CHAPTER – II

REVIEW OF LITERATURE

2.1 INTRODUCTION

Review of literature is the study of the prevalent materials related to the topic of research. This helps the researcher to get a clear idea about the particular field. It is further intended to serve as a means of exchanging information with the hope that it could prevent further duplications of the respondents to determine what is already known from similar research. The knowledge of other research literature is very important for researchers, to check their findings in line with the findings of the previous studies.

2.2 REVIEWS RELATED TO STRESS

Chaudhary (1990)\textsuperscript{5} examined in his study on, “A study of relationship between job satisfaction and stress of bank officers “with 100 bank officers stated that no significant differences were observed between higher and lower age groups on role stress dimensions. 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.

Cummins (1990)\textsuperscript{6} in his study on “Job Stress And The Buffering Effect Of Supervisory Support”, suggested role conflict and role ambiguity, heavy work load, under utilization of skills, resource inadequacy and lack of participation as the main categories of work stressors.

\textsuperscript{5}Chaudhary, A Study of Relationship between job satisfaction and stress of Bank Officers. Unpublished M.A Dissertation Department of psychology university of Rajasthan, (1990), Jaipur.
“Are you killing yourself “a research paper by Dastur (1990) stated that work group climate is a cause of managerial stress and the perceived power is the 2nd most potent cause of managerial stress. Role ambiguity did not arise as a significant cause of stress in this study. Thus negative group climate and powerlessness may be the dominant causes of stress experienced by Indian Managers.

Beena and Poduval (1991) in their study on “Role stress and role efficacy studied gender differences in relation to work stress with age as an independent variable. The samples consisted of 50 first level executives of a large industrial organization. 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 conditions.

Bharathi, Nagarathinam and Reddy (1991) in their study on “Effect of occupational stress on job satisfaction”, found that occupational stress was significantly related to job satisfaction. Greater stress accompanied with lower satisfaction.

McDonald and Korabic (1991) Conducted a study entitled “sources of stress and way of coping among male and female managers studying stress and coping among managers”, among Ten male managers in a low stress group and 10 female managers in a high stress group. The researcher liked to find the reactions of the respondents under described stressful work related situations and how they coped with them. It was revealed

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that women worked more likely than men to report that prejudice, discrimination tight
work and unnecessary interference in work were found to be the sources of stress.

Lawless (1991)\textsuperscript{11} found that nine out of ten employees felt that it was the
employer’s responsibility to reduce worker’s stress and provide health plan that covers
stress illness. He emphasized that employees have no doubt that stress related illness and
disability should be taken seriously. Employees expect substantive action by their
employer and hold their employer, financially responsible for the consequences of the job
stress.

Rajeshwari (1991)\textsuperscript{12} Conducted a research work entitled “Employee Stress” A
study with reference to bank employees with a sample of 34 officers and 79 clerks from 5
nationalized banks. The study revealed structural rigidity and poor physical working
conditions as sources of stress. This study failed to indicate the coping strategies
followed to reduce job stress.

Ahmed (1992)\textsuperscript{13} had studied on” Job stress and job satisfaction of middle level
total employees: Special series II stress adjustment to death anxiety studies”. This study
on job stress in relation to job satisfaction and job involvement among 50 middle level
hotel managers found that, when the job stress increased, the satisfaction significantly
decreased, irrespective of the subject sex, marital status education and experience.

\textsuperscript{11} Lawless, P., “Employee Burn Out – America’s Newest Epidemic”, Minneapolis MN North
Journal of Industrial Relations Vol.27 (4), pp.419-429.
\textsuperscript{13} Ahmed, “Job Stress and Job satisfaction of middle level total employees, Special series II stress
Ivancevich et al. (1992)\(^{14}\) stated that stress is the interaction of the individual with the environment but then they go on to give a more detailed working definition as follows, an adaptive response mediated by individual differences and psychological processes, that is a consequence of an external (environmental) action, situation or event that places excessive psychological or physical demands upon a person.

Goklaney (1993)\(^{15}\) explored whether a high level of stress is associated with greater creativity in 55 middle level managers from three age groups (below 31yrs., 32-41yrs., and 42-56yrs.) in the research called “Relationship between stress and creativity among middle level managers”. The results revealed that age did not affect creativity.

John Schoper (1993)\(^{16}\) explained that stress is a widespread generalized response of the body to various environments like physical or social situations, which causes the stress responses of the body. The physical, environmental and social cause of stress levels are termed as ‘stressors’. 75% of the bodily diseases are said to be stress related. Changes in one’s lifestyle will also cause stress.

According to Verma (1993)\(^{17}\) the research titled “Development study of tension and conflict in public sector undertaking’s employees”, the factors which can affect the development of tension in an employee working in a public sector organization, may either be personal or environmental. Personal factors are those factors which are related


to individuals, e.g. Age, sex, intelligence, physical, ability etc. Environmental factors which are related to the surroundings of the individual are Family, culture, job, environment etc.

Akinnusin (1994)\(^{18}\) investigated the relationship between organizational and job stress. It was found that women showed greater behavioral stress than men did. Most of the reactions are positively related to the desire to either quit the organization or temporarily withdraw from work.

Ray et al. (1994)\(^{19}\) in their study titled “social support : Home/Work stress and burnout, who can help ?”, have found that home-work conflict is a source of stress for working women. They have also proved that social support from intra organizational and extra-organizational sources would help individuals from such stress.

Hossain Masharraf (1995)\(^{20}\) in his study on “Job satisfaction, stress and Turnover of Industrial Workers” measured and compared job satisfaction, propensity to quit, job stress and major causes of job dissatisfaction as perceived by 120 private and public sector industrial workers (mean age was 27-30 years respectively) in Bangladesh. Questionnaires for measuring satisfaction with job facets, job stress, propensity to quit the job were administered. It was observed that propensity to quit the job and job stress was significantly higher among the private sector workers than those of the public sector workers.

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Mehta (1996)\(^{21}\) narrated in his study on “executive’s stress”, that the executive stress is the situation in future that will present a demand which would threaten to exceed a person’s capacities and resources.

The stress is due to:

- Heavy responsibilities
- Lack of support
- Role over-Load
- Lack of creative environment
- Lack of required personality
- Fatigue
- Lack of Healthy environment
- Lower self Esteem

Alam (1997)\(^{22}\) conducted a study on “Job satisfaction and job Involvement and organizational stress” determined the strength of Job satisfaction, job involvement and organizational stress, among private and public sector executives. The sample comprised 50 private sector and 50 public sector executives. The findings of the study revealed that the executives of private and public sectors did not differ significantly on areas of job satisfaction like management, personal adjustment and social relations. Executives differed significantly on the variable of job involvement. Private sector executives being

more involved with their job as compared to public sector executives, private sector executives experienced more role stress as compared to their public sector counterparts.

ACTU (1997)\textsuperscript{23} conducted a study and found that stress at work is the hidden hazard in Australia’s work places. Over 8000 unionists responded to the stress survey and the major causes of stress were identified: They are management issues including lack of communication and consultation, increased workloads, job insecurity and lack of restructuring, poor working conditions, insufficient training, inadequate staff and resources and long hours of work.

Chand and Sethi (1997)\textsuperscript{24} found in a study on “Organizational Factors in Development of Work Stress”, a significant positive relationship between job related strain and role overload and role conflict. This was found in a study on 150 junior management officers who work in banks. Factors such as role ambiguity, under-participation and predicted role stress were also experienced by the respondents. This study however has been undertaken to study the organizational factors of stress only. The factors such as individual factors, physical factors and extra – organizational factors have not been considered.

Pandey (1997)\textsuperscript{25} conducted a study on “Role stress and role efficacy” to determine the relationship between personal demographics and organizational role stress. The study was conducted on 61 personnels of Indian Railways. The analysis revealed a

positive but non-significant relationship between age with role stress. Similarly, education showed positive but non-significant correlation with role stress. Experience was reported to be positively and significantly associated with role stress.

Ling et al. (1997)\textsuperscript{26} studied “The use of the occupational stress indicator in factory workers in China”. The purpose of the study was to investigate occupational stress among 342 Chinese factory workers, from 3 cities in South East China. Quite a high percentage of workers perceived high work pressure. The main source of stress was intrinsic to the job.

Srivatsava (1997)\textsuperscript{27} examined” The dynamics of role stress in a large public sector organization”. The study was conducted with a sample of 48 executives to assess role stress, motivational climates and coping strategies. The findings of the study revealed that total organizational role stress was associated positively and significantly with impunities and extra punitive coping styles and age was found to be negatively associated and significantly with role stress.

Ahmed et al. (1998)\textsuperscript{28} in a study titled “Stress and coping strategies among executives technocrats “ found that men preferred a defensive style more often than women. They found no relationship for age, number of dependants, income, drinking/smoking habits and health with the strategies used for coping with stress.

In his study on “work motivation, job stress and employee’s well being”, Luolu (1999) has investigated the relationship between occupational stressor (job demands distraction, and interpersonal conflicts); and strain (job satisfaction and mental health); and impact of two potential moderating variables i.e., work motivation (intrinsic vs. extrinsic) and social support from colleagues, superiors, friends and families. 300 working adults were interviewed. Intrinsic work motivation was positively related to overall job satisfaction whereas extrinsic motivation was positively related to depression, anxiety, and somatic symptoms, the study concluded.

The study on “customer stress- Relations”: The impact of music in a hospital waiting room” conducted by Tansik D.A. and Routhieaux R. (1999) concluded that music in the waiting room had a significant effect on reducing visitor’s stress. This experiment is considered to be a low cost way of improving the quality of customers.

Durbury and Higgins (2000) mentioned in their study related to “Work life balance in the new millennium: Where are we?” that there are psychological path-way through which stress is transmitted between work and family. The process involves active cognitive processing, behavioral sequences, and social transactions. It is apparent that spillovers of stress from work to family and from family to work is not uncommon, that

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occurs in both directions and is not restricted to males or females, or persons of one class, culture or level.

**Evans and Johns (2000)**\(^{32}\) stated in her study on “Stress and open office noise”, that stress and open office noise the physical environment conditions such as excessive noise, poor lighting, safety hazards, poorly designed office space, lack of privacy and poor air quality also cause stress. For example, this study found that clerical employees experience significantly higher stress levels in noisy open offices than in quiet area.

The study on “Counseling primary stress investigation” made by **Hill (2000)**\(^{33}\) suggests that the functions of work place counseling within the organizational culture is helpful in reducing the stress.

**Patanayak (2000)**\(^{34}\) found in research on “Effect of shift and work and hierarchical position in satisfaction commitment stress and HR climate” that the level of stress expressed does not vary by position. Executives and supervisors irrespective of the shift of work did not show significant differences in their job stress.

**Vijayalakshmi and Meti (2000)**\(^{35}\) on “A study of occupational stress-Executives and non-executives of private Industrial organization “ found that non-executive employees exhibited signs of significantly higher occupational stress than executives on


such dimensions as role conflict, political pressure, poor peer relations and job responsibility.

Elovainio et al. (2001)\textsuperscript{36} found on their research entitled “job control and occupational strain” highlights the organisational justice, evaluations, job control and occupational strain” have an impact on stress and strain, if the employees perceive organizational justice. In other words, it may not be job control, but the employee’s perception of fairness that has the resulting impact on stress.

Mishra and Rani (2001)\textsuperscript{37} emerged with the result after conducting the research on “Occupational stress among working women in emerging services, management and labour” among 39 young and 23 old doctors as well as 50 young and 32 old nurses. Their results show that while older doctors and nurses expressed more role stagnation but found their job less stressful. On the other hand, young doctors and nurses felt greater personal inadequacy and hence experienced greater stress at work.

Miller and Rowney (2001)\textsuperscript{38} in their study on “One step forward or two steps back?-Diversity management and gender and organizational analysis” revealed that Indian managers were more stressed in almost all areas than the Canadian female managers. This may be due to the transitional phase of their life style to maintain the balance between work and family. Further, non-availability of part time jobs and lack of


friendly approach by the management and the Government might also add to increase the level of stress. Notably, conscious or unconscious discrimination towards women is still prevalent in India as well as in Canada, which sometimes lead to feeling of role stress.

**Pareek (2002)**\(^{39}\) in his studies on “Training instrument in HRD” found that organizational role is a position in an organization, which is defined by the expectations of the significant people therein. Role occupant performs certain functions to fulfill his/her role expectations. This concept of organizational role and occupation thereof has inherent potentials for stress.

**Cryer et al. (2003)**\(^{40}\) in their study on “Pull the Plug on stress”, stated that transforming your reactions to stress is the first and the most essential ingredient of effective leadership- as essential skill as hiring, firing, strategy development and fiscal responsibility. Stresses experienced at work place have several origins. They could emanate from: Role – related factors, which are subjectivity experienced, including evaluation anxiety, mergers and transfers, Factors related to interpersonal and group dynamics, Structural factors such as reporting relationship, Interfacing with external environment of the organization and Stressors from other non –work spheres.

**Collins and Gibbs (2003)**\(^{41}\) examined the sources of stress –related symptoms among police officers and measured the prevalence of significant associated mental ill health in their study on “Stress In Police Officers : A Study Of Origins, Prevalence and

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Severity Of Stress – Related Symptoms Within a Country Police Force”. The study conducted on 1206 police officers revealed that occupational stressors ranking most highly within the population were not specific to policing, but the organizational issues such as the demand of work impinging upon home life, lack of consultation and communication, lack of control over workload, inadequate support and excess work load in general were the main causes of stress.

*Zrid et al. (2004)* in their study entitled “New York State care Manager Survey, Urban and rural difference in Job activities, job stress and job satisfaction” concentrated on the quality of working life of care managers in urban and rural community mental health Program in New York State. The objectives were to describe specific job activities and examine differences in the perceptions of job stress and Job satisfaction. Urban care managers attributed greater job stress intensity and frequency than did rural workers to stressors relating to collaborating and coordinating services. Urban care managers reported higher levels of perceived job stress due lack of organizational support.

* Bennet et al. (2005)* conducted a study on “Burnout, psychological morbility, job-satisfaction and stress.” Their studies also reported that burn out and job related stress are most responsible factors for job dis-satisfaction, decision to quit the job and reducing the number or working hours.

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Gyllensten (2005)\(^{44}\) studied that “the role of gender in workplace stress”. The research indicated that women reported higher levels of stress compared to men. However, several studies reported that there is no difference between genders. Multiple roles, lack of career progress, discrimination and stereotyping were found to be the sources of stress at work.

Lim and Hain (2005)\(^ {45}\) conducted a study to identify key factors at workplace, which generate stress among Information Personnel in Singapore. Lack of career advancement, work overload, risk taking, decision-making, employee morale and organizational culture were identified as the broad categories of stressors.

In a study on “Employee occupational stress in banking” conducted by Michailidis and Georgion (2005) a sample of 60 bank employees at different organizational levels and educational background were selected. The result of data analysis provided evidence that employee’s education levels affect the degree of stress that was experienced in various ways. However, the study did not analyze the stress coping strategies to be followed by bank employees.

Anantharaman (2005)\(^{46}\) studied about 220 police personnel and found that round the clock duty, lack of time to spend with family and political pressure from outside the department were the most stressful situations.

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Shukla (2007)\textsuperscript{47} stated in his research on “The 4-lane express way to stress management” that stress defined as a form of tension or strain in the body or the mind for which there is no release or outlet. When one person is caught under the bondage of stress, he is like a car in the neutral gear with the accelerator on, trying to exert internally, but unable to do so.

Flaa et al. (2007)\textsuperscript{48} on the study on “Study on personality may influence reactivity to stress” stated that stress represents situations that evoke negative thoughts and feelings in a person. The same situation is not evocative or stressful for all people. Individual personality traits and behavior affects the way we react to different situations in life. Stress reactivity is dependent on different personality traits without any single trait being clearly dominant.

Hunter et al. (2007)\textsuperscript{49} in their study examined the relationship between bank employee’s (branch) felt job stress, organizational commitment, job experience and performance. Their findings are consistent with the attention view of stress. Employees with higher levels of affective commitment and higher levels of job experiences channeled ‘felt stress’ more into sales performance. ‘Felt stresses’ had neutral to negative effects on performance for employees with lower levels of commitment and job experience. Commitment and stress were more strongly related to performance when employees had more job experience. The results suggested that considerations on

moderators of the stress–performance relationship is important both theoretically and practically.

Fernandes et al. (2008) mentioned that stress experienced in organizational roles were studied in 486 executives in public and private sector banks in Goa. Pareek’s organizational role stress (ORS) scale was used to measure ten types of role stress. The sample was divided into three parts as short, medium, and long, on the basis of the length of service of the respondents. Analysis of variance (ANOVA) was used to find out if significant differences prevail in stress experiences among short, medium, and long tenure groups. For the total and for the six types of role stress, long tenure groups experienced the minimum stress, medium tenure group experienced a medium level stress and the short tenure group experienced the maximum stress, pointing to the existence of a negative relationship between length of service and role stress.

The study conducted by Budhraja (2008) in the topic “Causes of stress among Insurance employees: An Empirical study” which was conducted in two insurance companies with the population of 100 employees selected from all levels, it was identified that the employees mostly suffered from stress due to heavy work load and unattainable targets, there by generating work life imbalance and thus paying ways to worries and ailments. Majority of the employees face severe stress-related ailments and a lot of psychological problems. Since stress in Insurance sector is mostly due to excess work pressure and heavy targets, the employees should be given continuous training and motivation to produce positive results.

Daisy Chauhan (2009)\(^{52}\) has mentioned in her research on “Effect of Job Involvement On Burnout” that a person may arrive at exhaustion without going through the alarm stage and therefore may fail to develop resistance to or mechanisms for dealing with stress.

According to the study conducted by Kathirvel (2009)\(^{53}\) in the topic “A Study on stress among Employees Working in BPOs with special reference to Coimbatore”, found out that 32% of the respondents strongly agreed that their work area was very stuffy and smelly. 24% of the respondents rarely agreed that they hardly have time to take an occasional break from their job. 36% of the respondents strongly disagreed that they do not have authority to do their job well.

Singh (2009)\(^{54}\) in his research titled “Leveraging Emotional Intelligence For Managing Executive’s Job Stress: A Frame Work” has found that stress at workplace would affect not only individual employee’s productivity but also a group on the whole, as well as total organization’s efficiency and effectiveness.

Neelamegam R. (2010)\(^{55}\) in his article entitled “Work Stress Among Bank Employees of Dindigul District Central Co-operative Bank, Tamil Nadu : A Study”, conducted with a sample survey of 230 numbers of employees working in Dindigul District Central Co-operative Bank (DDCCB). The result says that majority of 55.4% of

\(^{52}\) Daisy Chauhan “Effect of job involvement on Burnout “-The Indian Journal of Industrial Relations, Vol.44, No.3 January 2009.


the respondents have normal level of stress and for 44.6% stress has become a problem. Respondent who were in the age group of 35-50 years experienced more stress than others do. Employees in clerical cadre (16.2%) were experiencing more stress. It has been found from the study that the employees felt that their hard work and skill were not recognized even after their strenuous work.

**Shaw and Wekley** (2010)\(^{56}\) stated that common cause of stress in organization is work load. Over load can be quantitative or qualitative. Research suggests that qualitative over load creates more stress than quantitative over load. Qualitative work over load has been found to create greater depression, less enjoyment in work and greater hostility.

**Brahma** (2011)\(^{57}\) Many Human Resource managers are currently busy chasing employees and their managers to get performance appraisals completed. Many businesses are blooming and there is the looming threat of employee shortage that naturally leads to stress among the existing employees.

**Balakrishnan Somasundaram Subbiah et.al.,** (2011)\(^{58}\) presented in their study that concern over occupational stress and its relationship to executive well-being has produced voluminous amount of research over the last few decades. According to them, stress in organization has finally been recognized as something to be actually dealt with. They were of the view that, the adverse effects that stress can have on an individual range

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from mental health problems such as anxiety, depression, tension etc. to physiological ailments such as coronary heart disease, ulcers and even cancer. The present study was undertaken by them to probe coping patterns of occupational stress among executives in an automobile organization with special reference to M/s. Lucas-TVS Limited, Padi, Chennai, Tamil Nadu. The study examined the sources of stress and the relationship between stress and outcomes. In addition, the role of certain individual, interpersonal and organizational measures in the relationship between stress and outcomes was studied. The data for the study were collected through a structured questionnaire. The questionnaire elicited information regarding the individual demographics, their stress experience and the consequences of stress. ANOVA, Inter correlation, chi-square, t-test and Principal Components Factor Analysis method were used to study the experience of stress based on individual, interpersonal and organizational measures.

Dhamodharan and Arumugasamy (2011)\(^9\) in their study have made an attempt to explore the influencing effect of occupational stress on the executives leadership style. The occupational stress index developed by Shrivastava and Singh (1981) and Managerial Styles developed by McBer & Co. (1980) were administered on a sample of 388 Executives of Neyveli Lignite Corporation Ltd., Neyveli. The inferential statistical techniques, Chi-Square Test and Pearson’s Product Moment Correlation Coefficient were applied for determining the effect of occupational stress as an influence of leadership styles. The correlation analysis suggests that presence of the occupational stressors influences positively the coercive and authoritative leadership styles and influences

negatively the affiliative, democratic, pace-setting and coaching styles. The Chi-Square Test also confirms the presence of association between stressors and leadership styles.

Jyoti Sharma and Arti Devi (2011) discussed in their study that stress has been on rise in this era of high-technology speed, global competition and consumerism. Taking its toll on the physical and psychological health of the employees, it is affecting the productivity and functioning of an organization. They have demonstrated the direct and indirect costs of stress. Due to its cost, the critical importance of a stress-free work-life for an organization for creating and sustaining competitive advantage cannot be underestimated and it comes with the realization that employees are susceptible to high levels of stress.

Kumar and Pragadeeswaran (2011) discussed in their paper the ways to explore the experiences of executives in coping with occupations related stress using spiritual quotient. The perceived status of occupational stress and spiritual quotient were evaluated based on the responses from employees in executive cadres in NLC. From the frequency distribution and chi-square analysis, it was found that occupational stress had less influenced the executives. From one-way ANOVA comparing the spiritual quotient among the executives with low, moderate and high level occupational stress it was evident that the executives with low stress level tend to have high spiritual quotient level. Moreover, spiritual quotient tends to decline significantly when there was an increase in the level of stress among executives. The results of the correlation analysis strongly

supported the negative relationship between spiritual quotient and occupational stress among executives at their workplace.

Siddiqi Saima (2011) discussed in his study has made an attempt to find out the occupational stress among managers and engineers working in small and medium enterprises of Aligarh district in U.P. The sample consisted of 75 managers and 75 engineers. Mean and SD were calculated and t-test was employed to find out the level of difference between the managers and engineers. The result shows that the significant difference between the managers and engineers was found on 6 out of 12 dimensions of occupational stress. These were role ambiguity, role conflict, unreasonable group and political pressure, under participation, intrinsic impoverishment and unprofitability. On rest of the factors, both groups are found having insignificant difference.

Tanuka Roy Sinha et.al., (2011) stated in their article that one of the problems encountered by the employees in the place of work today is the increased level of work stress. In such scenario, the nursing profession is increasingly characterised by occupational stress leading to psychological and physical problems. Studies using fuzzy evaluation with special reference to government hospital nurses particularly in Indian context are very rare. Consequently, the paper tries to minimise the uncertainty in human judgement using triangular fuzzy numbers (TFNs). Findings show that among the major factors, lack of reward / recognition / apprehension and fatigue induce maximum stress among nurses.

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Vijit Chaturvedi (2011)\textsuperscript{64} in his study has found that women employees were more stressed than male counterparts in private and government academic institutes. Age was found to have significant impact on stress level whereas income group did not varied with respect to level of stress.

Rabindra Kayastha et.al., (2012)\textsuperscript{65} have compared the occupational stress among the government, public, and private school teachers in Nepal. 268 teachers with at least one year experience in anyone of three different types of schools in Nepal were selected for this study. The sample was selected randomly, each from government, public, and private schools. The data was collected by research assistants through direct contact with the respondents. Findings reveal that there was no significant difference in occupational stress among Higher Secondary Level School Teachers of Nepal in three different types of schools.

### 2.3 REVIEWS ON COPING WITH STRESS:

Jick and Payne (1980)\textsuperscript{66} in the thesis titled “Stress at work”, stated that there are essentially, 3 strategies for dealing with stress in an organization. (1) Treat the symptoms, (2) Change the person and (3) remove the causes of stress. When a person is already suffering from the effects of stress, the first priority is to treat the symptoms. This includes, both the identifications of those suffering from excessive stress as well as

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providing health care and psychological counseling services. The second approach is to help individuals build stress management skills to make them less vulnerable to its efforts. Examples would be teaching employee’s time management and relaxation techniques, or suggesting changes to one’s diet or exercise. The third approach is to eliminate or reduce environmental stressors such as noise and pollution or modifying production schedules and workloads.

Arnold and Feldman (1986) defined stress on their topic of “Impact of Technological Environment On Programmer /Analysts Job Outcome”, as the reactions of individuals to new or threatening factors in their work environment. Since the work environments often contain new situations, this definition suggests that stress is inevitable. This definition also highlights the fact that reactions to stressful situations are individualized and can result in emotional, perceptual, behavioral and physiological changes.

“Role stress locus of control coping styles and role efficacy - A study of first generation entrepreneurs” by Gupta (1989) analyzed that organizational role stress and coping strategies among public sectors with specific objectives relating to length of service in the organization, Pareek’s “ORS” scale was used to assess the coping style. Gupta found that ‘avoidance ‘coping style was used by 69% of the executives to cope with stress.

According to the findings of the study, “Learning the Tao of meditation training” by Luthar (1999) mediation is a form of stress relaxation for employees. Its claimed that this form of training can lower health care costs, reduce job-related and psychological stress, reduce absenteeism and keep the workers rejuvenated.

Khanaka (2000) stated that management of stress is difficult unless the individual experiencing stress is not aware of the specific causes or sources of stress. The things or conditions that can cause stress are called ‘stressors’ or ‘loads’.

Briner (2000) has identified in the research on “Stress management: Effectiveness of interventions”, that seven interventions as stress management techniques. They are stress management training, employee assistance programmes, job-redesigning, stress audits, risk management, improvement in health and the establishment of standard management practices.

Christalline (2000) conducted a research on “Stress and the improvement of working conditions”, in various departments of large French hospital, centre for handicapped adults and a help centre for unemployed people. The findings of the study indicated that stress was an integral part of a manager’s work load. Stress could be treated by organizing and improving the serenity of the person and his /her activities which could be done through a programme of activity management methods with the advantage of not necessarily impinging directly on the psychology of individual on the group dynamic.

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The Economic Times (2001)\(^{73}\) states that the World Health Organization (WHO) predicts that by 2020, ‘depression ‘is expected to emerge as the second largest global factor, contributing the increase in the number of un-productive years in an individual’s life. Therefore, it has become increasingly important for organizations to evolve approaches and policies that enhance the health of their employees and keep the level of occupational stress at its optimum.

Daga and Hussain (2001)\(^{74}\) in their study on “A study of social family role stress and social support among working women”, and found out the effect of social support on social and family role stress on 300 working Indian women and reported that social support acts as a buffer against stress.

Cooper et al. (2001)\(^{75}\) pointed out in their research on “Organizational stress: A review and critic of theory, research and applications”, that often organizations mistakenly assume that stress is not their problem but an individual’s problem. The first step towards management of organizational stress is the recognition that stress is also an organizational problem and not merely an individual’s problem. Despite widespread acknowledgement of the detrimental impact of stress on individuals and as a consequence on organizations, the amount of attention given by organizations towards understanding the causes of organizational stress and taking measures to ameliorate stress from work settings has been limited. There are many reasons for this lack of action on the part of

\(^{73}\) The Economic Times, “Are You Losing It?” Corporate Dossiers, April 6-12, (2001).


organizations. Mainly manager’s beliefs about who is responsible for managing employee’s levels of strain is always in question.

Messmer (2002)\textsuperscript{76} had suggested after conducting research on “Avoiding stress and burnout”, that one cannot eliminate stress at work, but it is possible to learn to cope with stressful situations more effectively by assessing priorities, effective delegations, positive outlook, receiving assistance or ‘counseling’ etc.

In the study on “Emotional Intelligence and the bottom line stress in the supermarket”, Wustemann L. (2002)\textsuperscript{77} has stated that the training has increased the levels of morale and the quality of working life and has marginally lowered the stress levels.

The findings of the study conducted by Wah L. (2002)\textsuperscript{78} on “The emotional tight rope” indicated programs to reduce employee stress to include sabbaticals, appointing toxic healers, or emotional healers, to shoulder the burdens of intra-organizational emotional stress.

Shailendra Singh and Arvind (2002)\textsuperscript{79} identified three categories of strategies, namely strategies which act on the source of stress, strategies which act on the symptomatic effects of stress and which acts as an escape from the source and effects of stress.

Russ Newman (2005)\(^{80}\) in his research on “Empirical dimensions of coping with job related stress”, showed that attending to the things that stress an employee’s feelings like unable to implement decisions or little or no control over their own schedules—goes a long way in creating an atmosphere that is less stressful, has less absenteeism and allows greater productivity.

Haslam and Reicher (2006)\(^{81}\) stated in their studies on “Stressing the group: Social identity and the unfolding dynamics of responses to stress”, that social support has long been recognized as an effective mechanism for coping with stress. The fact that one’s network of superiors, co-workers, associates, family and friends can provide valuable information, resources and emotional support is a well-known truth. It can therefore be hypothesized that a higher level of social support leads to lower role stress.

Shubhasheesh Bhattacharya (2006)\(^{82}\) in his article pointed out that Repeated stress will create extra burden for the heart, the blood vessels, and the kidneys. This will cause the wear and tear of the system. Thus, repeated activation would cause fatigue and may damage the heart and other major systems. In recent times, the number of heart related diseases have gone up. Because of modern life style and stress, many young, middle, and aged people are affected by heart related diseases. Some of the techniques used for stress managements are physical exercises, massaging, psychological techniques and regular practice of meditation etc. which could help one’s body to respond to stress better.


Marantz (2006) stated that common reactions to stress include eating or avoiding food, smoking, pacing, drinking or having emotional breakdowns. These were often the signs that stress levels had built to an un-healthy level as per the analysis made in this study. The author suggested developing positive attitudes, finding a friend or a mentor who would listen to one’s problems on a regular basis to deal with the stress is a healthier fashion.

West (2006) in his study, "Management; Stress: coping strategies for employers”, explained that since stress was very often caused by how a person copes in the job, rather than the job itself; it was important to make sure that at the recruitment stage itself, an individual’s skills are to be tested accurately and made sure if it matches to the demands of the job. The study suggested training during the course of employment and increasing the control an employee has over the work might help to reduce stress.

Forter et al. (2006) The purpose of the present study is to analyze the roles of direct action, coping and palliative coping in the relationship between work stressors and psychological well being as well as their possible interactions, in a sample of 464 bank employees. Heirar Chital’s regression analysis showed main effects of direct action coping on well being. Palliative coping predicts higher levels of psychological distress. Contrary to what was expected, the interactions between work stressors and direct action coping were not significant. Palliative coping interacted with work stressors when predicting psychosomatic complaints. The interaction between the two types of coping

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84 Anna West Management: Stress; coming strategies for employers (2006).
was significant on psychosomatic complaints and psychological distress, but not on job satisfaction.

**Aldwin and Carolyn (2007)**\(^8^6\) stated in his publication on “Stress, coping and development”, that primary appraisal is influenced by both person and environmental factors and triggers the selection of coping processes. problem-focused coping is directed at managing the problem, while emotion-focused coping processes are directed at managing the negative emotions. Secondary appraisal refers to the evaluation of the resources available to cope with the problem and may alter the primary appraisal. In other words, primary appraisal also includes the perception of how stressful the problem is, realizing that, one has more than or less than adequate resources to deal with the problem that affects the appraisal of stressfulness. Further, coping is flexible in that the individual generally examines the effectiveness of the coping on the situation, if it is not having the desired effect, then he/she will generally try the different strategies.

**Talib and Aziz (2008)**\(^8^7\) stated that the detrimental effect of stress on individuals and organizations is widely recognized. Stress is not only troublesome but also expensive as well. Therefore, organizations have given enough attention to understand the causes of organizational stress. Yet comprehensive response to tackle the problem is missing. There are two aspects for the management of organizational stress. One is the individual effort of the employee to manage stress at a personal level. This is called ‘coping’. The

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second and perhaps the most important aspect is the efforts of the organizations to manage stress among employees. These efforts are called ‘organizational interventions’.

Anandurugan (2010) \(^{88}\) stated in the publication on “Tips for stress management – A guide to coping with stress – Effective ways to beat stress” that a strong family unit develops the tools to solve stressors, reducing stress for the entire family. Problems that pressurize families may be either be individual stressors that are carried over to the whole family such as school suspension, addiction, mental disorder or physical illness or family crisis.

CONCLUSION

The study discussed so far in brief highlights the various effects of stress and also various factors contributing to stress especially among the bank employees. Based on the result of the above studies the researcher could be able to identify some important variables related to stress in the field of banking. It is important to note that many of the above studies have carried out in countries other than India. Hence it motivated the researcher to go through such studies and helped her to pursue the research in Tamil Nadu. The results of the study would bring out the need and awareness of the bank employees to efficiently recognize stress and plan strategies to cope with it. So they could positively help themselves to overcome it successfully.