CHAPTER IV

ORGANISATIONAL STRESS AND JOB SATISFACTION - A Review
4.0 RESEARCH STUDIES IN STRESS

Although stress is a concept that has interested psychologists for many years, early studies on stress were restricted to the field of medicine.

Physiologist, Walter Canon (1914), had used the term stress to describe emotional states that had detrimental physical results on organisms. In 1935, he modified the use of the term to describe the physical stimuli and used the term strain to mean the organism's response.

However, the work of Hans Selye (1936) is generally considered to be the first major discussion on stress as an exclusive phenomenon. Selye observed a phenomenon called the General Adaptation Syndrome (GAS). It was described as the bodily response to prolonged stressful circumstances in the form of physiological, psychological and behavioural responses.

The modern theorist who has contributed most on stress is Lazarus (1966 and 1971), who points out, that both the
environmental stimulus and the reacting individual are vital elements, in the stress process.

In this chapter it is aimed to review the earlier studies in stress to find out some of the ways by which stress might arise, to consider its outcomes and low stress is resolved. The review is divided into four parts: viz.

- **Studies on stressors.**
- **Studies on impact of stress.**
- **Studies on coping styles of stress; and**
- **Studies on stress in different sectors including banks;**
  *unchanging bank*

### 4.1 STUDIES ON STRESSORS

#### 4.1.1 Personality and Stress

*A.K. Sivastava* (1985) obtained data from 400 first line technical supervisors. Role stress scale of *Rizzo, House and*
Litzman (1970) was employed to assess the subjects' role stress. The Job Anxiety Scale standardised by Srivastava (1974) was used. One of the seven subscales of the Employee's Motivation Schedule standardized by Srivastava (1984) was administered to the Ss to assess their level of work related need for achievement. The results indicated that the employee's 11-Ach markedly moderates the role stress-job anxiety relationship.

Morriss and Snyder (1980) in their study on 262 public sector employees, found that need for achievement and need for autonomy failed to provide convincing evidence of pervasive linear moderating effects between role stress variables: role conflict and role ambiguity and the outcomes organisational commitment, job involvement, psychosomatic complaints and propensity to leave the organisation.

In order to understand the moderating effects of need for achievement, the characteristics of individuals who are high in need for achievement should be examined. In terms of the instrument used in this study (Fries and Knox, 1972), high-need-for-achievement individuals possess the following characteristics: (a) they are more goal-oriented; (b) they place greater emphasis on accomplishing tasks as quickly as possible (c) they place greater
emphasize on exerting their best effort and (d) they place more emphasis on success than on being self-contented. These characteristics show that, when high-need-for-achievement individuals receive conflicting demands from their role set, they face greater obstacles in efficient task accomplishment. Thus, it also seems reasonable that high-need-for-achievement individuals are more dissatisfied with intersender role conflict.

Hangopal (1980) obtained data from 100 supervisors working in a public sector undertaking and investigated the personality factors—ego strength and dominance vs. submissiveness as moderators of the relationship between role stress variables and company satisfaction and job involvement. The results suggested that high ego strength subjects reported less of role conflict than the low ego strength subjects.

Srivastava (1984) obtained data from 120 male Indian managers (age 35-51 years) on ego strength, job involvement and occupational stress. Subjects with high ego strength experienced mild stress arising from role conflict relative to that experienced by Subjects with low or moderate ego strength. Similarly Subjects with higher job involvement also experienced lower stress than
those with low or moderate job involvement. The results indicated that ego strength and job involvement interacted to moderate the effects of stress.

Abdel-Halim (1981) investigated whether employees' ability acts as a moderating factor on the relationship between role conflict and intrinsic satisfaction. He collected data from 89, (30-65 years old) middle-lower managerial personnel from a large manufacturing company. The results failed to indicate any moderating effects.

Orpen (1963) collected data from 91 middle-managers on role stress, personality, and measures of psychological and physical strain. The relations between role conflict and psychological strain were significantly positive and higher among type A than type B personalities. Results highlight the role of personality factors in determining how people react to different kinds of stress.

Dhadda (1990) studied the relationship of role stress, job involvement, and personality types in aviation and railway officials. The sample consisted of 50 railway and 50 aviation officials. For
the purpose of the study, the ORS scale (Pareek, 1983c), the Job Involvement Scale (Lodahl and Kejner, 1965) and the Type-A / Type-B Scale (Bortner, 1969) were administered to the respondents.

*Mittal* (1992) studied role stresses in relation to coping styles, locus of control and personality type using a sample of 147 doctors belonging to both private and government hospital settings.

*P.K. Srivastava and M.M. Sinha* (1983) investigated the effect of employees' ego strength and job involvement on their experience of role stress arising from role overload, role ambiguity and role conflict. They opined that these two variables are of central importance in influencing employees' behaviour and adjustment on the job.

### 4.1.2 Stress and Background factors

The background variables studied by *Sen* (1981) in relation to role stresses were age, sex, education, income, family type,
marital status, residence, distance from residence to place of work, distance from place of domicile to place of work, entry and previous job experience. Some of the conclusions draw by Sen were that role stagnation decreases as people advance in age, age is negatively related with role stress. Women experience more role stress as compared to men. Role stress is inversely related to income; the higher the income, the less is the level of reported role stress. Unmarried persons experience more stress than married persons. This may be due to their comparative lack of security need, resulting in higher self-esteem, autonomy and self-actualization needs. Persons from urban background made experience more stress.

_Bhatnagar and Bose_ (1985) made and attempt to identify age and leadership styles as correlates of 10 types of role stresses. For this purpose, Leader Effectiveness and Adaptability Description (LEAD) (Hersey and Blanchard, 1972) and ORS Scale (Pareek, 1983c) were administered. Means, SD and Person's product moment coefficients of correlation were used to analyze the data. The findings of the study revealed that branch managers scored lower on role ambiguity, self-role distance and role stagnation.
indicating that respondents do not really experience major stresses in these areas.

Beena and Poduval (1991) studied gender differences in relation to the work stress with age as an independent variable. The sample consisted of 80 first-level executives of a large industrial organization. A 25-item work stress related scale was developed by using items from the Higgings' scale (1991). The findings of the study indicated that stress experience of the executives increased with advancing age. Sex was also found to be a major factor affecting the stress condition.

Triki (1973) in his study of 226 salesmen employed by a large manufacturer of pharmaceutical and health products, shows that length of services in his present positions was not found be significantly related to role strain. Similarly Richardson, and Stator, (1974) in their study among sales girls in a department store indicated that overall department store experience and length of service were unrelated to role strain. These two studies show that length of service may not influence role strain among sales persons. Probably because of the nature of their jobs. No significant correlation was obtained between Job tenure and Job
stress by Graham (1983) in his study on 90 professional country employees, and Singh (1983 in his study on 205 supervisory and administrative personnel.

Pelnt (1973) found a negative relationship between role conflict and age. Parasuraaman and Alutto (1984) obtained data from 217 employees of a medium-sized food processing plant. Results showed that increasing age was associated with ability to tolerate stress. But one cannot fully stress the fact that with increase in age, conflict will be lesser. Moreover, contradictory findings have been obtained in other studies. Madhu and Harigopal (1989) obtained data from 65 technical and non-technical supervisors employed in a major public sector industry. It was found that Role conflict was significantly and positively correlated with age for the technical sample and the pooled sample. It was argued that as age (and also experience) increase one tends to establish a set of stabilized role expectations and may become less inductive to change his behaviour.

Mahmoud Truki (1978), Graham (1980) in their studies found that age was not significantly related to role strain. Singh
also found that age applied a much smaller role in perception role conflicts.

Education plays an important role in the experience of conflict. Peltit (1973) in his study, observed a positive relationship between role conflict and level of education, i.e., he found that role conflict was positively related (1973) did not find any significant relationship between these variables. Singh (1983) found that education played a smaller role in the perception of role conflict.

In another study, Ahmad and Khanna (1992) investigated the relationship between job stress, job satisfaction and job involvement among 50 middle level hotel managers (aged 22-36 years). The analysis of the data revealed a significant negative relationship between job stress and job satisfaction irrespective of the subjects' sex, marital status, education and experience. Occupational stress was reported to be negatively correlated with job involvement, and the high job involvement group was more satisfied with their job than the low job involvement group.
Pandey (1997) conducted a study to determine the relationship between personal demographics and organizational role stress. The study was conducted on 61 personnel of Indian Railways (aged 28-58 years). Role stresses were measured by administering the Organizational Role Stress Scale (Pareek, 1983c). The analysis revealed a positive but non-significant relationship of age with all the dimensions of role stress except role ambiguity. Similarly, education showed positive but non-significant correlation with all the 10 dimensions of role stress. Experience was reported to be positively and significantly associated with inter-role distance, role expectation conflict, role ambiguity, personal inadequacy, role stagnation, role erosion, and self-role distance.

The main findings of Kumar's (1989) study indicated that unmarried executives, executives married to working women, and marketing executives experienced significantly higher total role stress. Role stagnation and personal inadequacy were found to be significantly higher among lower level executives.
4.1.3 Stress and Organisational Variables

Parasuraman and Alutto (1981) identified a number of sources of stress (Stressors) in the work environment and examined the relationship of contextual, task and role related variables to such stressors.

Das (1982) has reported that negative work group climate and powerlessness may be dominant causes of stress experienced by Indian managers, than role ambiguity.

Das (1982) has reported that work group climate is an important cause of managerial stress and perceived power is the second most potent cause of managerial stress. Role ambiguity did not arise as a significant cause of stress. Thus, negative group climate and powerlessness may be dominant causes of stress experienced by Indian managers.

Jagdish (1983) investigated the relationship of occupational stress with job satisfaction and mental health of first level
supervisors and found that occupational stress arising from role overload, role ambiguity, role conflict, group and political pressures, responsibility for persons, their participation, powerlessness, poor peer relations, intrinsic impoverishment, low status, strenuous working conditions and unprofitability significantly impair the supervisor's job satisfaction, overall as well as area-wise.

Research psychologist Sandi Mann of University of Salford (1998) stated that employees who are under increasing pressure to appear enthusiastic, interested, cheerful and friendly at all times in their work place are highly stressed.

Jennifer Smith (1998) stated that 'work place bullying' consisting of victimisation, pressure management, long hours, difficult duties, lack of support and unsought promotion, results in stress. She advocated that managers should be aware of change in atmosphere among staff, hold agenda free meetings and conduct exit interviews to identify work place bullying.
Morris (1980) conducted a study on 3 widely differing vocational groupings (professional, clerical and manual employees; 55, 129 and 75 subjects respectively). Results indicated that comparative influences of role conflict and role ambiguity differ with respect to the outcomes - organisational commitment, job involvement, work-related psychosomatic illness - with respect to differences in the complexity of roles.

Lamble (1980) in his study on 80 distinct agriculturists (agricultural extension agents) found that tolerance of ambiguity, age extension training and extension experience acted as moderating variables in some of the relationships between role stress and various personal outcomes.

Greene (1980), in his study, obtained data from 247 senior scientists and engineers employed in the research and development divisions of an air frame manufacturer, an electronics and business equipment firm, and a paper products manufacturer. The objective was to assess the moderating effects of formalisation on the relationship between major forms of identification: the 'professional', 'organisational', 'mixed', and 'indifferent' identifications, with role stress variables. Results
suggested that identification with one's profession and not with the organisation was associated with stronger feelings of role conflict and alienation, particularly within more formalised organisational settings.

4.1.4 Job Factors and Stress

House, Rizzo, Lirtzman (1970) in their study found that the specific organisational practices which tend to be associated with high role conflict are goal conflict and inconsistency, delay in decisions, distortion and suppression of information and violations of the chain of command.

Size of an organisation is also a causal attribute of role conflict. Alan and Stanton (1974) in their study found that medium-sized departments seemed to include more role-strain than either larger or smaller departments.

Cummings and Elsalmi (1968) obtained data from 425 managers of American business organisations Company size was measures through the total number of management and non-
management employees in the company. It was found that small companies were associated with more need fulfillment than both medium-sized and large companies.

4.1.5 Supervisory Styles and Stress

Supervisory behaviour and attitudes of role-senders to their subordinates has an important influence in causing role conflict. Slote (1971) in his study explored two aspects of role conflict; job conflict and interpersonal conflict. It was found that while role conflict and communication patterns did show significant inverse relationships, they were based on the critically different and disjunctive perceptions of the dyad partners.

Berger, Victorin and Allen (1984) in their study matched the role expectations of 887 industrial managers to perceived and actual expectations held for subjects by their immediate superiors. All the variance was found to come directly from the manager's perception of the superior's expectations.
Graham (1983) in his study revealed that significant correlations existed between the employees' job stress and leader behaviour description questionnaire scores of the district programme leaders' leader behaviour. As initiation structure and consideration scores of the district programme leader increased, the job stress scores decreased. Similarly, Kenneth (1983) in his study of 116 sales persons indicated that sale supervisory behaviour, consideration, initiation structure, participation and feedback were related to sales force perceptions of role stress.

Schular (1980) surveyed 382, high, middle and low level employees in a large manufacturing firm. Data showed that participation in decision making was negatively related to role conflict. From these studies, it can be suggested that, the higher the initiation and consideration of the superior the lesser the conflict faced by the focal persons.

Francis (1969) in his study found that experienced role conflict to be highly correlated with disagreement with one's superior over the degree of authority to allocate organisational regards, e.g., pay, promotions, etc., to one's subordinates. He also found that granting managers a high degree of authority to define
their own jobs had no significant relationship to the degree of role conflict.

*House, Rizzo, Lirtzman* (1970) in their study found that role conflict to be lower under conditions in which superiors are described as more frequently engaging in emphasizing production under conditions of uncertainty, providing structure and standards, facilitating team work, tolerating upward influence.

Communication with the role senders or to higher level authority has a significant influence in causing conflict. *Wittkamper and Kent* (1984) in their study examined associations between six organisational communication processes and job stress and the relative importance of communication processes in explaining the presence of stress. Results suggest that certain communication processes, especially supervisory and top management communication, may play an important role in provoking stress.
4.2 IMPACT OF STRESS

4.2.1 Stress and Job Performance

An employee in an organization performs in accordance with various relevant expectations of others around him. His performance in the organization depends on task activities, behavioural settings as well as patterns of 'interpersonal connectedness'. Sometimes such job activities or job roles threaten to exceed the occupant's capacities and produce role stress. The emotional, physiological and behavioural responses to experienced stress are greatly influenced by personal attributes and experiences which, in turn, may influence an individual's output.

A.K. Srivastava (1983) attempted to explore the stress-performance (production) relationship, considering the latter as a determinant of the former rather than vice versa. The study was conducted on a group of 60 skilled workers with equal number of high (N=30). The findings of the study established that employees
who maintained a constantly high production level by virtue of their attributed productivity perceived and experienced less role stress as compared to employees with low production capacity.

Schuler (1975) reported that at the lower and middle level of the organisation, role ambiguity is negatively related to job performance but this was not found at the higher level of the organisation. The lack of significant relationship at higher level is because, as the employees in organisations are promoted, they acquire skills of coping with role ambiguity.

Beehr (1976) in his study on 331 employees of a large manufacturing firm and Persuraman (1978) on 217 members of a food-processing company, report that role-ambiguity was found to have higher negative relationship with performance for employees at higher levels in an organisation that at lower levels.

Experience or job tenure is likely to moderate the relationship between job ambiguity and performance. Chonko (1979) indicates that low performance is related to ambiguity for less experienced sales people. Less experienced sales people often
find themselves in new situations, requiring new information, whereas for experienced sales people certain aspects of their jobs tend to become 'routinised'.

Efendioglu (1979), based on data from 54 tellers working at two banking institutions indicated that performance feedback may positively affect the degree of perceived role ambiguity as caused by the non-existence or non-clarity of behavioural requirements. Bernardin (1981) found that for patrol officers, ambiguity was significantly related to the sergeants overall performance ratings.

Madhu and Hangopal (1980) in their study carried out on 65 male supervisors i.e. (40 technical and 25 non-technical supervisors) reported that role ambiguity was negatively related to job performance only for the non-technical sample.

Preetam Singh and Asha (1983) from their study on 60 managers from 3 categories: (Chief executive, departmental head and supervisor) from 40 organisations comprising 10 industries found that organisational non-innovation, poor managerial
performance and inadequate utilisation of human skills are results of role ambiguity.

*Micheals, Ronald* (1983) in their study on 1,005 purchasing professionals found significant and inverse relationship between role conflict and high performance.

### 4.2.2 Stress and Job Satisfaction

Job satisfaction is a general attitude which is the result of many specific attitudes in three areas, namely: specific job factors, individual characteristics and group relationships outside the job. Job factors refer to wages, supervision, steadiness of employment, conditions of work, advancement opportunities, recognition of ability, fair evaluation of work, social relations on the job, prompt settlement of grievances, fair treatment by employer, etc. Individual characteristics refer to age, health, temperament, desires and levels of aspiration. Group relationships outside the job are his family relationships, social status, recreational outlets, and activity in organisations - labour political or purely social. Job satisfaction plays an important role in terms of its relationship
with role conflict. Unless an individual feels satisfied with his job intrinsically and extrinsically, he might experience stress in his role. Intrinsic aspect of work refers to the satisfaction and enjoyment a man feels from performing his job well. That is, the degree to which a worker takes an active interest in co-workers and company functions and desires to contribute to job-related decisions. Extrinsic aspect of the job means the value of the job and social status associated with it. It has been found that the higher the role conflict, the lower the job satisfaction (Srilatha, 1991).

House, Rizzo and Lirtzman (1970) in their study found that there exists lowered degrees of need fulfillment with increased role conflict. Need areas associated with work itself, the reward system, and the pleasantness of the social environment appear similarly affected.

Krant (1966) in his study found that role conflict was negatively related to satisfaction with the job, the organisation and especially the manager.
Miles (1974) reported that experienced role conflict related to adverse personal outcome, that is, job dissatisfaction. He found that both are mutually causative. Keller (1975) also confirmed a negative relationship between role conflict and job satisfaction.

Schuler (1975) obtained data from 331 employees of a large manufacturing firm. The sample was divided into three organisational levels: higher level - upper level managers, professional employees, middle level-middle-level managers, and entry-level professionals. The result indicated that at lower levels of the organisation, role conflict has a stronger negative relationship with job satisfaction than at higher level employees have acquired or have had more skills to handle and utilise role conflict than the middle level employees.

Kahn (1961) also indicates that role conflict is more stressful and dissatisfying in lower level positions, because the employee is more dependent on his supervisor and has little power to influence him. The employee's inability to cope adequately with role conflict when he is highly dependent on his supervisor should thus lead to dissatisfaction with the job.
Senatra (1977) in his study found role conflict to be significantly related to low job satisfaction. Same findings were confirmed by Carter (1978).

Ahmed (1981) obtained data from different technology organisations: Manufacturing and Banking (N = 89 and 81 managerial and non-managerial personal respectively). The results showed that role conflict was associated with lower work satisfaction for individuals on simple, low-scope jobs in long-linked (manufacturing) technology and for individuals on complex, high-scope jobs in mediating (service) technology.

Bernardin (1981) in his study on 53 patrol officers, found role conflict to be significantly related to satisfaction with the work itself and with supervision. Similar findings were obtained by Coldwell, (1981) on two samples of 100 black industrial workers each. But significant differences were also obtained between migrant and non-migrant black workers with regard to this aspect.

Dabronska (1981) discussed problems (conflict situations) in the process of realization of professional roles. These imply
undesirable consequences for the individual and for the organisation as a whole. Such consequences include dissatisfaction with work, decreased efficiency and distrust of supervisor's and co-workers.

Snvastava and Parmar (1981) in their study obtained data from 62 supervisors from 2 textile mills. Results indicated a negative relationship between role conflict and job satisfaction. However, the magnitude of the relationship depended on the instrument used for measuring satisfaction.

A number of other studies also support a negative relationship between role conflict and job satisfaction. (Singh, 1983; Coldwell, 1984; Jagdish and Snvastava, 1984).

4.3 STRESS AND COPING STYLES

D. Quick (1979) concluded from their study that organizational techniques like Role Analysis Technique (RAT), work redesign, job enrichment, performance planning and individual techniques like aerobic exercise, relaxation response
and psychotherapy are preventive techniques which help to improve quality of work life and also individual and organizational effectiveness.

The study by David C. Ganster and Marcelline R. Fusilier and Bronston T. Mayes (1986) examined the role of social support in the experience of work stress. The results indicated that social support shows a consistent relation with a variety of stress outcomes.

Kaur and Murthy's (1986) study revealed that avoidance strategies were predominant at junior management level and approach strategies were predominant for senior level management personnel of public and private sector organisations.

Ahmad, Bhatt and Ahmad (1990) studied stress and coping strategies among executive technocrats and found that while men used defensive style more often than women, females largely used the approach style of coping.
The study by Shailendra Singh and Arvind K. Sinha (1984) identified three categories of coping strategies, namely, strategies which act on the source of stress, strategies which act on the symptomatic effects of stress and that which acts as an escape from the source and effects of stress.

Sam Batlivala's (1990) comparative study between Indian and American executives at the organisational and personal level revealed that Indian executives experienced more personal stressors than their American counterparts, but they compared fairly well with their American counterparts in the organisational front. The author concluded that there is no one best coping techniques and each person learns from his/her own personal experience to transform stress into an asset.

Kagan Norman. I. and Kagan Hanya (1995) reported that psycho-educational training programs helped to reduce job stress and improve job performance. Royal Bank financial group, Toronto has also tracked with surveys that its flexible work arrangements (FWA's) which included job-sharing, flexitime, compressed work weeks and work-at-home arrangements, helped, to reduce work stress and thereby reduce 'intention to quit' and
absenteeism' and also increase employee efficiency and business effectiveness.

Helen Whitten (Jan 1997) revealed that 'mind maps' which is a method of organising thoughts and information using key words and images, helps individuals in stress management. The technique is based on understanding of all aspects of the individual's lifestyle including family, work, friends, leisure, sports and so on, in order to help him develop appropriate stress management strategies.

Stephen Palmer (Apr 1997) describes problem-focussed approach consisting of identifying the problem, selecting goals, exploring options, considering consequences, making decisions, taking actions and evaluating the strategy, as an affective approach which can be applied to stress counselling and stress management training.

Wesley Simé (April 1998 highlighted on the new perspectives in the field of Progressive Relaxation (Mcguigan and Edmund Jacobson April 1998), 'Biofeedback' and also on the usage of an
objective instrument to document relationship between job stress and employee satisfaction and productivity (Setterlind and Larsson, 1995).

Robert Holden (April 1998), a stress consultant, stressed on laughter, happiness, positive outlook and a joyful heart as jolly good medicines for stress.

Jennifer Smith (April, 1998) emphasised that organisational coping approaches go a bit deeper than individual approaches, since the former is rooted in the fundamental understanding of what it means to be a human being (not just an employee) with all conscious and unconscious responses to stressful situations. Organisational approaches are thus, highly individual approaches, just administered collectively.

4.4 STRESS IN DIFFERENT SECTORS

4.4.1 Stress in Public Sector Vs Private Sector

Though there are many studies in which, in one way or another, the researcher has dealt with role stresses experienced
by professionals of various organisations, only a few such studies have been discussed here which compared various issues pertaining to role stress with regard to public and private sector professionals.

Jasmine (1987) conducted a study to compare the level of job-related stress among public and private sector blue-collar employees. A job stress scale developed by the author was administered to a sample of 120 blue-collar workers from public and 120 from private sector organizations. The analysis of the data revealed that role incumbents of public sector organization experienced significantly more stress than those of private sector organizations.

Two studies which dealt with public and private sector professionals were conducted by Pestonjee and Singh (1987) and G.P. Singh (1987). Both investigations studied computer professionals. The former study dealt with two job categories, namely, system analysts and managers of both public and private organizations whereas in the latter study, Singh studied three job categories, namely managers, systems, personnel and operations personnel of both types of organizations.
Another study was conducted by Sharrma (1987) on two job categories, namely, managers and supervisors of both public and private pharmaceutical organizations to ascertain the effects and roles of motivational climates on four psychological variables such as job satisfaction, participation, alienation and role stresses.

The findings of the study revealed that employees of the private organization scored higher and significantly differed from those of public organization as regards inner-role distance, role expectation conflict, role erosion, role isolation, personal inadequacy and resource inadequacy. Public organization employees, however, scored significantly higher on role stagnations.

Ahmad, Bharadwaj and Narual (1985) conducted a study of stress among executives. A group of 30 executives from the public sector and another group of 30 executives from the private sector were compared on role stress. It was found that there was no major difference.
Kaur and Murthy (1986) conducted a study with the intention of examining the nature of role stress, coping strategies and locus of control of managerial personnel at different organizational level in a major public sector industrial organization and to investigate and relationship amongst these variables.

Pattanayak (1993) examined the level of stress experienced by 240 employees of an industry a public sector undertaking in Orissa. Results revealed that supervisors experienced greater job stress, lack of leadership support, the inequity than executives. Employees of the production unit experienced greater job stress, role conflict, role ambiguity, role overload, job difficulty, lack of leadership support, inequity inadequacy of role authority than service employees.

Satyanarayana (1995) investigated stressors among 75 executives and 75 supervisors of Bharat Heavy Electrical Ltd. (BHEL) The analysis of the data revealed that role erosion, personable inadequacy, resource inadequacy and role stagnation were experienced as dominate contributors of role stress in executive supervisors. The two groups differed significantly in
respect of inter-role distance, role overload, personal inadequacy
and role ambiguity dimensions.

Mishra (1997) conducted a study to compare the level of
occupational stress among public and private sector public
relations officers. The analysis of the data revealed that public
relations officers of public sector experienced significantly higher
occupational stress on the dimensions of role ambiguity, role
conflict, unreasonable group and sic impoverishment, low status
and strenuous working conditions as compared to public relations
officers of private sector.

Ahmad, Bharadwaj and Narula (1985) conducted a study on
stress and found that public sector executives experience slightly
more stress than their counterparts in the private sector.
Background factors like age, education, income experience and
marital status of executives were unrelated to role stress in both
the groups.

Singh's (1986) exploratory study related to structure and
dynamics of stress among executive of public and private sector
organizations. Some of the results of his study revealed that higher level executives experienced less stress and strain, utilized better coping strategies and enjoyed more positive outcomes. Also executives of public sector organizations experienced less effective coping strategies and rated themselves as less effective than their counterparts from the private sector. The results also revealed than six dimensions of stress, namely, lack of group cohesiveness, feeling of inequity, lack of supervisory support, role ambiguity, job requirement capability mismatch and inadequacy of role authority had a negative linear relationship while role conflict and role ambiguity had an inverted u-shaped relationship with performance.

Pestonejee and Singh's (1987) study revealed that managers and systems analysts in private organizations have more stress and satisfaction when compared with their counterparts in public organization.

4.4.2 Stress in Banking Sector

Sen (1981) in his study investigated the main role stresses experienced by employees in banks at different levels and the coping strategies adopted by them.
Using the ORS Scale (Freek, 1983c,) Sen. observed little difference between the scores in the three banks but he found interesting data about difference sin role stresses at the organizational levels. Top level people obtained lower scores on role stagnations whereas clericals staff obtained the highest score on this dimensions. Sen. has interval staff obtained the highest score on this dimensions. Sen. has interpreted this by observing that people at the lowest level felt that they were stagnating both individually as well as role-wise. However, this feeling decreased as people moved up in the hierarchy.

Chaudhary (1990) examined the relationship between role stress and job satisfaction among bank officers. The main findings of the study were as follows:

(a) Role erosion and resource inadequacy were experienced as dominant whereas role ambiguity and role expectation conflict as remote contributors of role stress among bank officers.

(b) No significant differences were observed between the two age groups on role stress dimensions.
(c) The overall indices of role stress and job satisfaction were found to be negatively correlated in higher as well as lower age groups of bank officers.

Another study related to bank professionals was conducted by Pattanayak and Mishra (1997). The main objective was to explore specifically prevalence and determinants of organizational climate, job stress and job strain among the employees in the service sectors. The study revealed that significant differences were observed between banking and insurance employees with regard to role conflict and experience of inequity.

Mukherjee (1997) studied the relationship between organizational role stress, role efficacy, and organizational climate among banking professionals. The sample consisted of 71 managers which included 27 senior level and 44 junior level management personnel of a large banking organization. They concluded that, junior level managers experienced higher stress on all the role stress dimensions as compared to senior level managers. Significant differences were observed between the two groups on the dimensions of inter-role distance, role overload, personal inadequacy and total role stress.

The study by Anita and Carolyn (1995), tested the effects of various demographic and socio-economic variable on perceived
stress among bank managers in both work and non-work environment, and established significant correlations between perceived stress in the work and non-work environment among the same bank managers.

4.5 CONCLUSION

It is evident from the above discussion that like Western researchers, Indian scholars also differently approached the problem of stress. They viewed this phenomenon from various perspectives ranging from stimulus-oriented to response and psychodynamic points of view. Ancient Indian scholars, however, seem to have paid due attention to this issue. The system of Yoga is analytical and not only helps the individual in understanding his own stresses but also leads him to the roots of these stresses. There are subtle variations in the intensity with which different stressors operate and it is not unlikely that the powerful stressors become less or even dormant after a period of time whereas the less powerful ones may disappear or return with greater vigour.


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