In this chapter, an attempt has been made to study the available literature on organizational stress, its sources, work conflict, role ambiguity, organizational commitment, job satisfaction and work-home balance. For the purpose of literature review, firstly the studies related to organizational stress without gender differences have been discussed and secondly, the studies related to organizational stress and its components with gender differences have been discussed.

STUDIES RELATED TO ORGANIZATIONAL STRESS WITHOUT GENDER DIFFERENCE

Kahn et al., (1964)\(^1\) opined that role ambiguity results from organizational size and complexity which exceed the employee’s comprehension span. Many employees reported being disturbed by lack of a clear idea of the scope of responsibilities in their jobs. High degrees of role ambiguity were found to be associated with increased tension, anxiety, fear and hostility, decreased job satisfaction and loss of self-confidence (Kahn, Wolfe, Quinn, Snock & Rosenthal, 1964).

Karasek (1990)\(^2\) has viewed that job stress occurs because the ‘demands’ of employment exceed the ‘controls’ of the individual needed to interact with those demands. The Karasek ‘Demand-Control Job Strain Model’ has highlighted two key workplace conditions that increase stress: people with high job demands describe themselves as ‘working very fast’, ‘working very hard’, and ‘not having enough time to get the job done’. And employees with little workplace control describe themselves as lacking the ability to make decisions. Studies have shown that a job with high demand, low control over how the job is done, and low social support lead to greater job stress.


Sullivan, Sherry E. (June, 1992) in an article titled “Organizational stress, job satisfaction and job performance: where do we go from here? reviewed an empirical literature concerned with both direct and moderating variable-based analyses of the relationship of organizational stress with job satisfaction and job performance. Moderating influences of various constructs operationalized at the individual, group and organizational level of analysis are classified and then reviewed. An evaluation of this research suggests that although there have been significant improvements in the analytical methods employed to investigate such phenomena, still it ignores the role of reciprocal relationships that evolve over time.

Thompson, Neil et al in an article titled “Stress and Organisational Culture” examined the relationship between social work and stress in three local authority social service departments. The researchers focused on the human resource management issues analyzing the experience of social work staff. The study offers an explanation of the identified difference amongst the three authorities.

Sparks, K. and Cooper, C.L. (1998) conducted a study on ‘Cross-Cultural Comparisons of Managerial Stress’ among managers from twenty-two nations. The study investigated cultural differences in sources of work pressure, job satisfaction, work locus of control, coping skills, and mental and physical health. The study found variations in the level and extent of stress experienced by managers. Managers working in hi-tech advanced nations experience lesser occupational stress than in the less-developed countries. The study highlighted work climate and the perception of individual manager as the main cause of the existing differences. It was suggested that work life in organizations should be made creative, innovative and employee-friendly to keep the stress levels minimum.

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Widerszal-Bazyl, M. (1998)\(^6\) in his study on ‘Managerial Stress in Private and State Organizations’ aimed at analyzing the relations between the forms of ownership of enterprises (private, state) and managerial stress. A sample of 269 managers at various levels was examined and it was hypothesized that the form of ownership would influence the stress sources and outcomes, dominant behavior pattern and the values. The results of the study indicated that the forms of ownership are significantly connected with the type of stress sources at workplace, mainly with job satisfaction. He found that private organizations’ attract more people with type A behavior and the ownership status of the organization was found to be connected with the type of value of the managerial staff.

Pagon, M. (1998)\(^7\) examined the sources and outcomes of occupational stress among a sample of 499 managers from private and public sector organizations in Slovenia. The most important sources of stress identified in terms of the outcomes were pressures originating from organizational climate, relationships, home/work balance and responsibility. Perceptions of the sources of stress are found to be significantly influenced by the managers’ locus of control, both general and work-related. The level of perceived stress at work is unrelated to the extent of coping-by-support. The study highlighted that while managers use control as a means of coping regardless of the level of perceived stress, their reliance of support increases as a means of coping when they perceive higher levels of work-related stress. Locus of control also influences all stress-related outcomes. Managers with internal locus of control are more satisfied and report higher levels of mental and physical well-being. He suggested that the best strategy for managers to resist negative stress-related outcomes seems to be increasing their level of control.

Kaluzniacky Eugene (1999)\(^8\) conducted a study on ‘Work Stress Among Information System Professionals’ in Manitoba with an aim to investigate a relationship between reported degrees of experienced stress, perceived stress factors, and personal


\(^8\) Kaluzniacky, Eugene (1998), "Work Stress Among Information Systems Professionals In Manitoba", University of Winnipeg, Canada.
characteristics of the employees. The main objective of the study was to assess the degree of reported job stress among IS professionals. The findings of the study revealed an association between having difficulty ‘turning off’ and expecting to have a significant health problem. It is found that as the degree of job stress increases, so does the perception that IS managers are not aware of it. The study reported females to suffer from a high degree of energy loss on the job. As the amount of change on the job increases, the commitment to the employer decreases. The study concluded that only 53 percent of the sample respondents reported their job as stressful.

Harris (1999) examined teacher stress and leadership styles in three American primary schools in which the principal of each school was classified differently. It was found that teachers has significantly lower stress in the school where the principal was classified as high in both task and relationship focus. Hoel et al (1999) surveyed English teachers and found that 35 percent reported having been bullied by a manager in the last five years, as opposed to an average of 24 percent across all occupational sectors.

Jae M Moon in a study on organizational commitment emphasized on the issues of motivation factors and organization commitment as a joint product of intrinsic and extrinsic motivation factors, organizational culture, sector, managerial level, and individual characteristics. This exploratory model is tested by using data collected from public and private originsations in Syracuse and Albany, New York. Statistical results support proposed hypotheses with respect to sectoral difference, managerial level, and organizational culture. The statistics suggested that intrinsic motivation factors are more significantly associated with organization commitment than extrinsic motivation factors in the public sector. Compared to the private sector, managerial level in the public sector appears to be less pronounced as a determinant of organizational commitment.

Smithson, Janet and Lewis, Suzan (2000) in their paper examined young adults’ perspectives on and experiences of job insecurity, including both objective insecurity and perceived uncertainty. The study discusses young adults’ changing notions of security and career, effects of insecurity and uncertainty on planning future work and non work

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lives for people with different levels of occupational skills and qualifications, the
gendered effects of insecurity and the impact of insecure employment on attitudes to
employers. A total of 14 focus groups and 12 individual interviews were conducted in the
UK. Focus group and interview participants included unemployed people, low skilled
workers, highly skilled workers, university and vocational students in the 18-30 age
groups. The skilled workers in this study articulated the strongest views on non-
permanent work and its implications for their lives. They accept individualized career
paths and responsibilities for managing their own careers, but concern about longer term
job insecurity together with the decline in trust of employers increases the complexity,
risk and uncertainty of the transition to adulthood.

Kang and Singh (2001)\textsuperscript{10} in a study on ‘Identifying Stressors at work’ attempts to
identify organizational stressors and measure stress by surveying the employees of
electronics industry in Punjab. A sample of 214 respondents working at junior, middle
and senior management levels was taken from the selected organizations. The major
factors identified as underlying various dimensions of an organization includes poor
organizational structure and climate, poor interpersonal relations, work overload, work
inhibitors, lack of resources, unmet financial needs and job insecurity, inconsiderate
superior, rigid role ambiguity and monotonous job. The results of the study found that out
of ten organizational factors identified, only six factors, viz; poor organizational structure
and climate, poor interpersonal relations, inconsiderate superior, role ambiguity and work
inhibitors are found to be associated with job stress.

Sultan Tarannum (2003)\textsuperscript{11} in his study examined the extent of occupational stress
and burnout among a sample of 62 library staff professionals of Gorakhpur University.
The study emphasizes on the occupational stress and burnout experienced by the library
staff of different levels within the library system. He found that there is significant
difference among the levels of library staff with regard to occupational stress and

\textsuperscript{10} Kang, L. S. and Singh, R. (2001), “Identifying Stressors At Work-A Case of Employees in the

\textsuperscript{11} Sultan, Tarannum (2003), "Occupational Stress and burnout Among the Library Staff of Gorakhpur
burnout. The study also found that among all variables of occupational stress; role overload, role conflict, powerlessness and strenuous working conditions has the strongest relationship with burnout. The indicated that there is a direct proportion between the stress and burnout, i.e., high stress will lead to burnout.

Chandraiah, K. et al\textsuperscript{12} in a study investigated the effect of 'Age on Occupational Stress and Job Satisfaction' among managers of different age groups. A sample of 105 industrial managers working in six different large-scale organizations was selected. The findings of the study revealed higher levels of job stress and less job satisfaction among managers of 25-35 years age than their counterparts in the middle age (36-45 years) and the old age groups (46-55 years). The study also found age to be negatively correlated with occupational stress and positively with job satisfaction. The results also showed that the young adults and the early middle aged were experiencing more stress due to role overload, role ambiguity and strenuous working conditions compared to late middle aged. The stress regarding powerlessness and intrinsic impoverishment was found to be experiencing higher among the younger adults than the other two groups.

Sandberg, Anne (2005)\textsuperscript{13} conducted a comparative study of stress and coping between nurses working with children and nurses working with elderly. The sample consisted of 18 nurses, who worked with children and 48 who worked with elderly. Psychological strain, two dimensions of role stress; role conflict and role ambiguity, and coping were mapped and the results indicated that nurses who worked with elderly experienced significantly more physical strain. Psychological strain was found to be high for both groups. Nurses, who worked with children, on the other hand, experienced significantly more role ambiguity, had greater risk for burnout and had poorer definition of responsibility and explanation about what has to be done in their work. They also thought about work significantly more during their leisure time, than nurses from the other group. Coping was found to be similar in both groups. Nurses found talking with


\textsuperscript{13} Sandberg, Anne (2005), “Comparative Study of Stress and Coping Between, Nurses Working with children and nurses working with elderly”, C/D Extended Essay, Department of Human Work Sciences, Lulea University of Technology.
co-workers as a good coping strategy, which is categorized as emotion-focused coping. Hospital nurses from two different organizations were found to experience that they had enough support from administration, but many nurses from the third organization, which was an old peoples’ home, were not satisfied with their support from administration. The results showed that organizations can influence a great deal to diminish nurses’ strain and help them cope from a stressful situation.

Ahmady, S. et al (2007)\textsuperscript{14} in a study on organizational role stress among medical school faculty members in Iran: dealing with role conflict attempted to investigate and assess the level and source of role-related stress as well as dimensions of conflict among the faculty members of Iranian medical schools. Variables like the length of academic work, academic rank, employment position, and the departments of affiliation were also taken into consideration in order to determine potentially related factors. The findings show that role stress was experienced in high level among almost all faculty members. All three studied medical schools with different ranks were found to be threatened with relatively the same levels of role stress. Specific differences were found among faculty members from different disciplines, and academic ranks. Also having permanent position and the length of service had significant correlation with the level of role stress. The major role-related stress and forms of conflict among faculty members were identified as role overload, role expectation conflict, inter-role distance, resource inadequacy, role stagnation, and role isolation.

In an article (2008)\textsuperscript{15} an investigation of creating a positive work culture is discussed. The article highlighted that the right work culture in an organization forms the foundation of its success which is possible only when employees understand and assimilate the dynamics of an ideal work culture and perform to their optimum levels. It suggested that if a business organization works to promote a sense of shared goals and clarifies every worker’s role in achieving those goals, employees will automatically be tuned to the work culture in the organization.


\textsuperscript{15} An article on ‘How to create a positive work culture in an organization’; Nov.6, 2008, www.thebusinessaddition.com/press.
Patricia, Salt (1981)\(^6\) in a study on ‘Stress and Illness Among Managers: Sex Differences and Other Moderators’ explored the relationship between experienced stress and reported illness in male and female managers. The study investigated the possible sex differences in stress, illness and the stress-illness relationship; and the influence of demographic factors, behavior types, and coping styles on the relationship. The findings of the study revealed that men and women managers working at the same occupational level experience, almost the same level of job stress. Their behavior with colleagues, customers do change with changes in the levels of job stress. She emphasized that stress moderators be identified and controlled to make the work environmental least stressful.

Berger (1986)\(^7\) studied satisfaction from job characteristics by sex and occupational type among Mexican American employees. He found that job satisfaction for Mexican American males with closely related to prestige, opportunities for advancement and regularity of the job, while Mexican American females were not satisfied with their job satisfaction level of safety and freedom from health hazards. These differences were also found to be gender related.

Neil, Cecily C. and Snizek, William E. (1988)\(^8\) in a study examined the potential moderating effects of gender on the relationships between various personal and organizational characteristics and employee job satisfaction. Using controlled (n=168) and representative (n=298) samples of males was compared to an enumeration of female employees (n=335). Gender was found to exert a slight impact on the relationship between age and length of service as this relates to job satisfaction. Gender interacts more with the work values of security, autonomy and use of abilities when related to employee


job satisfaction. These findings were similar to the gender differences in organizational power and opportunity structure as predicted by Kanter.

Kaul, Asha; Ansari, M.A. and Rai, Himanshu conducted a study on gender, affect and upward influence among a sample of 107 employees working in a large bank in Western India. The objective of the study is to find whether men and women are differentially successful in their influence attempts and the extent to which affect, positive and negative, impacts the success of their influence attempts. Results indicated that the gender of the agent and the supervisor, as well as the interaction of gender and affective styles, influenced the choice of upward influence tactics. The findings of the study suggested that like men, women too did not use exchange tactics at all. Moreover they used coalition and upward appeal and assertiveness in almost the same proportion as men. Men are found to have more aggressive and assertive displaying behaviours associated with hard influence tactics, whereas women are nurturing and tentative. Both males and females were found to be high in positive affect and also high on instrumental dependency, though males were slightly higher than females. The positive affect in the supervisor moderated the relationship between the gender of the supervisor and the use of UI tactic. The findings of the study suggested that the gender of the supervisor affected the application of the UI tactic. When the gender of the supervisor was male, female respondents were higher in instrumental dependency that their male counterparts in the same organisation.

Napholz (1995) examined role commitment among workingwomen to explain the nature of work-family conflicts. She found that women who chose either their work first or their significant relationships first had a lower level of role conflict then did the women who felt a need to commit to both work and significant relationships equally.

Mason, E S (1995) in a study titled ‘Gender Differences in Job satisfaction’ hypothesized socialization, structural, and social role theories to investigate the existence of gender differences in job satisfaction. The hypothesis were tested on a sample of over 13000 U.S. employees from 130 organizations and divisions across a variety of

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industries. T tests and effect sizes were calculated to test for the possible existence of group differences in job satisfaction between women and men in both clerical and managerial positions. The results indicate support for structural theory, some support for social role theory, and a lack of support for socialization theory. An important finding of the study is that U.S. men and women in management did not differ from one another in their sources of satisfaction at work.

Stohr, M.K. et al (1996) examined ‘Parallel Perceptions: Gender, Job Enrichment and Job Satisfaction Among Correctional Officers in Women’s Jails’ to discover as to what degree males and females have similar perceptions of their work while working exclusively in seven women’s jails. The findings of the study revealed that female and male correctional staff has parallel perceptions of both the enriching characteristics of their work and levels of job satisfaction. Women and men reported experiencing most aspects of their work in the criminal justice similarly, and are inclined to derive comparable degrees of satisfaction or dissatisfaction from it. The study also found that female staff is inclined to have more of a social service orientation to their work than their male counterparts. The results of the study revealed that human service correctional officers help inmates cope with their confinement by recognizing their legitimate functions as goods and service providers for inmates, referral agents and advocates for inmates and facilitators in inmate adjustment.

In 1996 the European Union in a survey titled ‘Gender and Working Conditions’ found that gender segregation at work is strong as few women were found to be working in senior managerial positions in comparison to men. The survey also highlighted that working hours are gender shaped as 26 percent of women work less than 30 hours a week, as opposed to 5 percent of men. Female work is found to be responsive to the family situation, while men’s working hours are found to be more rigid and monolithic. The findings of the study analyzed that female workers are not being involved in decision-making and participation in the workplace. Also, women in precarious

employment have reported being subjected to sexual harassment than their counterparts in permanent employment.

Gin, Jay and Sandell, Jane (1997)\textsuperscript{21} conducted a survey on ‘Balancing Home and Employment: Stress Reported by Social Services Staff’ with an aim to investigate how stress from the combined responsibilities of home and employment varies according to the family circumstances and employment circumstances of women and men. The sample consisted of over 1000 women and men in four broad types of social service departments of live English local authorities. The findings of the study revealed that staff with dependent children or with informal caring commitments reported increased stress. Family responsibilities and employment characteristics are found to have independent effects on stress levels. Men reported higher stress than women, irrespective of family circumstances. The study found that among full-time non-manual staff, women with family responsibilities experienced more stress than men.

The Canadian Workplace Health and Research Institute (1998) in an article titled ‘Juggling home and work’ investigated the difficulties faced by workers in balancing home and work life in relation to potential sources in both environments. The sample consisted of about 50000 men and women employees working in large companies. The results of the study indicated that as compared to 10 percent of men, 17 percent of women workers have reported experiencing difficulty in managing work and home life. Employees between 30 and 49 years of age are found to have difficulty balancing home and work. The study found that difficulty balancing home and work demands increases with education and reason assigned was explained by the fact that they tend to work longer hours. Job demands appear to pose the greatest challenge to balancing work and home life. The relationship was found to be similar for both men and women.

Wiedmer, Stacey M. (1998)\textsuperscript{22} in a study titled ‘An Examination of Factors Affecting Employee Satisfaction’ focuses on factors such as age, education level, sex etc. to examine their impact on job satisfaction. Results showed that there were three major

\textsuperscript{21} Sandberg, Anne (2005), “Comparative Study of stress and coping between nurses working with children and nurses working with elderly”, C/D Extended Essay, Department of Human Work Sciences, Lulea University of Technology.

predictors of job satisfaction: thinking all employees are treated equally by their boss, sex (females were more satisfied than males), and employees seeing themselves having a future in their present job. Factors hypothesized to be significant predictors of job satisfaction, such as education level and age, did not turn out to be significant at all. The purpose of the study is to find out what employees see as being important in a workplace for them to be satisfied with their jobs. A step-wise multiple regression was calculated predicting overall satisfaction from thinking they are paid enough for the work they do, seeing themselves having a future in their present job, communicating well with their supervisor, getting along with co-workers, thinking all employees are treated equally by their boss, age, education level, shift, sex and working full or part time. Satisfaction with pay based on education level was compared using a one-way ANOVA. Females were found to be no different than males in terms of getting along with co-workers.

Carvajal, Manuel J. and Hardigan, Patrick C. (2000) in a paper examined job satisfaction for 49 male and 74 female practicing pharmacists. Four extrinsic determinants (earnings, availability of employment opportunities, supervisor’s reliability, autonomy and burnout) were identified as explanatory variables. Men and women exhibit different preferences for trading off sources of job satisfaction. Men do not view earnings, advancement opportunities, supervisor’s reliability or burnout as relevant determinants of their work-contentment level. Job autonomy was found to be more important to women than to men, but job atmosphere and perception of job importance were more important to men than to women. Working in a retail-chain setting is negatively related to job satisfaction of pharmacists from both genders, but men are affected more than women.

In an interview study, Singh and Vinnicombe (1999) found that female managers linked commitment to concern for people and availability to interact with employees, whereas male managers linked commitment to innovation, task orientation, and challenge from work. Singh and Vinnicombe’s (2000) distinction between concern for people among female managers and task orientation/challenge among male managers

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24 Vinnicombe & Singh (1999), “Do men and women have different leadership styles?”. Management focus, Issue.12, Cranfield School of Management.
echoes research on the characteristics that define effective leadership for men and women in management roles. (e.g., Eagly, Karau and Amp; Makhijani, 1995; Forsyth, Heiney, and amp; Wright, 1997). In particular, female managers may link their commitment to communal concerns impacting the quality of the work environment, such as the effectiveness of working relationships, trust, recognition, and conflict resolution. In contrast, male managers may link their commitment to agentic issues impacting the execution of work, such as objective setting, employee input, personal achievement, job authority, and transcending formal job responsibilities.

Wood, Lynn Rodney	extsuperscript{25}, in an article on “Effect of Distributive Justice on organization commitment: A Correlational Investigation” revealed a small but significant tendency for employed men to display higher organization commitment than employed women do. The article examines the gender differences and factors that heighten or dampen it. Considering both job models highlighting gender differences on job attributes such as autonomy or rewards, and gender models that stress socialization, family ties, and differential labour market opportunities. They find that the primary explanation for the gender difference is that men are more likely than women to hold jobs with commitment-enhancing features. Gender differences in family ties do little to affect male-female organization commitment difference. When job attributes, career variables, and family ties are simultaneously controlled, it is found that women tend to exhibit slightly greater organization commitment. Contrary to implications of some gender models, the correlates of organization commitment do not appear to be appreciably different for men and women.

Frone (2003) in work-family balance research noted that family boundaries may be more permeable than job boundaries and hence levels of work-to-family interference (WIF) are typically reported as being higher or more intense than those for family-to-work interference (FWI).

\textsuperscript{25} Wood, Lynn Rodney, “Effect of Distributive Justice on organization commitment: A Correlational Investigation”, University of Ballarat, United Kingdom.
Fu and Shaffer (2001) in a study examined the three dimensions or forms of inter-role conflict specified by Greenhaus and Beutall (1985), time based conflict, behaviour – based conflict and strain-based conflict. Family-specific factors (such as hrs spent on household work, parental demands, and whether or not the person’s spouse was also in paid employment) were found to significantly predict time-based family-to-work interference (FIW), but not strain-based or behavior based FIW. On the other hand, job-role demands stressors (role conflict, role overload, and hrs spent at work) contributed to all three forms of work-to-family interference (WIF). Parallel to the above research, Kin and Ling (2001) investigated three forms of work-to-family conflict among female entrepreneurs in Singapore. The three forms of conflict included were: job-spouse conflict, job-parent conflict, and job- homemaker conflict. Of these, interference between job and homemaker roles was found to be the most intense from of conflict. Job stressors were more closely linked with the three forms of conflict than were family stressors.

Mark Linzer, Julia E. McMurray, Visser, et al. (2002) in their study aimed to determine whether there are sex differences in physician burnout in Netherlands, and if not, to explore the reasons of its presence in the US. The sample consisted of 3226 (28% females) physicians of US and 1426 (18% females) of Netherlands. Study variables included age, children under age 18, weekly work hours, work-home interference, work control, home support, stress and job satisfaction. Women worked home fewer hours per week than men in both countries. Sex differences in burnout among Dutch physicians were not significant. Stress and Burnout were higher among women than men in U.S; but not in Netherlands. Women reported less work control than men in both countries. There were significant sex differences in other variables, children, home support, and work-home interference, in Netherlands, but in US women experienced more burnout than US men did, but the sex difference in burnout among Dutch physicians was not significant. Gender parity in physician burnout in Netherlands may be due to fewer work hours and greater or control of women compared to those in US.


Nesbitt, Paula E. et al (2001) in a study on ‘Stress and Coping Among Dental Educators-Does Gender Matter?’ investigated whether female and male dental educators differ in (a) their stress levels, (b) the sources of stress, and (c) their coping. The sample consisted of 870 dental faculty members, 34.8 percent of whom were women and 65.1 percent were men. The findings of the study suggested that gender differences in stress and coping in professional settings do exist. The results of the study indicated that female faculty members experience more stress in their professional lives than male faculty members. The results show that male and female faculty members differ in their sources of stress. Compared to men, women were more affected by time pressure, heavy teaching loads, conflicting family responsibilities, and too much to do. Women reported less support by her spouse, and by secretaries, but more support from a relative, friend, or housekeeper than men. Women reported having received less advice about promotion/tenure, and felt more excluded from informal networks in departments.

Apperson, M; Schmidt, H; Moore, S. and Grunberg, L. (2002)28 in their survey titled ‘Women Managers and the Experience of Work-Family Conflict’ examined differences in levels of work-family conflict and related job attitude, and health among women managers, men managers, women non-managers, and men non-managers at a large manufacturing organizations in U.S. The study hypothesized that women managers would report the highest levels of work-family conflict. The sample consisted of 1463 male non-managers, 264 male managers, 475 female non-managers, and 64 female managers. The results of the survey indicated that female managers report work to family conflict at higher levels than male managers, female non-managers, and male non-managers but the levels of work-family conflict reported by female managers is found to be similar to the levels of work to family conflict reported by male managers. The findings suggested that marital status; gender and managerial status had a significant effect on work to family conflict. Job Involvement was found to have a positive relationship with work-family conflict. The study concluded that similarities in work to family conflict between women and men managers may be interpreted as women managers having reached a level of equivalency with men managers.

Assadi, Hassan (2002) in his study titled ‘Evaluation of Job Stress Factors (Organizational and Managerial) Among Heads of Physical Education Organizations’ evaluated relationship between job stress factors at two levels: organizational and managerial; and age, gender, education level, records of service, etc. The results of the study indicated that among physical education organization managers, the factors in accordance to their intensity are bonus, development of human resources, organizational structure, work trend, minimum use of power, cooperation and management method. The most intensive stresses among physical education organizations were identified as maximum pressure of work quality and time pressure. The study found no meaningful relation between stress types and age but the average job stress among married managers was found to be twice as much as among the single ones.

Vagg, P.R; Spielberger, C.D; and Wasala, C.F. (2002) in their study titled ‘Effects or Organizational Level and Gender on Stress in the Workplace’ examined the effects of organizational level and gender on the specific sources of occupational stress. The sample consisted of 1791 working adults (860 males and 931 females) employed in two industrial companies and a large state university. The findings of the study indicated that employees at higher organizational levels reported that they experienced stress more often while making critical decisions and dealing with crisis situation that did workers at lower levels, for whom inadequate salary and lack of opportunity for advancement were more stressful. For males, work stress was more strongly related to concerns about their role in the power structure of an organization, whereas female employees reported experiencing more severe stress when there arises a conflict between job requirements and family relationships.

Evans O, Steptoe A. (2002) in his study examined the associations of work stress, types of work and gender-role orientation with psychological well-being and sickness absence among a sample of 588 male and female nurses and 387 male and female accountants. The study hypothesized that health might be impaired among women working in the male-dominated occupation (accountancy), and men in the female-

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dominated occupation (nursing). The findings of the study suggested that male nurses and female accountants reported more work-related hassles than did female nurses and male accountants. Men and women in the same occupation did not differ in job strain or job social support, but nurses reported greater job strain than accountants, due to higher ratings of demands and lower skill utilization. The results suggested that when men and women occupy jobs in which they are in the cultural and numerical minority, there may be adverse health effects that are gender-specific.

Allen, Colin (2003) in a study on ‘Work Vs. Family’ found that men are more likely than women to quit their jobs if time with their family is jeopardized. In a study of 280 people in the U.S. military stationed in Germany over a period of 2 years, after every 3 months, the men and women were interviewed if working late hours or managing a heavy workload would force them to quit their jobs. Men said they were more likely to quit. (Huffman and Payne). Traditionally, men have been in the workforce and women in family matters. Increase in double-income households have pushed added family responsibilities onto men. Huffman argues that current attitudes toward gender are dated and do not reflect the modern reality of family life.

Metaphor, Diane F. Halpern; Susan Elaine Murphy in an article emphasized that work and family are not a zero-sum game. Women who work outside the home are both happier and healthier than those who do not. In Barnett and Rivers’ (1996) review of the literature, they conclude that working women are less depressed and report better physical health than women who are not employed. The study suggested that there is still much that needs to be done to make work and family more compatible. Efforts to address work-family commitment began as a set of initiatives to give employees more control over their home life, and included the widespread use of flexible working hrs, or flex time. In fact, in a survey, equal numbers of men and women said they would turn down promotion to accommodate family responsibilities (Milkie and Peltola, 1999). In addition, men are increasing the amount of time they devote to child care and other home responsibilities, and work-family issues will become an even more critical issue for


Metaphor, Diane F. Halpern; Susan Elaine Murphy, Work-Family balance to Work-Family Interaction – Changing the Metaphor.
organizations as they work to keep their valuable human assets (Bond, Thompson, Galinsky, and Proltas, 2002).

Jansen, Kant, Kristensen, and Nijhuis (2003) conducted a longitudinal study of the antecedents and consequences of work-family conflict in the Netherlands. They observed that the reported prevalence of work-family conflict was considerably lower (males 11% and females 9%) in their sample of over 12,000 Dutch workers than had. Although their study did not distinguish between the two directions of interference, they observed that support from both coworkers and supervisors buffered the impact of high work demands on non-directional work-family conflict, especially for men.

Carlson, Joseph R. et al (2003) in their study on "Correctional Officer Burnout and Stress: Does Gender Matter?" hypothesized that women correctional officers experience greater job-related stress than their male counterparts. A sample of 277 correctional officers was selected for the study. The results of the study highlighted that women correctional officers demonstrated a greater sense of job-related personal achievement and accomplishment than their men counterparts. Men and women correctional officers were found to be homogeneous groups on emotional exhaustion and depersonalization.

Luttman, Suzanne in a study titled “The Association of Career Stage and Gender with Tax Accountants’ Work Attitudes and Behaviors” examined whether tax accountants’ work-related attitudes differ across the four career stages: exploration, establishment, maintenance, and disengagement; and the impact of gender on tax accountants’ work-attitudes. The work-attitudes were identified as job satisfaction, job performance, job-related tension, organizational commitment, work alienation, role conflict and role ambiguity. Results indicated that career stage is significantly related to tax accountants’ performance and job-related tension, but related to job satisfaction,

35 Luttman, S; Mittermainer, L; and Rebele, J., “The Association of Career Stage and Gender with to Accountants’ Work Attitudes and Behaviors”.
organizational commitment, work alienation and role stress. Gender was found to be significantly related to tax accountants’ satisfaction, organizational commitment, and role conflict while females reported higher levels of satisfaction and commitment and a lower level of role conflict. The study concluded that a one-size-fits all approach to manage work environments within accounting firms might not be effective in developing and retaining professional staff.

Brake, H; Bloemendal, E; Hoogstraten, J. (2003) examined gender differences in burnout among a sample of 411 male and 81 female dentists. The results of the study indicated that male dentists reported to have a higher score on the depersonalization dimension of MBI than did female dentists. No gender differences were found on the MBI dimensions of emotions exhaustion and personal accomplishment. Moreover, no gender-related difference in experience of work stress was found. However, the study analyzed that male dentists put in more working hours per week as compared to female dentists. The findings of the study suggested that the difference in depersonalization disappears when controlling for working hours and age. The results indicated that factors such as working hours have a profound effect on these differences.

Hsu, Bi-Fen and Liu, Nien-Chi examined the relationships between gender, gender-role attitudes, and work-family conflict among a sample of 238 hi-tech workers from double-income families with at least one child. They hypothesized that females are more likely to have higher level of work-family conflict than males and employees’ gender-role attitudes will affect his or her own work-family conflict. The results showed that gender do not exhibit influence effects on work-family conflict significantly thereby, rejecting the first hypothesis. However, second hypothesis is accepted as the findings suggested that traditional female and egalitarian development influences work-family conflict positively. The study concluded that no significant moderating effects of

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37 Hsu, Bi-Fen and Liu, Nien-Chi, "Gender, Gender-Role Attitudes, and Work-Family Conflict: Moderating Effects of Supervisory Support", Dept of Business Administration, University of Taiwan.
supervisory support hold true on the relationships between gender-related variables and work-family conflict.

Vanagas et al (2004)\textsuperscript{38} examined the socio-demographic characteristics affecting the job strain/stress development in physicians. The study analyzed the relationship between age, gender, marital status and the level of job strain among general practitioners. The study showed that outcomes of job strain have higher impact for females than for males. The study also reported that males have high job strain in the profession. Patients’ expectations, interference with family life, constant interruptions at work and home are the sources reported by females to be stressful. The findings revealed perceptions of low control at work to be positively correlated with reduced levels of social support. They also found that the age impact on stress between men and women increases successively in older age groups.

Desai conducted a study of gender differences in work stress and coping mechanisms among the employees in an electronic industry. Her research is based on the assumption that stressors and strains are dynamic over the work-family life cycle. The study concluded that the effect of work on family is of increasing concern, as opposed to the earlier concern of family on work.

Khuwaja A.K. et al. (2004)\textsuperscript{39} in their study titled, “Comparison of job satisfaction and stress among male and female doctors in teaching hospitals of Karachi” assessed the levels of satisfaction for workplace characteristics and job stress among 189 doctors. The results of the study showed that 68% of the doctors were not satisfied with their jobs. It was found that female doctors had significantly lower satisfaction about workload, relation with colleagues and autonomy as compared to their male colleagues. The study concluded that majority of doctors working at these teaching hospitals of Karachi had

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poor satisfaction level for workplace characteristics and higher levels of job stress. This suggests that immediate steps should be taken for their control and management.

Wu, Shelley (2005)40 examined ‘Gender Difference Regarding the Workplace’ and reported that men and women emphasized entirely different values as important in the workplace. The sample consisted of around 1100 men and women employees. The study revealed that three values in the workplace most important to men were identified as pay and benefits, achievement and success, status and authority whereas women ranked friends at work and relationships, recognition and respect, and communication and collaboration higher in importance. The study concluded that women and men respond differently to stress. Men on average were found to worry about three things on a daily basis (their immediate family, job and money) while on the other hand, women worried about up to twelve things including the immediate family, job and money, but also their extended family, the home, the social and academic lives of the children, social connections with neighbors and friends, etc. the study indicated women reported higher stress than their male counterparts.

Luddy, Nezaam (2005)41 in a study attempted to ascertain the levels of job satisfaction experienced amongst employees at a public health institution in the Western Cape region. The sample group (N=203) consisted of permanent and contract male and female staff members extending across the different occupational classes: Pharmacist, Pharmacist Assistant, Auxiliary Service Officer, Administrative Clerk, Director, Personnel Officer, Administrative Officer, State Accountant and Personnel Practitioner. Results indicate that employees expressed satisfaction with their co-workers, followed by the nature of the work and the supervision they receive. Opportunities for promotion and pay emerged as major sources of dissatisfaction. With the exception of marital status, the relationship between occupational class, race, gender, educational level, tenure, age, income and job status with job satisfaction was found to be significant. Ting (1997) states that empirical evidence consistently indicates that job characteristics such as pay satisfaction, opportunities for promotion, task clarity and relationships with co-workers

40 Wu, Shelley, “Gender Differences Regarding the Workplace”, Psychology.
41 Luddy, Nezaam (Nov. 2005), Job Satisfaction Amongst Employees at a Public Health Institution in the Western Cape. A mini-thesis.
and supervisors have significant effects on job satisfaction of government employees. In support, a study conducted by Ellickson and Logsdon (2002) reflected that job satisfaction of public sector employees was significantly influenced by perceptions of employee satisfaction in terms of pay, promotional opportunities, relationships with supervisors, employees’ performance management systems and fringe benefits.

Mora, Toni et al (2006) in a paper focused on the gender differences in job satisfaction reported by 3000 recent university graduates in Catalonia (Spain). The data distinguishes five areas of job satisfaction: work content, promotion possibilities, earnings, applicability of acquired knowledge, and job security. The empirical analysis shows that there is a gender gap in job satisfaction and can be attributed to the worse employment conditions women face. This finding is surprising, given the nature of the sample, very young and highly educated. Women reported lower job satisfaction than men on three out of the five job aspects showing partial job satisfaction. Statistics show that women participation in managerial occupations is much lower than for men which show clear gender segregation. The paper concludes that while young women’s expectations have risen, their labour market achievements have not improved at the same pace.

Harmer, Richard J. & Findlay, Bruce M. conducted a study on the effect of workplace relationships on employee job satisfaction for 25 to 35 year olds and aimed to determine the role an employee’s co-worker and direct supervisor relationships had in predicting their level of job satisfaction. The sample of the study include 35 males (age: m=31.8, s.d.= 6.0) and 34 females (age: m=29.5, s.d.=5.0). Out of the total sample, 53 respondents indicated that they were employed full time; 12 indicated that they were employed part time; and the remaining participants indicated that they were employed as casual or ‘other’. Results indicated that 52.1% of an employee’s job satisfaction can be predicted by the quality of their workplace relationships, with an individual’s relationship with their co-workers the strongest predictor. Results further indicated that the quality of an employee’s co-worker and immediate supervisor relationships does not significantly predict their level of well-being.

Kifle, Temesgen and Kler, Parvinder in their paper on Job Satisfaction and Gender: Evidence from Australia attempted to investigate six different aspects of job satisfaction (pay, job security, work hours, type of work, flexibility and overall) by gender over a 4-year period in the Australian labour market. It was found that females were more satisfied with five of the six job satisfaction measures. The findings showed that younger females are still more satisfied at work compared to males in four of the six measures investigated. However, higher educated females were found a much-different subset of employed females as a whole. They are only more satisfied with higher educated males with respect to pay, and are actually less satisfied with hours worked and job flexibility. Similar studies (Clark, 1997; Sloane & Williams, 2000; Sousa-Poza & Sousa-Poza, 2003; Long, 2005) have shown that females possess higher levels of job satisfaction compared to males. There exists a number of theories as to why females possess higher levels of job satisfaction. These include the role of expectations, a possible difference in work values and female selection into employment.

Hall, Nathan C. et al (June 2006) in their study titled, “Primary and secondary control in academic development: gender-specific implications for stress and health in college students’ examined the benefits of primary and secondary control for self-rated health in students and examined stress and gender as potential mediating variables. The sample consisted of 888 college students whose primary and secondary academic control and perceived stress was assessed in the first semester, and self-rated global health, illness symptoms, and illness-related behaviours were assessed at the end of the academic year. For males, primary control was found to be indirectly related to better overall health and also fewer symptoms through lower stress levels. For females, only secondary control was found to be be related to better overall health and illness symptoms, albeit indirectly through reduced stress. The study also discusses about the mediational roles of stress and gender in health research on primary/secondary control and potential control-enhancing interventions.
Eldridge, Lucy P. & Pabilonia, Sabrina Wulff (2006)\textsuperscript{44} in an article discussed that the potential for bringing work home varies by nature of work, the worker’s degree of autonomy, and the job’s technology needs and availability. Results indicate that highly-educated, salaried workers are more likely to bring work home than their less-educated, hourly counterparts. However, contrary to popular perceptions, not all work at home is done by white-collar office workers. The majority of workers bring home unpaid work to finish or catch up on work. In addition, about 5% of workers reported that they work at home to coordinate their work schedule with personal/family need.

Kreiner, Glen E. (5 May 2006)\textsuperscript{45} in a research article examined the interaction between an individual’s work-home segmentation preference and the perceived segmentation provided by the workplace affects work-home conflict, stress and job satisfaction. The sample consisted of 325 employees from a wide variety of occupations and organizations. Person-Environment fit (P-E) model is used as a basis for the study. Results indicate significant fit effects on these outcomes. Results highlight important asymmetric effects found in this P-E fit relationship. The findings of the study challenge the previous research, which advocated an integration of work and home in order to ameliorate role conflict and stress.

Lassleben, W. Mark\textsuperscript{46} in an article ‘Juggling Work and Family Responsibilities’ reviewed that work and family represent the two major areas of responsibility in life. This is where our time goes, and where we spend our energies, both physical and emotional. The balance between the demands of family and job changes with the different phases of life. Families and jobs are the two biggest ‘investments’ in life. The juggling of work and family responsibilities is a performance that lasts a lifetime. Even when an individual get the balance just right, the situation will change, and one has to adjust. As with any investing, regular fine-tuning of the balance of commitments will keep an individual from becoming overly extended or under invested in either of these two fundamental aspect of your life.


\textsuperscript{46} Lassleben, W. Mark, ‘Juggling Work and Family Responsibilities’, Teachers’ Union Health.
Jaepil Choi, Chao Chen (2006), in a study attempted to investigate the gender differences in perceived work and family demands and the effects of these perceived demands on the life stress of Chinese male and female employees. The study of 153 married Chinese employees found that Chinese women perceived higher level of family demands than did Chinese men, whereas there was no significant gender difference in the perception of work demands. In addition, while perceived family demands were similarly related to life stress differently for men and women, perceived work demands were associated more strongly with the life stress of men than that of women.

In a study published in Western Mail (2007), a new generation of ambitious and career-minded women termed as WOW (Women Organizing the World) has been identified as “crucial to society’s future”. The London School of Economics in a study highlighted that women make up nearly 46% of today’s UK workforce, even the WOW generation still doing the bulk of household chores.

Moyes, G.D et al. (2008), in a study titled “Comparative Analysis of Employee Job Satisfaction in the Accounting Profession” presented a comparison of accounting graduates from two large universities, to examine their opinions concerning the importance of different factors which influence their level of employee job satisfaction. The findings show that the evaluation of overall job satisfaction is influenced by many factors including accounting profession, employer size, certification, age, sex, race, advanced degrees, parent education and location. The results show that there are differences between what respondents feel influences their level of satisfaction on the job. The study emphasized that employers need to be cognizant of the factors that impact employee satisfaction and implement corporate policies that can enhance employee performance. Reward systems that recognize and promote high performance levels can have an impact within the accounting profession.

Beckford, Martin (2008) in a study found that the notion that there has been a steady increase in favour of women taking an equal role in the workplace and away from their traditional role in the home is a myth. The results of the study show that women's changing role is viewed as having costs both for the women and the family.

CONCLUSIONS

The extensive review of literature available on Organizations stress and its sources have been discussed in this chapter.

Various studies were conducted on organizational stress and its sources without gender differences. The Studies Analyzed that employees feel stressed when they are not clear about the scope of their responsibilities on the job. The sources of organizational stress identified as work overload, handling relationships at work, social support, role ambiguity, work load, were examined by the researchers in relation to job satisfaction, organizational commitment, work culture, and work home balance. The impact of job satisfaction or dissatisfaction, organizational commitment and stressors on work-home balance have also been examined by different authors.

The studies related to job satisfaction and sources of stress highlighted that perceived control followed by work pressure was the best predictor of job satisfaction. Lack of resources and time were also identified as the common sources of stress at workplace. In a study on stress among managers in the private and public organization, it was found that the form of ownership of organization was significantly related with the type of stress sources at workplace, mainly with job satisfaction. Also, managers in the public sector appeared to be less committed to their organization in comparison to their counterparts in the private sector. Higher levels of job stress were found to be associated with less job satisfaction among managers in lower age groups than their counterparts in middle and old age groups. A study on stress, satisfaction and personal characteristics of employees found a minimal relation with personal characteristics. Length of service and levels of role stress were found to be significantly related among medical school faculty members.
The influence of demographic features on sex difference in stress and stress illness relationship had also been examined. The study suggested that men and women managers working at the same occupational level experience almost the same level of job stress. In studies related to job satisfaction and stress, job satisfaction was found to be closely related to opportunity for advancement, prestige, level of safety and freedom from health hazards. Gender was found to have an impact on the relationship between age, length of service and job satisfaction. Few studies also reported that men experience more frequent and intense job stressors than women. A study found that female work was responsive to the family situation while male work was more responsive to work situation. Men and women were not found to differ in their levels of job satisfaction.

Most of the studies revealed that women and men with dependent children or with informal caring commitments reported more stress in comparison to men and women without dependents. Few studies reported that men are more likely to hold job with commitment enhancing features in comparison to women. A study found that employees at higher organizational levels experience more stress than did employees at lower levels. Both men and women reported to turn down promotion to accommodate family responsibilities. Career aspiration was found to have no impact on work-home stress for both managers and non-managers. Empirical evidence suggested that there is a gender gap in job satisfaction due to the worse employment conditions women face.