismatch of formal and actual power (Cooper & Marshall, 1978). There has also been an erosion of the formal managerial role and authority (loss of status and rewards) in some organizations. Counterproductive pressures, such as encouraging participative management and the need to achieve high productivity work in opposition to each other, creating a highly stressful situation for managers (Burke, 1988; Cooper & Marshall, 1978).

33. Ibid.
34. Ibid.
35. Ibid.
(c) **Relationships with colleagues and social support**

Stress can be caused, not only by the pressure of relationships, but also by the lack of adequate social support in difficult situations. This may therefore be both a stressor and a coping strategy. Problem sharing is an important support mechanism amongst colleagues, especially early in careers. However, it was found that there was a tendency towards isolation the further up the corporate hierarchy one advances. In studies cited by Osipow (1998), social support, the ability to draw on friends and co-workers, reduced the impact of all stressors with the exception of physical environment (Burke, 1988; Cooper & Marshall, 1978; Osipow, 1998).

1.3.4 **Career development**

Cooper and Marshall (1978) identified two major areas of potential career stressors:

1. lack of job security, fear of redundancy, obsolescence or early retirement
2. status incongruity, under or over promotion, frustration with reaching career ceiling (Cooper & Marshall, 1978)

1.3.5 **Organizational structure and climate**

Simply being in an organization is a source of stress. The risk of losing individual freedom, autonomy and identity can create problems such as lack of participation in decision-making processes, no sense of belonging, lack of effective consultation, poor communication, restrictions on behavior and office politics. French and Caplan (1970) reported that individuals who had greater opportunities for participation in decision making showed significantly higher job satisfaction levels, lower job-related feelings of threat and higher feelings of self-esteem. Employees who were most “under pressure” reported that their supervisors “ruled with an iron hand”. There is a strong indication that greater participation leads to lower staff turnover and higher productivity, and when absent it results in lower job satisfaction and higher levels of physical and mental health risk (Burke, 1988; Cooper & Marshall, 1978).

1.3.6 **Extra-organizational sources of stress**

The final source of external job relates to the interfaces between life outside and life inside the organization which put pressure on the individual. These include

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36. Ibid.
family issues, life crises, financial difficulties, conflict of personal beliefs with those of the organization and conflict of organizational and family demands. The stress most often results from the multiple roles one person may play at work and at home (Burke, 1988; Cooper & Marshall, 1978; Frone & Rice, 1987). The main problems relating to the family are as follows

- Time-management-based problems result when the individual does not have enough time available to balance the needs of family and organizational roles.
- Strain-based conflict arises when overlapping roles result in individuals worrying about work during time at home thus creating conflict and distance from family and friends.
- Behavioral-based conflict results when one role is incompatible with the behaviors required in another role. This can cause inappropriate behavior in the home context thus increasing conflict and stress (Kinman & Jones, 2001)

Organizations have increasingly tried to implement flexible work schedules in the erroneous belief that work exerts a negative effect on families only to the extent that it physically keeps workers apart from their home and families. The key to developing a greater understanding of the relationship between work and family life is to study the perceptions of the work itself (Burke, 1988; Frone & Rice, 1987, Greenhaus et al. 1987; Kinman & Jones, 2001)

1.4 OBJECTIVES OF THE STUDY

Survey of literature on various aspects of the subject reveals that not much research has been done in the service sector organizations with regard to organizational stress among male and female employees. Precisely, that is the reason for selecting banking, telecom and insurance sector organizations of Chandigarh and Delhi for this study.

The following are the objectives of this study:-

1. To study the difference in organizational stress, work culture, role ambiguity, career consciousness among male and female employees with respect to their

demographic features like age, marital status, educational qualification, length of service, dependents, occupational level, company, city, industry and sector.

2. To study the difference in workplace relations, workplace discrimination, job satisfaction, organizational commitment, work-home balance among male and female employees' with respect to their demographic features like age, marital status, educational qualification, length of service, dependents, occupational level, company, city, industry and sector.

3. To study the relationship between organizational stress and work culture, workplace relations, role ambiguity, career consciousness, workplace discrimination, organizational commitment etc. among male and female employees of banking, telecom and insurance.

4. To study the relationship between work culture, workplace relations, role ambiguity, career consciousness and other variables among male and female employees of banking, telecom and insurance.

5. To study the relationship between workplace discrimination, work-home balance, job satisfaction, career consciousness, organizational commitment and other variables among male and female employees of banking, telecom and insurance.

6. To study the impact of organizational stress on work culture, workplace relations, role ambiguity, career consciousness, workplace discrimination, work-home balance, job satisfaction, organizational commitment with respect to male and female employees of banking, telecom and insurance.

7. To study the impact of organizational stressors on each other with respect to male and female employees of banking, telecom and insurance.

1.5 HYPOTHESIS OF THE STUDY

Keeping in mind the survey of literature and objectives of the study, following hypothesis emerge:

1. Organizational stress, work culture, role ambiguity, career consciousness, workplace relations do not differ among males and females with respect to their demographic features.
2. Workplace discrimination, job satisfaction, organizational commitment and work-home balance do not differ among males and females with respect to their demographic features.

3. There is no relationship between organizational stress among males and females of banking, telecom and insurance on the one hand and work culture, role ambiguity, career consciousness, workplace relations, workplace discrimination, job satisfaction, organizational commitment and work-home balance on the other.

4. There is no relationship between work culture among males and females of banking, telecom and insurance on the one hand and role ambiguity, career consciousness, workplace relations, workplace discrimination, job satisfaction, organizational commitment and work-home balance on the other.

5. There is no relationship between role ambiguity among males and females of banking, telecom and insurance on the one hand and work culture, career consciousness, workplace relations, workplace discrimination, job satisfaction, organizational commitment and work-home balance on the other.

6. There is no relationship between workplace relations among males and females of banking, telecom and insurance on the one hand and work culture, career consciousness, role ambiguity, workplace discrimination, job satisfaction, organizational commitment and work-home balance on the other.

7. There is no relationship between career consciousness among males and females of banking, telecom and insurance on the one hand and work culture, workplace relations, role ambiguity, workplace discrimination, job satisfaction, organizational commitment and work-home balance on the other.

8. There is no relationship between workplace discrimination among males and females of banking, telecom and insurance on the one hand and work culture, workplace relations, role ambiguity, career consciousness, job satisfaction, organizational commitment and work-home balance on the other.

9. There is no relationship between work-home balance among males and females of banking, telecom and insurance on the one hand and work culture, workplace relations, role ambiguity, career consciousness, job satisfaction, organizational commitment and workplace discrimination on the other.
10. There is no relationship between job satisfaction among males and females of banking, telecom and insurance on the one hand and work culture, workplace relations, role ambiguity, career consciousness, work-home balance, organizational commitment and workplace discrimination on the other.

11. There is no relationship between organizational commitment among males and females of banking, telecom and insurance on the one hand and work culture, workplace relations, role ambiguity, career consciousness, work-home balance, job satisfaction and workplace discrimination on the other.

12. There is no relationship between organizational stress on the one hand and stressors on the other with respect to gender.

13. There is no relationship between work culture on the one hand and stressors on the other with respect to gender.

14. There is no relationship between role ambiguity on the one hand and stressors on the other with respect to gender.

15. There is no relationship between workplace relations on the one hand and stressors on the other with respect to gender.

16. There is no relationship between career consciousness on the one hand and stressors on the other with respect to gender.

17. There is no relationship between job satisfaction on the one hand and stressors on the other with respect to gender.

18. There is no relationship between organizational commitment on the one hand and stressors on the other with respect to gender.

19. There is no relationship between workplace discrimination on the one hand and stressors on the other with respect to gender.

20. There is no relationship between work-home balance on the one hand and stressors on the other with respect to gender.
1.6 RESEARCH METHODOLOGY

Method of data collection

The study is based on primary as well as secondary data collection. Primary data for the research was collected with the help of self-administered questionnaire that was structured to achieve the goals of the study as outlined. Respondents were selected from three service sectors, banking, telecom and insurance. On the basis of a preliminary survey made in the selected companies of Chandigarh and Delhi, information was obtained from the personnel department concerned and through informal interviews with the managerial personnel, officers and clerical staff.

Information thus, gathered helped in preparing a structured interview schedule for the employees (see Appendix). This interview schedule was pre-tested at the zonal office of Punjab National Bank, the ICICI Bank, the BSNL head office and the Regional Office of Life Insurance Corporation of India. Thirty employees were interviewed for this purpose. After pre-testing the final interview schedule was prepared for the survey. A Likert type technique was used to prepare the questionnaire.

Data was collected through direct personal interaction with male and female employees of banking, telecom and insurance. A total of 600 questionnaires were distributed out of which 432 completely filled questionnaires were obtained and accepted; thus yielding the response rate of 72%. Data has also been collected from the published material in books, journals and internet.

Following companies were selected for the final survey:

BANKING: Punjab National Bank, The ICICI Bank
TELECOM: Bharat Sanchar Nigam Limited (BSNL), AIRTEL
INSURANCE: Life Insurance Corporation of India, AVIVA Life Insurance

SAMPLING

Data has been collected through stratified random sampling. A sample of 432 employees has been drawn from banking, telecom and insurance companies of Chandigarh and Delhi.
The sample was in proportion to the numerical strength of employees of banking, telecom and insurance companies.

In this study a sample of 213 males and 219 females has been taken. They were drawn from banking, telecom and insurance companies of Chandigarh and Delhi. The selection of employees was on the basis of stratified random sampling.

A stratified random sample of 127 employees from banking, 151 from telecom and 154 employees from insurance companies was taken. The sample consists of both executives and non-executives.

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<td>AVIVA</td>
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<td>26</td>
<td>60</td>
</tr>
<tr>
<td>Total</td>
<td>78</td>
<td>76</td>
<td>154</td>
</tr>
</tbody>
</table>
Analysis of data

The data was processed at the Computer Centre of the Panjab University, Chandigarh.

The median test was applied to see the difference in organizational stressors among male and female employees as regards to their demographic features.

The chi-square test was applied to examine the association between the variables among male and female employees' of banking, telecom and insurance.

The multiple regression analysis was applied to know how much of the total variation in the dependent variables can be explained by all of the independent variables (work culture, role ambiguity, workplace relations, organizational commitment, career consciousness, job satisfaction, workplace discrimination and work-home balance) acting together.

COMPANIES

Punjab National Bank

Punjab National Bank has been established in 1895 at Lahore, undivided India, being the first Indian bank to have been started solely with Indian capital. The bank was nationalized in July 1969 along with 13 other banks. Since its beginning, the bank has grown in size and stature to become a frontline banking institution in India at present.

PNB has 112 years tradition of sound and prudent banking and is among 300 global companies. Among top 1000 world banks, "The Banker", the leading magazine in London, has placed PNB at the 248th position, the bank features at 1308th position among Forbe's Global 2000 list of global giants. PNB offers a wide variety of banking services including corporate and personal banking, industrial finance, agricultural finance, financing of trade and international banking. It is serving over 3.5 crore customer through 4540 offices including 432 extension counters-largest amongst nationalized banks.

The bank has launched the concept of Any Time, Any Where Banking through the introduction of Centralized Banking Solution (CBS). Bank has its corporate office at New Delhi and supervises 66 circle offices under which the branches function. The
delegation of power is decentralized up to the branch level to facilitate quick decision-making.

**Organizational Structure**

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Head Office
  ▼
Circle Offices
  ▼
Branches
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**ICICI**

ICICI bank was incorporated on 5th January 1994 at Baroda and promoted by ICICI Limited, an Indian financial institution, and was its wholly-owned subsidiary. ICICI was formed in 1955 at the initiative of the World Bank, the government of India and representatives of Indian Industry. The principal objective was to create a development financial institution for providing project financing to Indian businesses. In 1990s, ICICI transformed its business from a development financial institution to a diversified financial services group offering a wide variety of services. In October 2001, the Board of Directors of ICICI and ICICI Bank approved its merger with ICICI Personal Financial Services Limited and ICICI Capital Services Limited.

ICICI bank is India’s second largest bank with total profit after tax Rs. 17.42 billion for the half year ended September 30, 2008. The bank has a network of about 1,400 branches and presence in 18 countries. Among its competitors are HDFC Bank Limited, State Bank of India and the Axis Bank. ICICI Group subsidiaries include ICICI Foundation, ICICI Lombard General Insurance, ICICI Prudential Life Insurance, ICICI Prudential Mutual Fund, ICICI Direct and DISHA Financial Counselling.

**BSNL**

Bharat Sanchar Nigam Limited known as BSNL was incorporated in October 2000 and is the public sector telecommunication company in India. It is India’s largest telecommunication company with 24% market share as on March 31, 2008. Its headquarters are in New Delhi. It has the status of *Mini Ratna*, a status assigned to reputed public sector company in India.
BSNL has a customer base of 73 million as on June, 2008. It is operating throughout India except Mumbai and New Delhi which are managed by MTNL.

BSNL is divided into a number of administrative units, termed as telecom circles metro districts, project circles and specialized units. Four training institutions of BSNL are Advanced level Telecom Training Centre, Bharat Ratna Bhim Rao Ambedkar Institute of Telecom Training, National Academy of Telecom Finance and Management, and Telecom Factory, Kolkata.

In present times, there is an intense competitive in Indian Telecom sector and BSNL's nearest competitive Bharti Airtel has a customer base of 39 million. BSNL plans to increase its customer base to 108 million by 2010.

Airtel

Bharti Airtel, a telecom giant is the flagship company of Bharti Enterprises. Bharti Airtel Limited is India’s largest integrated and first private telecom service provider. Three strategic business units of Bharti Airtel are Mobile services, Airtel Telemedia services and Enterprise services. Bharti Enterprises is a pioneer in telecom sector and is widening its horizons by entering into insurance and retail. Bharti Airtel provides GSM mobile services cross India in 23 telecom circles and broadband and telephone services in 90 cities.

LIC

The Life Insurance Corporation (LIC) of India was founded in 1956. It is the largest life insurance company in India owned solely by the Government of India. Its headquarters is in Mumbai, the financial capital of India. Presently LIC has 7 zonal offices and 100 divisional offices situated across the country.

The enforcement of New Economic Reforms in 1991 coupled with the formation of Insurance Regulatory and Development Authority Act (IRDA) of 2000 had diluted the monopolistic attitude commanded by LIC. The only insurance company belonging to the public sector is competing with several other corporate entities of its kind.

The subsidiary companies under LIC are Life Insurance Corporation (LIC) of India International, LIC Nepal, LIC Lanka, LIC Housing Finance, LIC Housing Finance Limited Care Homes.
AVIVA

AVIVA Life Insurance India is a Private Insurance Company formed from a collaboration between the AVIVA Insurance Group of UK and the Dabur Group, India’s oldest and top producer of traditional health care products. In AVIVA Life Insurance India, the AVIVA Group is a 26% shareholder and the Dabur Group holds 74% share in the joint venture.

The Board of Directors comprise of the Chairman, eight independent non-executive directors and two executive directors.

Aviva pioneered the concept of Bancassurance in India. Presently it has Bancassurance tie-ups with ABN Amro Bank, The Lakshmi Vils Bank Limited, Punjab and Sind Bank, IndusInd Bank, Cooperative Banks and Regional Rural banks. It has been among the first companies to introduce the modern unit linked products in the market.

CONCLUSIONS

Organizational stress is a significant issue and an increasing problem; as the rate of change in the world increases, individuals experience more and more stress. Work related stress can have serious consequences as much for the individuals as for the organization in which he/she works.

Stress is a natural part of life, and occurs whenever there are significant changes in individual’s lives, whether positive or negative. Workplace stress, known as ‘epidemic’ is one of key problems of modern working life. Yerkes-Dodson law has set the stage for identification of stressful conditions as ‘fight or flight’ response. Concept of job stress is often confused with challenge, but both are different. Various authors have given the difference of organizational stress and considered it to be as an individual’s psychological state, which is related with the person’s perception of the work environment and its emotional experience.

Stress is multifaceted; some stress is normal and thus, necessary at work. Two theories of work stress, interactional ad transactional, conceptualize the dynamic interactional between the person and their work environment. Various sources of stress in the workplace have been identified including factors intrinsic to the job and individual characters. Working conditions, work overload, role ambiguity, workplace conditions, responsibility for people and responsibility for things, relationships at
work, career development, organizational culture, and work-home balance are the factors influencing organizational stress for the individuals. Some researchers suggest that role ambiguity would result into low job satisfaction, low motivation to work, and intention to leave the job.

The various objectives of this study include to analyze the difference in organizational stress, workplace relations, job satisfaction, work-home balance, work culture, role ambiguity and career consciousness between male and female employees with respect to their demographic features, to study the relationship between organizational stress and stressors on each other among male and female of banking, telecom and insurance, and the impact of organizational stress and work stressors on one another with respect to males and females of banking, telecom and insurance.

This study is primarily based upon primary data. A survey was conducted through structured interview schedule prepared for the employees. A sample of 432 employees (213 males and 219 females) was selected from banking, telecom and insurance companies.

Various statistical techniques such as median test, chi-square and multiple regression have been applied to statistically analyze the data.

An attempt has also been made in this chapter to discuss in brief the history and current perspectives of the banking, telecom and insurance companies.