CHAPTER 2

REVIEW OF RELATED LITERATURE

Theoretical Perspectives of the Variables
Review of Related Studies
Conclusion
REVIEW OF RELATED LITERATURE

The study is concerned with the ‘Quality of Work Life’ and ‘Occupational Stress’ of Library Professionals. Literature related to the basic theoretical and empirical aspects of these variables is reviewed in this chapter. Review of related literature has been done particularly with a view to locate the possible correlates of the variables studied. The two key concepts namely ‘Quality of Work Life’ and ‘Occupational Stress’ are first explained and then the literature reviewed is presented in the following sections.

2.1 THEORETICAL PERSPECTIVES OF THE VARIABLES

An overview of the literature in the field of Psychological, Socio-Psychological and Educational research concerned with the variables selected for the study is presented in this section with a view to draw out the conceptual, theoretical and empirical development of the variables and their assessment.

2.1.1 Quality of Work Life (QWL)

2.1.1.1 The Concept Explained

To have a good understanding of the concept “Quality of Work Life” (QWL), one must look into the evolutionary stages of the concept. Even if the expression of “Quality of Work Life” is relatively new, the reality it encompasses is not of recent origin.
For more than two decades a sizable volume of literature has been developed on Quality of Work Life. In India, scholars as well as practitioners of Human Resources Management and Industrial Relation have studied its various aspects and developed a few case studies. However, no comprehensive attempt has been made so far in India, to objectively measure the Quality of Work Life in those specific contexts.

Walton (1974) attributes the evolution of Quality of Work Life to various phases in history. Legislations enacted in early twentieth century to protect employees from job-injury and to eliminate hazardous working conditions, followed by the unionisation movement in the 1930’s and 1940’s were the initial steps in this direction. Emphasis was given to job security, due process at the work place and economic gains for the worker. The 1950’s and the 1960’s saw the development of different theories by psychologists proposing a positive relationship between morale and productivity that improved human relations. Attempts at reform to acquire equal employment opportunity and job enrichment schemes also were introduced. Finally in the 1970’s the idea of Quality of Work Life was conceived which according to Walton, is broader than these earlier developments and is something that must include ‘the values that were at the heart of these earlier reform movements and human needs and aspirations’.

Sekharan (1985) observes that, historically the concept of Quality of Work Life had originally included only the issues of wages, working hours, and
working conditions. However, the concept has now been expanded to include such factors as the extent of workers’ involvement in the job, their levels of satisfaction with various aspects in the work environment, their perceived job competence, accomplishment on the job etc.

According to Keith (1989), Quality of Work Life refers to “the favourableness or unfavourableness of a job environment for people”. The basic purpose in this regard is to develop jobs aiming at Human Resource Development as well as production enhancement.

Gani (1993) in his study stated that the core of the Quality of Work Life concept is the value of treating the worker as a human being and emphasizing changes in the socio-technical system of thorough improvement, in physical and psychological working environment, design and redesign of work practices, hierarchical structure and the production process brought with the active involvement of workers in decision making.

In the words of Kumar and Tripati (1993), Quality of Work Life is a philosophy of management that believes co-operative relationship between employees and managers and also believes that every employee has the ability and right to offer his intelligence and useful inputs into decisions at various levels in the organisations. Quality of Work Life is a process to involve employee at every level of the organisations in the decision about their work and workplace. It refers to the intended outcomes of practicing above philosophy and process with improvements in working condition, working
environment, working climate or work culture. The process brings ultimate benefit to individual employee as well as to the organisations through individual development and increasing quality and productivity respectively.

As explained by Kumar and Tripathy (1993), there are several approaches for achieving Quality of Work Life in organisations, namely job design, workers’ participation, welfare and quality circles.

Quality Circles are one of the ways of involving employees at the bottom level of the organisation in decisions affecting work and work related problems. A Quality Circle is essentially a small group of employees who meet voluntarily on regular basis to identify, analyse and find solutions to quality problems and other issues in their work-environment. The employees in a Quality Circle can range from four to twelve. The Quality Circles occupy a vital and far more specific role for aiming and achieving Quality of Work Life of workers in organisations.

However, Singh (1983) states that, Quality of Work Life is not based on any theory. It is concerned with overall climate of work place. Reduced supervision, increased self-regulation and self-management are pillars of Quality of Work Life.

American Society of Training and Development (1979) presented Quality of Work Life as a process of work organisations, which enables its members at all levels to participate actively and efficiently in shaping the
organisations environment, methods and outcomes. It is a value based process, which is aimed towards meeting the twin goals of enhanced effectiveness of organisations, and improved quality of life at work for employees.

Cohen and Rosenthal (1980) describes Quality of Work Life as an intentionally designed effort to bring out increased labour management, and co-operation to jointly solve the problem of improving organisational performance and employee satisfaction.

In the opinion of Jain (1991), Quality Of Work Life represents a blending of motivational factors of work, socio-technical system etc. which are of very real concerns for human values in today’s society with an awareness that all individuals devote the greater part of their mature lives to the work, spending time, energy and physical and mental resources to this endeavor. Moreover, it recognizes that, work is the chief determinant of an individual’s freedom, growth and self respect as well as his or her standard of living. Quality of Work Life denotes the experienced “goodness” of working in the organisational settings.

One of the principal problems with the term is that Quality of Work Life is not a single or a specific notion. It consists of a whole parcel of terms and notions, all of which really belong under the working life umbrella viz; 1) Industrial effectiveness 2) Human resource development 3) Organisational effectiveness 4) Work restructure 5) Job enrichment 6) Socio-technical systems 7) Working humanization 8) Group work concept 9) Labour management co-
Each of these in varying degrees of inadequacies identifies a part of the
gap that Quality of Work Life seeks to identify. Quality of Work Life
is a common concern, not only to improve life at work, but also life outside
work. After all, the two cannot be linked.

Quality of Work Life concept enumerated by Boisvert and Theriault (1974)
is as structured below:

![Quality of Work Life Concept Diagram]

One can notice from the figure widely divergent views of Quality of
Work Life varying from the global view of the role of work in ones life to as
narrow concern as job content.

To improve the Quality of Work Life, the work satisfaction of
employees is to be considered as a motivational strategy. The improvement in
the Quality of Work Life is sought to be achieved through re-organisational and
re-structuring of job content. Quality of Work Life scheme involves changes in
values, norms, systems, styles processes and structures in the organisational process. The main thrust is in optimising the job satisfaction available to employees. In the total system of Quality of Work Life, the process of bringing desired change itself is very important. It has been proved that participative process where the employees concerned are involved in bringing the change brings more effective results.

In the views of Johnston (1993), Quality of Work Life is more than simply a concept, means or an end. It embodies the following inter-related sets of ideas:

a) Ideas dealing with a body of knowledge, concepts, experiences related to the nature, meaning, and structure of work;

b) Ideas dealing with the nature and process of introducing and managing organisation change; and

c) Ideas dealing with outcomes of results of the change process.

The concept of Quality of Work Life views work as a process of interaction and joint problem solving by working people-managers, supervisors, and workers.

2.1.1.2 Criteria for Quality of Work Life

According to Balu (2001), Quality of Work Life encompasses various aspects relating to (1) Working Environment and (2) Employee Motivation.
Employee Motivation consists of (i) Proper Communication at Shop-level, (ii) Employee Facilities, (iii) Employee Performance Recognition, (iv) Employee Participation with team spirit, (v) Development and Job redesign and Job enrichment, (vi) Dynamic HRD factors, and (vii) Status of family. These aspects are summed up as below.

(1) Quality of Working Environment

Quality of work environment is an essential element for quality of work life. The management can normally ensure such an environment in the following way: Continuous, committed and concerted housekeeping, safety provisions and promotion, welfare amenities upkeep and environment, and occupational health and medical services. Safety culture is an essential element in the quality of work life. The environmental factors like sanitation, drinking water, rest shelters, ventilation, lighting facilities etc. do affect the quality of work life. These factors require continuous improvements.

(2) Motivational Factors

Employee motivation is the main activity for Human Resource Development thrust on quality of work life. The factors relating to employee motivation are: -
Proper Communication at shop level

The main object of Human Resource Development philosophy is respect for the dignity of the worker as a human being and motivates his enormous potential for contribution and growth. Human resource development efforts have therefore to gain the confidence of the worker that he is seen as a member who is important to the organisation. Proper communication plays a pivotal role to achieve results in this priority area. Besides the traditional methods of information sharing through house journals, notice boards, shop campaigns, etc., novelty can be experienced for orienting shop communication in tune with the process of work.

(ii) Employee facilities

Grievance redressal is a must for an organisation. Grievance handling has advanced from a formalistic system to a predictive culture. Moving close with the workers and shop grievance enquiries reveal the problems of the workers not only at the workplace but also beyond its periphery. Canteen facilities have become a must today. Canteen facilities form an important factor in determining the estimation of worker on the company’s care for him. Generally the co-operative stores are set up to enable the workers to acquire experience in the process of management autonomy. All these efforts are made with the desire to keep the worker constructively engaged in the work place. Provision of catering services to the shop floor and mobile van services to
scattered places are efforts to extend satisfaction levels of employees. Home counselling is also undertaken to positively correlate the living habits with work attitudes.

(iii) **Employee Performance Recognition**

Recognition of employee’s performance increases the morale of them and stimulates an urge to excel at the work place, spreading cheer to the families and enhancing the social status of the employee. Sometimes photographs of good performers are displayed and also at felicitation functions publicity in house journals, letters of appreciation- all these increase the morale of the individual and team efforts to boost the quality of work.

(iv) **Employee Participation with Team-spirit**

To maximise enrichment of quality of work life, the management has to generate team spirit and a sense of involvement among the workers. For instance the activities like celebration of the anniversary of the commissioning the department, by involving all the staff give a sense of togetherness among them. Formation of participative group like quality circles enable the committed work teams, voluntarily take up improvements in their area of work.

(v) **Development and Job Enrichment**

Job satisfaction increases work efficiency and hence they are indispensable elements of work-life. Initially the Human resource development
aims to develop the knowledge and skills of the worker to keep pace. Human resource development attention on shop training activities and multi-skill development have positively shaped the attitudes and competencies of the workforce and improved the possibilities to optimise their utilisation. Formulation, propagation and adherence to standard operating practices on specific work positions, imparting shop based training through unit training centres, multi-trade training and induction orientation for fresh recruits, identification of the skill needs of the existing employees in the revised job combinations and enrichment of their knowledge/competencies through on-the-job training are the various activities in this regard.

(vi) QWL and HRD Efforts

Evolving dynamic HRD strategies also boost the Quality of Work Life of the employees. Human resource development philosophy strongly believes that the workers involved in the process of work are the best qualified to bring about improvements in their area of work. Every worker has creative abilities, which can be tapped through managerial encouragement and support. From this angle the suggestion scheme has emerged as a dynamic Human Resource Development mechanism. While the attraction of awards for the suggestions is an offshoot of the scheme, the satisfaction potential inherent in the implementation of the worker’s own ideas of improvement provides the drive and impetus to the improvement efforts in the shop-floor.
QWL and Increasing the Status of the family

The family of the employees may not have a proper understanding of the work place in which the employee spends a major portion of the day and earns living. Hence the family members may not know his pressures of work, day-to-day stresses and strains, the nature of his responsibility and the implications of his job accountability. He goes from home everyday not merely to earn their livelihood but to play a meaningful role as a strong link in the human chain of the company. Thus, he lives in between two worlds, that is, his sphere of activities at the work-place and a different world at home. Human Resource Development takes care of the responsibility of unifying these two worlds. The interactions of managers with the family members and the warmth of hospitality create a climate of homeliness in the shopfloor. This practice has brought the families closer to the company and enabled them to develop right attitudes to the working life of the employees.

Walton (1974a) has identified eight dimensions, which make up the quality of working life framework. They are as follows:

(i) Adequate Income and Fair Compensation

Motivation experts believe that money is still an important motive, which makes people work on the job. However, people also want to see fairness and adequacy in their pay rewards. Equal pay for equal work and pay that is linked to responsibility, skill, performance and individual
accomplishment are viewed with great importance. Pay must also be competitive with the external labor market and should be responsive to prevailing practices and changing economic conditions.

(ii) **Safe and Healthy Working Conditions.**

An organisation must create working conditions that are physically and psychologically safe for its workers. The emergence of ergonomics in the 1950s has significantly improved equipment design and plant layout to enhance the physical as well as psychological comfort and safety of the workers.

(iii) **Immediate Opportunity to Use and Develop Human Capacities.**

Development of its workers involves training, skill developments, recognition, and promotion. Work assignments should be made challenging enough to expand skills, abilities, and knowledge. They should create a positive effect on self-esteem, autonomy, involvement and motivation.

(iv) **Opportunity for Continued Growth and Security**

There must be employment, which provides for continual growth and job & income security. Opportunities for training and advancement should be considered.
(v) Social Integration in the Work Organisation

The work environment should provide opportunities for preserving an employee’s personal identity and self-esteem through freedom from prejudice, a sense of community interpersonal openness and the absence of stratification in the organisation.

(vi) Constitutionalism in the Work Organisation

There should be the right to personal privacy, free speech and equitable treatment, in the workplace.

(vii) Work and the Total Life Space

A person’s work should not overbalance his life. Ideally, work schedules, career demands and travel requirements should not take up too much of his leisure and family life.

(viii) Social Relevance of Work Life

The standing of an organisation in society can influence an employee’s value of his work and career. The workers perceive the organisation to be socially responsible in its products, waste disposal, marketing techniques, employment practices and so forth.
2.1.1.3 Popular QWL Programmes

There are innovations and implementations of various schemes to have good working conditions and congenial work environment to the workers and the organisations for high productivity, service efficiency, effectiveness etc. to attain an improved Quality of Work Life.

Bhatia and Singh (2000) have established some popular QWL Programmes which are given in Table 2.1.
Table – 2.1

Popular QWL Programmes

<table>
<thead>
<tr>
<th>Programme</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexi time</td>
<td>A system of flexible working hours. Flexi time serves as a workscheduling scheme allowing individual employees, within established limits, to control and redistribute their working hours around organisational demands.</td>
</tr>
<tr>
<td>Job Enrichment</td>
<td>A Programme for redesigning employees jobs to allow greater autonomy and responsibility in the performance of work tasks.</td>
</tr>
<tr>
<td>Management By Objectives (MBO)</td>
<td>Participation of an employee with his superior in setting employee goals that are consistent with the objectives of the organisation as a whole. MBO is viewed as a way to integrate personal and organisational needs.</td>
</tr>
<tr>
<td>Staggered Hours</td>
<td>A work-hour arrangement of overlapping schedules of predetermined hours established for the total work force. In a staggered work-hour scheme, groups of employees begin and end work at different intervals.</td>
</tr>
<tr>
<td>Socio-technical systems</td>
<td>A physical and technological redesign of the workplace for employees with human considerations of the workforce.</td>
</tr>
<tr>
<td>Job Rotation</td>
<td>A Programme in which employees continue their present jobs, but duties are added with the intent of making the job more rewarding.</td>
</tr>
<tr>
<td>Autonomous Work Group</td>
<td>A form of participation in which the group of workers is given some control of decision-making on production methods, distribution of tasks, recruitment of team members, selection of team leaders, work schedules and so on.</td>
</tr>
<tr>
<td>Employee Participation</td>
<td>A programme aimed at a greater sharing of responsibility for decision-making</td>
</tr>
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Bohlander (2000) has identified the following common problems of implementing QWL programmes.

a) Managerial Attitudes and

b) Union Influence.
(a) **Managerial Attitudes**

The philosophy of Quality of Work Life is based on the belief in worker participation. This implies that management must be prepared and willing to allow its employees some say or influence on decisions about conditions or processes which affect their work tasks and environment. Traditional managers may perceive this phenomenon as a challenge to their rights to control and to make decisions, which influence worker’s work and environment. They may not be willing to delegate decision-making to the rank and file level. Managers generally believe that employees are inherently lazy, lack responsibility, and require close supervision, are likely to resist any attempt towards QWL programmes. Such managers will set objectives for subordinates and will limit employee participation.

A change in managerial attitudes at all levels is important in order that any QWL programme be successful.

(b) **Union Influence**

Labour unions can impose significantly on the success and failure of QWL programmes. Union leaders often believe that Quality of Work Life projects are management’s tools to improve productivity or to speed up work performance in order to extract more work from workers without corresponding compensation.
2.1.1.4 QWL Scenario

Murthy (1993) shows the present Quality of Work Life scenario in the following illustration:

![Diagram](image)

**Fig. 1**

**Quality of Work Life Scenario**

It is clear from the figure that Quality Circle (QC) is the only significant and effective approach to achieve Quality of Work Life in India today. Quality of Work Life system appears to be the logical concomitant to Total Quality Management (TQM) in enabling organisations to cope up with the fast globalisation of Indian economy. The Total Quality Management and Quality of Work Life, both require transparency of the managerial policies and their working in an organisation.

2.1.2 Occupational Stress (OS)
2.1.2.1 The Concept explained

In Psychophysiology, stress refers to some stimulus resulting in a defectable strain that cannot be accommodated by the organism and which ultimately results in impaired health or behaviour.

The present day researchers and practitioners visualise the phenomenon of stress in a new perspective. Each individual needs a moderate amount of stress to be alert and capable of functioning effectively in an organisation. Stress is inherent in the concept of creativity (Pestonjee, 1992) and entrepreneurship (Pareek, 1995).

Stress is a part of modern life; with increasing complexity of life, stress is likely to increase. Various events in life cause stress, starting with the birth of a child and ending in the death of a dear one. Several attempts have been made to measure life events as sources of stress identifying and giving weightage to different events in a person’s life like, transfer, changing house, admission of children etc. An excellent review of the life events scales developed in India, and the research conducted on life stress in India, have been provided by Sharma (1988) who has commended the stress scales developed by Dube and Singh (viz.), Dube’s Life Events Scale (1983) and Sing et. al.’s Life Events Scale (1983).
Jagadish and Srivastava (1989) state that Stress has become one of the major concerns of present times. People are under stress of some sort or other, most of the time. Stress at work, stemming from increasing job complexity and its divergent demands have become pervading feature of modern organisations. A little amount of stress may be helpful from organisational and personal point of view. It is reported that stress creates as well as promotes employees inclination towards the job, thus enhances the performance and develops positive attitude among employees. However it has been more frequently observed that excessive and persistent stress is aversive for employees.

Stress is commonly understood to be a work related health hazard. The National Association of Working Women (US), which has undertaken considerable research into Occupational Health, reached to the finding that – people with greatest responsibility, who make a lot of important decisions, have most stress – people bring stress with them from home into work and, if they are under stress, it is because of family or personal problems – certain people are more susceptible to stress; this is not due to the job but due to inherent characteristics of the individual. There is a misconception that only the highly paid staff is subject to the stress and its after-effects, but it affects the lower paid staff too. As automation increase, the level of stress increased, indeed in many cases the reverse too happen.

Dyer (1990) explains that Stress is our body’s biochemical response to an outside stimulus. Different stimuli will cause us to react differently. We may blush, jump or hide the reaction under a confident mask but the
biochemical response of our body is the same – an increase in the heartbeat and the breathing rate, increased secretion of stomach acid and the release of certain hormones. An increased flow of adrenalin and acid in cholesterol and blood sugar cause a surge of energy to the muscles whilst the stomach becomes inactive. Emotionally we may experience frustration, anger, excitement or anxiety. Some Stress is good. Without thrills or excitement life would be dull. Indeed, after a short period of stress one’s body is returned to equilibrium. Prolonged and continuous stress causes threat to health, which will lead to many physical and mental diseases.

Stress has been conceptualized in the following ways: (i) as an external force which is perceived as threatening; (ii) as response to a situation demanding an individual to adapt to change, physically or psychologically; (iii) as an internal outcome of the external demand and internal resources and; (iv) as a personal response to a certain variation in the environment.

According to Selye (1956), any external event or internal drive, which threatens to upset the organismic equilibrium, is stress. He has defined stress as the non-specific response of the body to any demand made upon it.

Lazarus (1960) maintains that stress occurs when there are demands on the person, which tax or exceed his adjustment resources.

McGrath (1976) explains that there is a potential for stress when an environmental situation is perceived as presenting a demand which threatens to exceed the person’s capacities and resources for meeting it, under condition
where he has expected a substantial differential in the rewards and cost from meeting the demand versus not meeting it.

As a competitive definition stress is a dynamic condition in which an individual is confronted with an opportunity, constraint etc.

Pestonjee and Pareek (1997) in their study wrote that the concept of stress was first introduced in the life sciences in 1936 by Hans selye. During the last two decades the term “stress” has come to be widely used in relation to work organisations. Manson (1975), reviewing literature on stress, concluded that there was confusion and a lack of consensus regarding its definition. The term “stress” has been used variously to refer to (a) stimulus (external force acting on the organism), (b) response (changes in the physiological functions), (c) interaction (interaction between an external force and resistance opposed to it, as in biology), and (d) more comprehensive combinations of the above factors.

Selye’s (1956) General Adaptation Syndrome (GAS) has been widely held as a comprehensive model to explain the stress phenomenon. This three-stage model states that when an organism is confronted with a threat, the general physiological response occurs in three stages.

*Alarm reaction*

The first stage includes an initial “shock phase” in which defensive mechanisms become active. Alarm reaction is characterised by autonomous
excitability, adrenalin discharge, increased heart rate, muscle tone, and blood content; and gastro-intestinal ulceration. Depending on the nature and intensity of the threat and the condition of the organism, the periods of resistance vary and the severity of symptoms may differ from “mild invigoration” to “decrease of adaptation”.

**Resistance**

Maximum adaptation occurs during this stage. The bodily signs characteristic of the alarm reaction disappear. Resistance increases to levels above normal. If the stressor persists, or the defensive reaction proves ineffective, the organism deteriorates to the next stage.

**Exhaustion**

Adaptation energy is exhausted. Signs of the alarm reaction reappear and the resistance level begins to decline irreversibly.

The general physiological response occurs in three stages is diagrammatically illustrated below.
The working population constitutes a major section of the community. Industrialisation and automation of industrial processes in our country have resulted in rapid changes in the psychosocial environment at workplace and in the reactions of the workers to this environment. Exposure to these factors depends on various external factors (eg. fast changing technology, competitive environment, pressures to improve performance) and internal factors (eg.organisational climate, various management processes, the physical and psychological conditions at work and so on).
**Occupational Stress** is a mental or physical tension or both, created and related to occupation and its environment comprising of persons and objects from within and outside the work place which results into absenteeism, turnover accidents, low productivity and service efficiency, lack of motivation and initiative, job dissatisfaction, alienation and disruption of the smooth functioning of the organisation. It is a person’s response to some threatening or disturbing stimuli emerged from the occupation.

Stress is built in the concept of role which is conceived as the position a person occupies in a system, as defined by the expectations from role senders (significant role occupants and the persons himself/herself).

Kahn *et.al.* (1964) proposed three main role stresses: role conflict, role ambiguity and role overload. Pareek (1993) proposed ten organisational role stresses, (viz.) self-role distance (SRD), inter-role distance (IRD), role stagnation (RS), role isolation (RI), role ambiguity (RA), role expectation conflict (REC), role overload (RO), role erosion (RE), resource inadequacy (RIn). A lot of research has been done on role stresses, their nature and correlates. These have been summarized by Pestonjee (1992).

2.1.2.2 Causes of Occupational Stress

The factors that lead to stress at the workplace are categorised mainly into four by Summers *et.al.* (1994) (viz.), Personal characteristics,
Organisational characteristics, Structural and Organisational characteristics, Procedural and Role characteristics.

The major causes of Occupational Stress enumerated by Apex (1985) are: (1) Environmental factors, (2) Job design faults, (3) Employer Employee relationships, (4) Social isolation, (5) Failure to solve grievances, (6) Fear of adverse health effects, and (7) Threat of job losses.

(1) Environmental factors

Poor working environment may cause or add to job stress.

(2) Job design faults

Poor Job design, resulting in incorrect pace of work or underutilisation of skills, can cause stress.

(3) Employer employee relationships

Fundamental organisations evoke feeling of apprehensions at all levels. Uncertainty surrounding the need for one’s own job in the new system or its possible restructuring with consequent changes in pay, promotion, and training etc., inevitably lead to anxiety.

(4) Social isolation
This type of stress refers to the psychological distance between the occupant’s role and other roles in the same role set. It is also defined as role distance, which is different from inter-role distance (IRD), in the sense that while IRD refers to the distance among various roles occupied by the same individual, role isolation (RI) is characterised by the feelings that others do not reach out easily, indicative of the absence of strong linkages of one’s role with other roles.

(5) Failure to solve grievances

There shall be a proper mechanism for the redressal of the complaints and grievances raised by employees in any organisation set up. Failure to solve the grievances occurs when the management does not respond or when there is lack of proper understanding of the underlying causes and thus treat only the symptoms. Other problem may arise because the solutions may be seen to be costly to implement.

(6) Fear of adverse health effects

Unless management handles the fear of potential health risks sensitively and knowledgeably, it can increase the stress out of proportion.

(7) Threat of job losses
Automation is sometimes introduced to cut the staff budget, which may imply that the existing staff is to be axed. Even if this is not the case in an individual library, the plan to automate may create anxiety.

The major dimensions of Occupational Stress identified by some of the prominent researchers are laid down for detailed understanding.

Pareek (1983) listed eight major dimensions, contributing to the Organisational Role Stress. They are (1) Self-role distance; (2) Inter-role distance; (3) Role-stagnation; (4) Role ambiguity; (5) Role overload; (6) Role erosion; (7) Role inadequacy; and (8) Total role stress (overall role stress).

The occupational stress dimensions, located by Srivastava and Singh (1981) are (1) Role Overload; (2) Role ambiguity; (3) Role conflict; (4) Group and political pressures; (5) Responsibility for persons; (6) Under-participation; (7) Powerlessness; (8) Poor peer relations; (9) Intrinsic impoverishment; (10) Low status; (11) Strenuous working condition; and (12) Unprofitability.

2.1.2.3 Coping of Stress

The word coping has been used to denote the way of dealing with stress, or the effort to master conditions of harm, threat, or challenge when a routine or automatic response is not readily available.

Studies of various coping strategies or styles used in role stress reveal that approach styles have a strong relationship with internality, optimism, role
efficacy, job satisfaction and effective role behaviour in organisations. Two contrasting strategies for some role stresses are explained below: -

Many individuals, who find a conflict between their self-concept and the role they occupy in an organisation, may play that role in a routine way to earn their living. They take no interest in their role, and this is indicative of self-role distance, i.e., they have rejected the role. On the other hand, some other individuals may seriously occupy their roles and, in due course of time, completely forget their self-concept and play that role effectively but reject their self. Both these approaches are avoidance approaches and are dysfunctional. If an individual rejects the role, he is likely to be ineffective in the organisation. However, if he rejects the self, he is likely to lose his effectiveness as an individual, which in turn will adversely affect his mental health.

The amount of role stress is not as important for an individual’s mental and physical health as the way he copes with stress. Coping styles or strategies may either be oriented towards avoiding stress or towards dealing with stress. The former are dysfunctional while the latter are functional. For the managerial effectiveness, among the approach styles or strategies, the most functional is the one in which the individual shares with other significant persons and jointly with friends in ways of managing it. These are active approaches of dealing with stressful situations and are more approved by social
scientists as these are supposed to be more effective and healthy when compared to dysfunctional style.

The eminent psychologist Phutchick has proposed eight basic coping styles to reduce stress: suppression (avoided the stressor), help seeking, replacement (engage indirect stress-reducing activities), blame (others and system), substitution (engage in indirect stress reducing activities), mapping (collect more information), reversal (act opposite to the way one feels) and minimization (minimize the importance of stressful situation). Individuals may review functionality and dysfunctionality of these styles for different situations.

Golembiewski (1982) has suggested that Organisational Development (OD) is helpful in reducing and managing stress. According to him, OD ameliorates and prevents burnout of intervenors.

Sen (1981) has stated that Job satisfaction and effective role behaviour are positively related with approach styles.

Goodman (1980) reviewed literature on stress among teachers in urban schools and examines the stress concept. Among the sources of stress identified are pupil misbehaviour, environmental factors such as poor working conditions, poor organisational management, and non-participation in decision-making, personality characteristics, life experiences, interpersonal relationships, and structural variables such as school location, school racial composition and student’s socio-economic status.
2.1.2.4 Tentative Model of Coping Styles

Generally, investigators have followed two different approaches to the study of coping. Some researchers emphasized general coping traits, styles or dispositions, while others have preferred to study the active ongoing strategies in a particular stress situation. Coping styles imply a broader, more encompassing disposition. Trait and style are fundamentally similar ideas. Trait and style refer to a characteristic way to handling situations, they are stable tendencies, on the basis of which inferences are drawn about how an individual will cope in some or all types of stressful situations. A person’s coping style or disposition is typically assessed by personality tests, not by actual observation of what the person says or does in a stressful situation. Of the various methods of copying styles of stressful situations, one Tentative Model of Coping Styles of Stress is illustrated diagrammatically as follows:

![Diagram of Tentative Model of Coping Styles of Stress]

**Fig. - 3**

Tentative Model of Coping Styles of Stress
It shows that organisational climate and one personality variable, i.e. locus of control, are significant determinants of coping styles, which can be considered as intervening variables influencing job satisfaction, role satisfaction and role efficacy. Locus of control and organisational climate, however have an impact on effective role behaviour as well, which also influences coping styles. Moreover locus of control and organisational climate are the important factors producing role stress.

2.2 RELATED STUDIES

The Investigator has gone through a number of studies related to the Quality of Work Life and Occupational Stress in respect of professionals engaged in different occupations under different organisational settings. All the studies reviewed are presented under the following sections:

1. Studies related to Quality of Work Life.
2. Studies related to Occupational Stress.
3. Studies showing relationship between Quality of Work Life and Occupational Stress.

2.2.1 Studies Related to Quality of Work Life

In this part an extensive review is made on the Quality of Work Life of each category of occupants associated with their professions.
Ganguli and Joseph (1976) studied Quality of Working Life among young workers in Air India with special reference to life and job satisfaction issues. Findings indicate that, of the various physical and psychological working conditions, pride in organisation, job earned community respect, reasonable working hours, etc. are some variables positively correlated with job satisfaction than friendship with colleagues, good work location, physical strain, variety of skills and risks of injury. Data also indicate that strong family ties and rural background are more positively correlated with life and job satisfaction. Expectation and aspiration of young workers also found affecting the quality of working life.

The unauthorised absenteeism rates in two large textile factories at Isfahan in Iran were compared by Kavoussi et.al. (1978). The working conditions in the study factory were unsatisfactory, unlike the control factory. Findings show significantly higher absenteeism rates in the study factory. In view of the widespread consequences of such absenteeism, it is recommended that closer attention be paid for improving the quality of working life.

National Seminar on improving the quality of working life (1982) was convened to enquire into the direction of Quality of Work Life activities in India and prepare an action plan for implementing the Quality of Work Life concepts. The recommendation from the National seminar published in the Journal of Productivity (1982) states that at the enterprise level, improvement of quality of work life should be through the co-operative endeavor between
management and unions. The conference pointed out that the Government could help in improving Quality of Work Life through legislation, executive policy and action through its entrepreneurial role in the public sector. It recommended the need for engaging and involving shop-floor level staff in the management and policy decisions for improvement in Quality of Work Life.

Based on his various studies and wide experiences, Mehta (1982) indicated that work does not occupy a central place in the life space of the Indian worker. According to him, in the present context, where hard economic factors like monetary compensations, fringe benefits and work amenities are dominant, nature and design of jobs may not be a significant factor in the current ethos. It did not show a clear linkage between job satisfaction and a general sense of life satisfaction. One important finding of this research is that the younger entrance to work organisation and younger employees showed greater work-related dissatisfaction tended to decrease with increasing age of employees.

In an endeavor to analyse the conceptual aspect of improving quality of life in working environment and the experiments done in Rashtriya Chemicals and Fertilizers Ltd, Sanyal and Singh (1982) ascertained that the term improving the quality of working life is basically concerned with improving the work satisfaction of employees as an effective corporate motivational strategy. It is sought to be achieved through re-orientation and restructuring of job content.
With an interest in Job Satisfaction, within the work setting, Lynch and Verdin (1983) studied the Job Satisfaction differences among library units and among occupational groups within libraries. The relationships of sex, age and tenure to the Job Satisfaction of library employees also were explored. The results suggest that the chief satisfying factors were achievement and recognition, and the chief dissatisfying factors were Institutional Policy and Administration, Supervision and interpersonal relationships. The reference librarians working in academic libraries were more satisfied than catalog librarian. No significant differences were found between Age and Job Satisfaction or between Tenure and Job Satisfaction. Satisfaction tended to increase with Experience, Mobility, with Seniority of the post and with Managerial level.

An explorative study has been made by Nitish (1984) to develop various criteria for a good work life and life generally and sets forth some organisational methods by which these can be achieved at the level of organisational unit, the country and the world. He has identified some dimensions of Quality of Work Life in respect of organisational form, hierarchy and staffing pattern, work group size, internal network and communication concern for quality, concern for people, ideals and values etc. According to him lesser the managers and supervisors level is in an organisation, the better would be the Quality of Work Life.
Uma Sekaran (1985) has examined the Quality of Work Life in the Indian (Nationalized) banking industry as perceived by organisational members at different organisational levels and in different job positions. She found that Quality of Work Life in the banking profession is not high. The recruitment of overqualified personnel for rather routine job, inequitable reward system which demotivate the better performing employees, frustration experienced due to lack of alternative job avenues, scarce chance of promotion, alienation from work etc. are pointed out as the reasons for poor Quality of Work Life in banks. The study suggests that greater decentralization, more autonomy, power and control will facilitate the individual banks to recruit the right people, design the jobs as best, and reward employees based on performance and thus enhance the Quality of Work Life in banks.

Nzotta (1987) undertook the study about the librarians working in University college of Education, College of technology/polykehmi, public and speech libraries in Nigeria to find out their job satisfaction level. This comparative study categorises librarians into three groups viz. public services librarians, technical services librarians and Management (administrative services) librarians. This was also an attempt to expand the scope of the study of job satisfaction in the library and Information field by making it more interested. A 342 mail questionnaire were used to collect data for the study. 214 numbers of usable responses were analysed. The first part of the questionnaire sought the background information about the respondents – their demographic and job characteristics. The second part was designed to measure
about 21 dimensions of job satisfaction – activity, independence, variety, social status, supervision-human relations, supervision technical, moral values security, social service, authority, ability utilisation, library or institutional policies, compensational advancement, working condition and general satisfaction. The dimensions were measured on a Likert-type five point scales of agreement. The study revealed that the Management Librarians and the public service librarians desire greater satisfaction from their social status than the Technical Service Librarians. The two groups have greater opportunities than the Technical Librarians.

Lahri (1988) conducted an empirical study on the personnel’s attitudes and experiences with library system in Manipur, based on Herzberg’s theory. It examined the library professionals of Manipur from two angles. First through their interaction with today’s library system based on Herberg’s hygiene factors and second through their feedback in the form of suggestions for a better network of tomorrow, based on Herxberg’s motivational factors. The study of hygiene factors, however leads us to the proposition that there is formidable ground for dissatisfaction. It was pointed out that a combination of economic factors, pressure, and recognition along with personal feeling of success, accomplishment and self satisfaction were dominant concerns of the employees.

Etuk (1989) successfully investigated job satisfaction of the junior library staff in the University of Calabar Library in Nigeria. The study was
aimed to examine the factors that influence the work attitude of the Junior Staff in the University of Calabar Library. Data was gathered by a questionnaire from a 30 selected samples from the staff of University Library. The major factors taken into account for investigating the Job Satisfaction of the Library staff were Pay, Job Security, Extent of fairness of the management, Working Condition, Participation in decision making. Making use of individual talent, recognition and Praise one get from their boss etc. The analysis of the data reveals that most of the staff were not satisfied with their Pay, Working conditions, Lack of facilities to improve their talents etc. It suggests improved interactions between the Subordinates and Supervisors involvement of junior staff in planning, decision making etc.

**Pelsma** (1989) administered quality of teachers work life survey on 227 teachers to examine the life satisfaction. The result indicated to factors contributing to Teachers Satisfaction.

Quality Circles have been suggested as a technique by **Elizur** (1990) for enhancing employees’ quality of work life and satisfaction with their work. This study attempts to analyse the relationships between employees’ perception in quality circles, their sense of Quality of Work Life, perceived job enforcement capacity and job satisfaction. 143 employees of a large industrial Corporation in Israel, half of them regularly participating in quality circles and half not participating were surveyed. A positive relationship was found
between participation in quality circles and various aspects of quality of work life.

**Fitch** (1990) used the Job Descriptive Index in her survey of Alabama paraprofessional job satisfaction. She made an effort to look at how institutional differences such as size of university and extent of library automation affected job satisfaction. She found that pay and promotion were the least satisfying areas.

**Navalani** (1990) has conducted a survey to measure the level of satisfaction of the professional and semi professional manpower working in the university libraries in India with various characteristics of job study. The researcher administered questionnaires to 353 professionals and semiprofessionals chosen from 23 selected universities in India for the collection of data for the study. Of the population 216 were males and 137 females. 154 seniors and 199 juniors. The questionnaire covered mainly 10 dimensions of the job such as professional work, planning and policies working conditions, supervision and management, communication, salary, promotion, user services and status. The study reveals that majority of the professionals are satisfied with most of the attributes of their work, but there is a difference in the perception of men and women and seniors and juniors.

**Jain** (1991) has made an attempt to identify the potential dimensions of Quality of Work Life in the sample unit for all hierarchical levels in a large private industry and to study the quality of Work Life at various hierarchical
levels for understanding different effect of Quality of Work Life dimensions. Studying the hierarchical effects in viewing the Quality of Working Life and the effect of Quality of Working Life on Group Behaviour were the twin goals taken for the study. The investigation was concentrated on the administration, shipping, sales, carpentry, security, plant, painting and stores departments of the industry. The population studied had a strength of 644 employees spread over the eight departments in the industry. A questionnaire (QWL Scale) developed by the investigator was used to collect data on ‘QWL’. The scale includes eight basic major factors (1) Adequate Income and Fair Compensation, (2) Safe and Healthy Working Conditions, (3) Immediate Opportunities to use human capacities, (4) opportunity for Continued Growth and Security, (5) Social Integration in the work organisation, (6) Constitutionalism in work organisation, (7) Work and Total Life Space, and (8) Social Relevance of Working Life. The data were collected through questionnaire from five stratas of the employees, namely Executives, Supervisors, Skilled Workers, Semiskilled workers and Unskilled workers across the eight departments. The questionnaire was administered individually and instructions, which were very simple, were conveyed to the individuals verbally with assurance of keeping the anonymity of the name and the information furnished. The responses were obtained on seven point dimensions i.e. Strongly Disagree, Disagree, Slightly Disagree, Neither Agree Nor Disagree, Slightly Agree, Agree, and Strongly Agree. On the hierarchical effects of QWL, it was found that there were differences at various hierarchical
levels of the organisation in perceiving their working life. Higher levels were found to have better perception regarding their working life than workers level on all the sub factors of QWL and overall QWL. On the effect of QWL on group behaviour, it was observed that some QWL factors were positively contributing towards group cohesiveness. For instance, in the shipping department, maximum number of significant correlations was observed between QWL factors and Group Cohesiveness, which has been ascribed to the functional peculiarities of this group. Painting, store and security departments on the other hand failed to show such significant relationship. Based on these findings the investigator states that the Quality of Work Life factors get moderated by functional peculiarities of any work group and have differential effects on Group Cohesiveness.

Siggins (1991) has made a study of Job Satisfaction and performance in a changing environment in the Research and Academic libraries subjecting the survey conducted by the Association of Research Libraries. In the study 80 persons responded are analysed. In his attempt, Siggins portray the changing scenario in the library profession which demands for the retension of only effective staff who have the skills to respond to the changing circumstances. The elements of job satisfaction and their relationships to the performance output are also analysed. Accordingly there is a strong connection between work related attitudes and performance attitudes towards one’s job. Of this the most significant is job satisfaction. There are individual and organisational factors that may purport job performance and satisfaction. It has found that
librarians group is professionals motivated to serve others. They enjoy their roles as providers of information and participants in larger purpose of education and research. He concluded that any improvement in the performance of librarians likely to be due to job enrichment and not simply to the fact that a change has occurred at any level.

Suri et.al. (1991) undertook a survey to study about the quality of work life practices in the Indian Industry. The organisations covered were manufacturing and service sectors. The result of the study indicated that there are several trends, which have implications for Quality of Work life practices and their outcomes. Both public and private sector organisations least preferred the job and workplace redesign programmes. Organisations prefer system wide practices to isolated experiments, which are limited to certain section or departments.

Thapisa (1989) conducted an investigation into Library Assistants’ perceptions about the characteristics of their employment. As per the report of the results of the investigation, some of the job characteristics which effect the perception of work were found to include Pay, Satisfaction, Promotional Opportunities, Satisfaction with the work itself, Skill variety, Task identity, Supervision, Task significance and Autonomy. This report shows that Pay, Performance and Work experience appear to be very important considerations for Library Assistants.
In an enquiry into the incentives for professional staff working in college and university libraries, Reddy (1992) has studied the relative importance of incentives to the professional staff working in college and university libraries of Delhi. Fourteen incentive items were taken into consideration. The results show that among the incentive item ‘recognition of work done’ has been ranked first, by the professionals. The incentive factors namely ‘good opportunity for promotion’, ‘treating the work of professional staff on par with the academic staff’ and ‘adequate earning’ are the next three factors of incentives for the professional staff working in college and university libraries of Delhi. The factors ‘giving prompt information about policy’, ‘procedure of staff changes’ and ‘lesser work load’ are considered as least important incentive factors relatively by professional staff.

Quality of Work Life of secondary teachers and principals was investigated by Rossmiller (1992). It was found that principals positively influenced the respect accorded teachers, teacher participation in decisions affecting their work, professional collaboration and interaction, use of skills and knowledge and the teaching learning environment.

Ghosh (1993) has conducted a study to find out the factors that will help to improve the Quality of Work Life at micro level with the objectives of developing tools for evaluation of Quality of Work Life. The primary data have been collected from organisations randomly selected, engaged in manufacturing, mining, power generation and service sectors covering both
public and private enterprises. The categories studied covered the management perception regarding significance of Quality of Work Life, organisational supportive activities of management and its involvement in Quality of Work Life programmes. The finding is that the core determinant of QWL in an organisation is the management’s perception of Quality of Work Life in affecting the organisation’s effectiveness.

**Horestein** (1993) studied over 600 academic librarians in the United States to determine whether faculty status and rank were related to job satisfaction. She found that the greatest sources of satisfaction of the librarians in her study were relationship with patrons, relationship with coworkers, assigned duties, and variety of work. Dissatisfaction was caused by opportunities for promotion, recognition of accomplishments, and salary.

**Singh-Sengupta** (1993) in her study observed that one of the most critical and one of the least discussed elements in QWL is the issue of power relations. In their series of observations in a wide range of organisations the top management is suffering from deficit of power as the non-managerial cadres amass all powers because of the strength of trade unions and their numerical strength. The study disclosed that the two groups, managers and workers seemed to be currently interdependent. Appropriate intervention programme may change the relationship to co-operatively interdependent.

**Kershaw** (1994) conducted a study to assess teacher’s perceived levels of satisfaction with the Quality of their school life according to school level,
gender and years of teaching experience. Data were collected from 701 teachers in 21 Tennessee public schools. Findings indicated that perception vary according to school site. School level factors were found to be significantly different in terms of importance. Communication, support, workload, working conditions and resources were consistently ranked important to teachers, while work enrichment, leadership and recognition were ranked least important.

The survey conducted by Palmini (1994) explores the effects that computerisation of libraries has had on the work and job satisfaction of over 200 support staff employed in academic libraries in Wisconsin. The questionnaire includes the questions on period and area of employment, type of automated systems used, percentage of time spent at computer terminals, adequacy of training, change in overall effectiveness since computerisation, and change in job satisfaction. Responses to open-ended questions reveal that many support staff are concerned not only with the specifics of their jobs, but also with larger questions facing academic libraries.

A survey was conducted by Phillips et.al. (1994) on one hundred and nine master level librarians of varying ages, about their career attitudes. Hierarchical polynomial regression was then employed to examine the relationships between and three effective outcomes: (1) Career Satisfaction (2) Career Entrapment, and (3) Career Identity. Results indicated the age-satisfaction relationship was linear, demonstrating that libraries become
increasingly pleased with their profession overtime. A similar linear relationship between age and entrapment indicated that as librarian’s nature, they become bound to their line of work because of accumulated investments and decreased career options. A five-point-rating scale was used to measure career responses. The relationship between age and identity assumed a curvilinear, or inverted U-shaped form. Career identity was higher at mid-career and lower at both early and late career stages. Implications of these findings are advanced.

Prasad (1994) conducted a study of the professional library employees with 460 sample population from seven central university libraries in India. The purpose of the study was to investigate job anxiety and job satisfaction as a technique for library personnel management. A considerable differences in the extent of employee’s satisfaction with the overall and specific four areas of job satisfaction – job content area, management area, personal adjustment area and social relation area have been observed. The level of anxiety of employees of higher post is comparatively less than lower posts. The correlation analysis between job anxiety and job analysis reveals that the degree of job anxiety are related to job satisfaction in various areas in different ways. The findings confirm the theory that interpersonal relations are the major determinants of anxiety.

The advantages and limitations of job sharing, with particular reference to librarians were examined by Stennet (1994). The work stresses the
importance of communication and equitable division of work and includes two case studies. The study concludes that job sharing, makes good sense in a female-dominated profession but that library managers need to be more aware of the job-sharing option and should create specific job-sharing contracts. Prospective job-sharers need encouragement and can learn from the experiences of others in similar working environments.

By correlating the Quality of Work life at Hindustan Machine Tools (HMT) with special reference to its Jammu & Kashmir Unit, Gani and Ahmad (1995) examined the empirical level of various components of QWL from their theoretical expositions. The study was carried out by personal interviews of the workers there. The results of the study are (i) the existing QWL in the organisation under study is of an average standard (ii) compared to working environment, rational and job factors, the financial factors present a dismal picture (iii) the absence of participative management culture, has given rise to harder beaurocratic controls, which has eroded creativity initiative and innovative capabilities of excellent performers.

Daniels (1995) attempts to ascertain and sort out the problems faced by non-professional library staff on computerisation of their respective libraries. Three colleges in UK have been selected for the study, where the libraries are computerised to impart quality service to their clients. In this study the general impact of the implementations of the system was examined. The result of the study was that the computerisation did not disturb the nonprofessionals or
feared instead it promoted their work quality. But it prompted the reduction of staff strength in the nonprofessional wing.

**Hovekamp** (1995) endeavoured to study unionisation and Job Satisfaction of library employees in Academic Research institutions in USA. The participants in this study were full-time or part time employees with MLS or equivalent qualifications. Of the 32 libraries selected for the study, 19 were unionised and 13 were non unionised. 200 professionals were randomly selected representing both the unionised and non unionised libraries for collecting the data for the study. By comparing the survey results of union and non union participants, it finds that the presence of union has a negative relationship with job satisfaction. Here the component Salary was found as more consistent predictor of job satisfaction.

**Kaya** (1995) conducted a study based on Librarians job satisfaction in the developing countries. According to the author, Job satisfaction is one of the criteria of establishing a healthy organisational structure in an organisation. Libraries are inseparable cornerstones of the society. To render an effective service at the libraries depends on the human source. Job satisfaction of the librarians, who have an important place in the question of how the material and moral elements affect the job satisfaction of the librarians gains importance. It examines librarianship and especially, job satisfaction of librarians in the developing countries.
Lam (1995) surveyed 350 teacher trainees from Singapore to examine relationships among Quality of Work Life, Career Commitment, Job Satisfaction and Withdrawal Cognition. Results showed that perceptions of the social status of teaching strongly related to commitment to and satisfaction with teaching.

Voelck (1995) has explored the job satisfaction of the support staff of libraries in Michigan in USA. A survey has been conducted by distributing questionnaires to the support staff in 15 state supported academic libraries in Michigan. The result of the exploration indicates that support staff is satisfied with Supervision, the nature of their work, co-workers and benefits. They are also dissatisfied with opportunities for promotion, pay and contingent rewards. The means of several dimensions of job satisfaction varied significantly by the staff variables of experience, education, position title, union representation, full or part-time work and working directly with users.

Koenig et.al. (1996) investigated the relationship between the job turnover and job satisfaction of ARL University Library directors relative to faculty status. The findings were that there is, in fact seen to be a positive relationship between job satisfaction and faculty status. The provision of staff release time to pursue scholarly endeavors was correlated positively with the directors reported job satisfaction, whereas “hollow faculty status” defined as nominal faculty status but without the provision of release time, was correlated
negatively. Job turnover by itself was quite unrelated to the issue of faculty status.

Kumar and Shanubhogue (1996) have attempted in their study to analyse and compare Quality of Work Life in university systems. The study was aimed to investigate the reactions of the teachers about the existing and expected Quality of Work Life in the universities under study; to see the impact of designation and the perception about the QWL; and to make a comparative learning of existing and expected Quality of Work Life of a rural and an urban university. Two structured questionnaires framed for the purpose of the study were administered to more than 200 teachers to observe the existing and expected Quality of Work Life of teachers. The hypothesis has been proved correct, as there is significant gap between the existing and expected Quality of Work Life of SP university teachers. But in the case of MS universities, lecturers were expecting improvement in Quality of Work Life.

Mishra (1996) conducted a study to compare the levels of occupational stress and job satisfaction among male and female teachers of higher educational institutions. The study was conducted on a sample of 80 degree college teachers comprising 40 males and 40 females. Results indicated that significant differences observed between male and female teachers on overall stress and overall job satisfaction scores. Stress was found to be correlated negatively and significantly with job satisfaction in both the groups.
Reenen (1996) surveyed the Job Satisfaction of the library professionals in US Libraries compared to the other workers of USA. The survey conducted by the news magazine Inc/Gallup on the attitudes of the American workers in total showed high levels of satisfaction among those surveyed. This made him eager to know about the position of the library workers in particular. He chose six questions from the (I/G) survey and used for testing the Job Satisfaction of the library workers were found at 80.4% which is lower to the satisfaction level of other US workers. A few conclusions of the survey are (1) Old workers were more satisfied than younger workers (2) Professional librarians are more satisfied than the non-professional staff and (3) Experienced employees were more satisfied than the less experienced. Those lacking supervisory responsibilities had the lowest satisfaction while department heads were the most satisfied.

Lanier et.al. (1997) has performed a study of professional librarians’ job satisfaction, which found that creativity, flexibility, and recognition of librarians’ skill and knowledge were sources of high satisfaction.

In another study of job satisfaction of librarians, Leckie and Brett (1997) found that “relationship with non-professional staff” was a source of great satisfaction among Canadian librarians. The result shows that job satisfaction of professional librarians is high.

Quality of Life among a metropolis population was studied by Latha and Karthikeyan (1998). The sample consists of 200 urban peoples. Factor
analysis of the data revealed the emergence of eight factors related to significant spheres of individual’s life. Men were found to reveal better Quality of Life than women.

Preston (1998) conducted a descriptive survey including a questionnaire to observe both personal and observed experience of racial discrimination within the profession. The study focused on relationships with Supervisors, Patrons, Coworkers and Management. The purpose of this study was to examine the perceptions of African American librarians on discriminatory practices and behaviors that occur within the profession. SAS (Statistical Analysis System) Software program was used to analyse the survey information. The result shows that no significant correlation was found to exist between overall job satisfaction and Affirmative Action policies. Although 81 percent reported that their jobs gave them a sense of accomplishment, only 49 percent felt that their job skills were being fully utilised.

Edem and Lawal (1999) conducted a survey on Job Satisfaction and the survey data were used to determine the influence of job satisfaction on the publication output of librarians in Nigerian Universities. A stratified random sampling method was used to select 202 librarians working in 22 out of the 35 university libraries in Nigeria. A multiple regression statistical analysis was employed to examine the influence of job satisfaction on publication output of librarians. The results of the empirical analysis indicate that, of the six dimensions of job satisfaction used in the study, only three librarians’ levels of
satisfaction with their achievement, responsibility and recognition had a significant influence on their publication output. Other dimensions including salary, university library policies and administration, and supervision, had no significant influence on their publication output. The study also reveals that the intrinsic job satisfaction dimensions were the greatest influence on the quantity of publications among the sample population. However, the extrinsic job satisfaction dimensions which do not influence publication output should not be neglected, rather they could be improved to enhance job satisfaction and raise publication productivity.

**Hoque and Rahman** (1999) conducted a study to assess and compare the Quality of Working Life of industrial workers of organisations of public and private nature in Bangladesh (Dhake) and to measure whether there is any significant relationship among Quality of Work Life, job behaviour and demographic variables of the workers. The results revealed that the private sector workers perceived significant and higher Quality of Work Life than their counter parts in the public sector. Quality of Work Life has significant correlation with performance and negative correlation with absenteeism and accident.

A study was designed by **Hossain and Islam** (1999) with a view to investigate the overall Quality of Working Life, job satisfaction and performance of the Govt. hospital nurses in Bangladesh. Significant correlation was found between Quality of Work Life and job satisfaction.
Quality of Work Life had the highest contribution to performance. Morning shift nurses perceived higher Quality of Work Life and job satisfaction than the night shift nurses.

Using the Academic Affairs Library of the University of North Carolina at Chapel Hill as a case study, Murray (1999) investigates whether professional and paraprofessional staff in large academic libraries experience significantly different levels and sources of job satisfaction. Over 140 library employees were administered with a modified version of Paul Spector’s Job Satisfaction Survey. The results of the study indicate that employees at the Academic Affairs Library of the University of Carolina at Chapel Hill are satisfied with their jobs. While both types of staff were basically satisfied with their jobs, there were significant differences in levels of satisfaction in several areas. Professionals were significantly more satisfied than paraprofessionals in the areas of enjoyment of the work itself, coworkers, appreciation and recognition, promotion, pay, and overall satisfaction. Reasons of these differences were suggested by the investigator as well as possible means to bridge the gap between the two groups.

A survey of library personnel working in different academic libraries in Orissa has been conducted by Parida (1999). The study determines the type of status these library professionals prefer, the criteria for evaluating their performance for promotion and salary, whether they prefer to be evaluated like teachers, and the input of faculty members in library matters. The study shows
that eighty percent of the professionals interviewed preferred academic status rather than be equated with teachers. All university librarians, however, prefer to be assessed for promotion through an expert selection committee, as in the case for teachers.

How the Canadian Workers rated their job and their employers with respect to the prevailing Quality of Work Life in their workplace were evaluated by Lowe (2000). It was stated that a sizeable group (between 18 & 26 per cent) considered themselves to be in a dead-end job, underemployed, or not encouraged to use initiative. While rating their workplace on a scale of ‘very poor’ to ‘excellent’, roughly half or fewer gave ‘good’ or ‘excellent’ ratings in their areas of involvement in decisions affecting their work, job security, time of training, effective performance, feedback, recognition for doing a good job and advancement opportunities. Though Canadians have engrained commitment to work, a good number of them tend to express discontentment when they are asked about specific features of their jobs or to evaluate their employers. These findings could be taken as a constructive feedback and can be used to both employees’ and employers’ advantage.

In an attempt to establish an inevitable linkage between the Quality of Work Life and the industrial relations processes, Mankidy (2000) observes that the more positive the Industrial relations processes, the greater the possibility of improved Quality of Work Life. Positive Industrial Relations should ensure better wages, flexible hours of work, conducive work
environment, employment benefits, career prospects, job satisfaction, meaningful employee involvement in decision making etc. leading to better Quality of Work Life. The study concluded that the improved Quality of Work Life will naturally help to improve the family life of the employees and would also improve the performance of the organisation.

The study conducted by McCormick (2000) is a notable one. The study was conducted to examine the relationship between three job attitudes – job satisfaction, organisational commitment and career commitment – and a developmental concept, “career adaptability” among employed members of the library and information science profession from Virginia and Maryland. The study employed a demographic survey developed for the purpose. Career adaptability was observed to have statistically significant relationship with satisfaction with pay, satisfaction with the job in general and organisational commitment.

Sierpe (2000) has conducted a study on Job Satisfaction among Librarians in English-Language Universities in Quebec. Spector’s Job Satisfaction Survey (JSS) was used to measure the job satisfaction of librarians in the three English-Language universities in the Province of Quebec, Canada (Bishop’s Concordia, and McGill). A total of 81 responses (74.3%) were analysed. The results show that although librarians working in these institutions are generally satisfied, they are dissatisfied with communication and operating procedures. The relationship between job satisfaction and
demographic characteristics, such as gender, age, academic rank, and tenure status, were also explored and compared with previous research findings.

Taylor (2000) surveyed the ARL Library Webmasters about the aspects of their roles and job tasks. Information was obtained about their job responsibilities, job satisfactions and dissatisfactions and their opinions about the role of librarians in Website Development. The results of the survey provide insight into a number of expectations and areas of satisfaction and dissatisfaction of library webmasters. Most respondents seemed to have additional responsibilities besides the website. Many stated that they enjoyed using new skills and technological applications to improve and expand their services.

Thornton (2000) has on meticulous evaluation and observation made a Job Satisfaction Survey among the African Descent librarians. The study examines the job satisfaction of librarians of African Descent employed at academic libraries holding membership in the Association of Research Libraries. Data was collected from 79 academic libraries. 136 professionals responded to the Questionnaire. The survey identifies areas of both satisfaction and dissatisfaction for this group of Librarians. It also identifies, there has been no significant increase in the number of librarians of African Descent in ARL Academic libraries for the past ten years. It concludes that if libraries are to recruit and retain a diverse workforce, consideration must be given to what
makes these employees remain on the job and in the profession. It also suggests scope for further research on this area.

Mentz (2001) conducted a study to determine the Quality of Work life of teachers on farm schools in South Africa. The sample consists of 60 teachers in 15 farm schools. Findings indicate that teachers in rural schools are generally satisfied with circumstances and enjoy teaching; they are satisfied with classroom size, physical facilities and teacher student relations.

A study to develop a scale for measuring Quality of Working Life of Doctors was presented by Yousaf and Anwar (2001). Through questionnaire, interviews etc., they collected the data required for the construction of the scale. With the help of the scale they arrived at the conclusion that those who were found using their skills and abilities most at work were found enjoying the best possible work life. The extent of feeling of successful work life was found related with quality of work performance and work activities. To have a sense of accomplishment there shall be good supervision too.

Togia et.al. (2004) in their study have investigated the job satisfaction among Greek Academic Librarians. In this study they used the Employees Satisfaction Inventory (ESI) for the detection of Job Satisfaction. The instrument assessed six dimensions of Job satisfaction. “Working conditions”, “Pay”, “Promotion”, “Job itself”, “Supervision” and “Organisation as a whole”. They found that Greek academic librarians were most satisfied with “Job
itself”, “Supervision”, and “working conditions” and less satisfied with “Pay” and “promotion”. Prior working experience contributed negatively to the prediction of satisfaction with “working conditions”, “supervision” and “organisation as a whole”, whereas participation in decision-making positively influenced “job itself” and “organisation as a whole”.

The literature reviews of psychological and sociological studies of job satisfaction in general and specifically for library workers were undertaken by Topper (2008). The investigation was primarily intended to measure the job satisfaction among library workers. It revealed that the library workers are very satisfied in their job. It also underlined the fact that job satisfaction should be the key factor for recruitment of the next generation library workers.

2.2.2 Studies Related to Occupational Stress

This part of the review focuses on the Occupational Stress of professionals arising out of their profession and the major and common stressors causing it.

Truch (1980) identified many factors that contribute to teacher stress and burnout including discipline problems, physical and emotional abuse of teachers, low pay, little support from superiors, public criticism of educational quality and an almost traditional attitude to low esteem for teachers as professionals.
A statewide teacher stress survey was conducted with 365 full time special education teachers in Connecticut by Fimian and Santoro (1982). Of the 365 respondents 58 were identified as low stress, 250 as moderate stress, and 57 as high stress teachers. Among findings were that the strongest and most frequent sources of stress included inadequate salary, frustration over lack of time for the administration. Many of the teachers surveyed enjoy and are satisfied with the administration. Many of the teachers surveyed enjoy and are satisfied with their job regardless of the moderate to high stress levels that may be incurred.

Meagher (1983) studied the variables associated with stress and burnout of regular and special education teachers and the analysis of data revealed that there was no major difference between regular and special education teachers in terms of teacher stress. When the two groups were compared on each of the eight scales included in the questionnaire, considered collectively, the most frequently reported stressors were lack of support from administrators, working with other teachers and discipline/behaviour problems.

A comparison of levels of stress of special education elementary teachers and secondary teachers was done by Pipkin (1983). The result of the study showed that there was a significant difference in the levels of job related stress between secondary and elementary special education resource teachers. The elementary teachers experienced a significantly higher degree of stress than did the secondary teachers. No significant difference was revealed
between the elementary and secondary teacher’s level of stress regarding non-
job related life events.

The effect of employees’ ego strength and job involvement on their
experience of role stress arising from role conflict were investigated by
Srivastava and Sinha (1983). The Ego-strength scale (Hassan, 1974), the Job
Involvement Scale (Lodahl and Kejner, 1965) and the Occupational Stress
Index (Srivastava and Singh, 1981) were administered to a sample of 120
respondents comprising of 30 managers, 30 engineers, 30 superintendents and
60 section in-charges. The authors concluded that high ego strength enables
employees to cope effectively with excessive demands and conflicting
expectations. On the other hand, job involvement leads to job satisfaction and
enhances the level of intrinsic motivation.

By using a path analytic model, Hubert (1984) determined the
relationship of school organisational stressors to teacher stress in public high
schools. Surveying 786 teachers from a group of 50 Connecticut high schools,
it was found that variation in stress from school to school was strongly related
to selected organisational health variables but that stress does not vary much
among schools. Need-satisfaction, proved valuable in explaining how
organisational variables related to stress.

Scamell and Stead (1984) investigated the relationship between
subordinate assertiveness, leader behaviour and subordinate role stress for a
sample of professional librarians. This exploratory study is a theoretical base,
and a model to describe the consequences that might occur when a subordinate was either high-or low-assertive behaviour. Although the findings did reveal a significant correlation between initiating structure and consideration for the low-assertive subordinates, assertiveness did not otherwise moderate the relationship between either consideration or structure and subordinate role ambiguity, role conflict, and need for clarity. Based on the total sample of 66 respondents, it was found that, there was a high inverse relationship between consideration and role ambiguity and between consideration and role conflict. No significant relationship was found between consideration and need for clarity and between structure and role ambiguity and between structure and role conflict.

Smith and Neilsen (1984) focused their study on the burnout problems of corporate librarians in the United States of America. The study was limited to those librarians working in the profit making corporate sector. The data for the study was gathered by sending the copy of the survey instrument to a sample of 150 corporate libraries to fill it and return by reference librarians only. The Maslach Burnout Inventory (MBI) was as such applied for the survey. Eighty percentage of the respondents to the questionnaire were female gender and a third of the respondents were between the ages 30-40. 57% of the respondents had Masters Degree, 25% had Bachelor’s degree, 7% had a non library degree, 5% had a Ph.D. and 7% had non college degree. The corporate librarians showed some signs of burnout. Feeling lack of personal accomplishment was found to be the greatest cause of high burnout for the
sample. Inadequate positive feedback and a lack of control over the operations of the library were also found closely related to the problem of burnout of the corporate librarians.

Connolly and Sanders (1986) examined the amount of perceived stress and dimensions on 121 elementary and secondary school teachers. Correlations were found between the ‘Emotional Exhaustion’ dimension of stress and gender (males experienced more burnout) and years of teaching (teachers with more years at their present job experienced more burnout). Correlations were also found between the ‘Depersonalisation’ dimension of stress and education level (secondary teachers experienced more burnout). Correlations were found between the third dimension of stress, ‘Personal Accomplishment’ and gender, years of teaching, and years at the present job. The years at the present job made a significant contribution to the prediction of the three dimensions of burnout.

Tupes (1986) conducted a study to measure, analyse and compare the degree of stress perceived by public elementary and secondary school teachers in the Prince William country school system. The findings of the study revealed that even though a moderately high level of stress across selected levels of key demographic variables, such as sex, age, marital status, race, degree and percentage of total family income.

Jagdish and Srivastava (1989) conducted a study to examine the relationship between perceived occupational stress stemming from various job
dimensions and mental health or psychological well being of the first level supervisors. The perceived occupational stress was assessed with the help of Occupational Stress Index developed and standardized by Srivastava and Singh (1981). The items relate to twelve dimensions of job life namely Role overload, Role ambiguity, Role conflict, Group and political pressures, Responsibility for persons, under participation, Powerlessness, Poor peer relations, Intrinsic impoverishment, Low status, Strenuous working conditions and Unprofitability. The sample studied comprised of 400 first level technical supervisors, randomly selected from various units of Mechanical and Electrical departments of Diesel Locomotive Works, Varanasi (U. P.). The results revealed that occupational stress arising particularly from intrinsic impoverishment, role conflict, role ambiguity and poor peer relations are closely associated with employee’s mental health. It is observed from the results that the stress stemming from role overload, under participation, strenuous working conditions and unprofitability do not significantly relate to perception of reality – a dimension of mental health.

Kumar (1989) conducted a study in an oil company to investigate the relationship between role stress, role satisfaction and role efficacy. He took a sample of 292 lower and middle level executives from different functional areas of the company. The ORS Scale (Pareek, 1983), the MAO-R (Pareek, 1986) and the Role Efficacy Scale (Pareek, 1986) were used to measure the relationship. The findings of the study revealed that (a) Role stagnation, personal inadequacy and self-role distance were found to be significantly
higher among lower level executives. (b) Unmarried executives experienced significantly higher total role stress as compared to married executives.

**Manthei** (1989) surveyed the school counselors about the job-related stress. Results indicated that females reported significantly more than males when performing non-professional duties. Males reported more stress regarding financial concern than did females. Older subjects reported less stress than younger subjects. Stressors included role ambiguity, role overload and the role conflict.

In a study by **Vance and Humphreys** (1989) on Occupational Stress among 30 American, Indian, Hispanic and white teachers at a reservation school, concludes that regardless of race or sex, major sources of stress were inadequate salary, lack of professional recognition, and time management problems.

**Dhadda** (1990) studied the relationship of role stress, job involvement and personality types in aviation and railway officials. The sample consisted of fifty railway and fifty aviation officials. For the purpose of the study, the ORS scale (Pareek, 1983), the Job Involvement Scale (Lodahl and Kejner, 1965) and the Type-A/Type-B Scale (Bortner, 1969) were administered to the respondents. The study arrived at the conclusion that (a) Role overload caused maximum stress among railway officials and role ambiguity caused the least, whereas role erosion caused maximum and role overload caused minimum
stress among aviation officials (b) Job involvement was found to be positively related to role stress.

The study by Kirby (1990) explored the perceived stress levels of 115 Kentucky elementary school principals. Findings show that the most stressful events involved forcing the resignation or dismissal of a teacher and dealing with unsatisfactory performance of professional staff. The two most stressful events correlated significantly with the variables such as gender, age and number of years as principal.

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 organisation. A 25-item work stress-related scale was developed by using items from the Higging’s scale. 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.

Borg and Riding (1991) conducted an investigation of Occupational Stress on 545 teachers in Malta. It was revealed that one-third of the respondents rated teaching as stressful or very stressful. The study was also identified pupil misbehaviour, poor working conditions, poor staff relations and time pressures as leading contributors to stress.
Relationships among secondary school teachers’ Occupational Stress, Personality Type and Social Supports were examined by Mo (1991). Results of the study reported greater stress among single and newer teachers, graduate status teachers undergoing less social support. The results also indicated that teachers with Type A personality suffered less from burnout and the harmful effects of stress.

Burns and Gmelch (1992) examined the stress factors for academic department chairs of institutions of higher education. The sample consists of 523 department heads at 100 institutions. Department Chair Stress Inventory (DCSI) was used to collect data. Analysis of data revealed that chairs who have high role ambiguity experience high stress regarding their career. Chairs who have high role conflict characterised as significantly more stress, than those chairs with low perceived role conflict. Stress of the chairs was found highly correlated with role conflict and role ambiguity.

Hipps and Halpin (1992) studied the difference in teachers’ and principals’ general job stress and stress related to performance based accreditation. The sample consists of 65 principals and 242 teachers from Alabama school system. Results show that teachers experienced more stress than principals. Also found out the largest source of stress being the job overload, relationships with students, salary and compensation.

In a study based on the International Conference on AIDS, Hulme et. al. (1992) have sent a self administered questionnaire to 123 staff
working in HIV/AIDS in and out patient units and 72 doctors and nurses working on Oncology. It included the General Health Questionnaire, Maslach Burnout Inventory and self reported stressors, supports and coping methods. 78% of the staff working in HIV/AIDS have returned the questionnaires while 57% of the doctors and nurses working in Oncology (41 nos.) returned the questionnaires. There was no significant difference in the General Health Questionnaire scores although both had higher than the general population. Results from the Maslach Burnout Inventory showed greater frequency and higher intensity of Personal Accomplishment in the Oncology staff. Staff working in Oncology were more likely to seek religious support. It found that both groups shown high levels of stress.

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. A set of five psychometric tools – the ORS Scale (Pareek, 1983), Can You Type Your Behaviour (Gmelch, 1982), the Social Reaction Inventory (Rotter, 1966), the Role PICS (Pareek, 1983) and the Symptom Management Checklist (Latack, 1986) - were administered to the respondents. The analysis of data revealed that (a) Private doctors experienced more overload and self-role distance in comparison to government doctors (b) Male private doctors experienced more self-role distance and role ambiguity in comparison to male government doctors.
In a cross-cultural study on Occupational Stress of 373 Jewish and Arab teachers in Jerusalem, Gaziel (1993) found higher stress among Jewish teachers, whereas Arab teachers were most stressed by working conditions and professional image. Two groups were found different in coping strategies.

Johnstone (1993) conducted a study on 58 primary and 32 secondary Scottish teachers to examine the workload and stress, and found the following results. The teachers experienced between three and five occasions of stress in those week in which they had extra work and registering high scores on the measure of Occupational Stress.

Teachers’ workload and associated stress was studied by Johnstone (1993) on 570 Scottish classroom teachers. The results indicated that 93% of teachers reported at least one occasion of stress during the week. The longer the hours worked, the more stress occasions reported.

Minner and Lepich (1993) examined the Occupational Stress of rural and urban special education teachers. A 60-item questionnaire was administered on 265 beginning special education teachers in Illinois. Significantly higher levels of job related stress were found for rural compared to urban teachers.

Olsen (1993) studied work satisfaction and stress in the first and third year of appointment on 52 and 47 teachers respectively. Findings indicated a decrease in job satisfaction and increase in job related Stress. Factors driving stress and satisfaction varied over time.
Russell and Wiley (1993) studied the Occupational Stress levels among rural teachers in the area of Mental retardation, learning disabilities and emotional conflict. The survey of 154 rural special educators found no significant difference in stress levels among groups as measured by the teacher stress inventory.

Brown and Ralph (1994) conducted a research study with teachers in the University of Manchester to identify stressors and stress management strategies. Sample comprised of 100 Teachers. Findings indicated that certain work related factors were common stressors. These stressors are teacher/pupil relationship, relation with colleagues and parents, innovation and change, school management and administration and time factors.

Soyibo (1994) conducted a study on 230 high school teachers in Jamaica using 40-item self-report instrument to identify the significant stress factors. From the results it can be seen that institutional, environmental and personal factors were identified as significant stress factors.

Affleck (1996) surveyed the Bibliographic Instruction Librarians in New England. She has mainly chosen three dimensions of burnout such as emotional exhaustion, loss of feeling for clients or depersonalization, and diminished feelings of personal accomplishment. She has used the Maslach Burnout Inventory as the psychometric instrument to measure the above three dimensions of burnout. There were 142 BI Librarians in the sample for study.
She has found high levels of burnout among 52.8 percent of the total sample of BI Librarians in a single dimension of the syndrome and in all three of its dimensions among 8.5 percent.

**Arnold** (1996) investigated the influence of institutional characteristics on teacher stress on nearly 43,000 teachers at 300 secondary education institutions in USA. Results revealed that institutional variables did not appear to be predictors of faculty stress. Among professional status variables, academic rank was identified as a significant predictor of general stress with higher rank predicting higher stress.

**Lim and Teo** (1996) examined gender differences in occupational stress and coping strategies among Information Technology (IT) professionals in Singapore. It was found that the female IT personnel reported significantly higher scores on sources of stress originating from ‘factors intrinsic to the job’, ‘managerial role’, ‘career and achievement’, ‘organisational structure and climate’ and ‘relationships with others’. Contrary to initial prediction, no significant gender difference was found for stress originating from ‘home-work interface’. With respect to coping strategies female IT personnel tend to suppress their emotions and deal with problems in a logical and unemotional manner.

**Schamer and Jackson** (1996) conducted an investigation on Teacher stress and burnout. The sample consists of 515 secondary level teachers of Ontario city. The study suggests that more than any other public service
professionals, teachers are affected by continued stress leading to burnout. This in turn results in a negative attitude towards student and a loss of idealism, energy and purpose.

In a survey conducted by Thorsen (1996) on 494 teachers in four disciplines at four Ontario Universities it was found that quality rather than nature of academic work was stressful. Hours spent on the job with a time constraint were found significant sources of stress.

Chen and Miller (1997) reviewed the International literature on Teacher Stress. They summarized research on both organisational and individual characteristics positively correlated to Teacher Stress. Organisational characteristics are time constraints, workload, job demands, role conflict, role ambiguity, income resources, class size, participation in decision-making student discipline and interaction. Individual characteristics are age, marital status and gender. Teachers found increased stress by time factors, workload, role conflict and role ambiguity etc.

Biographical differences in Occupational Stress of teachers were investigated by McCormick (1997) in Australia. Significant difference in Occupational Stress between elementary and secondary school teachers was found.

Mishra (1997) conducted a study to compare the level of Occupational Stress among public and private sector public relations officers. The
Occupational Stress Index of Srivastava and Singh (1981) was administered to the sample population. Critical ratio test was used to find out the difference between perceived 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 political pressures, powerlessness, poor peer relations at work, intrinsic impoverishment, low status and strenuous working conditions as compared to public relations officers of private sector.

Guglielmi and Tatrow (1998) reviewed the health effects of Teacher Stress and reported serious health problems as suffered by teachers having occupational stress.

Odelia (1998) surveyed burnout among librarians in Israel’s academic libraries with respect to scope, rate and reasons. He found that there is a low degree of burnout among librarians working in university libraries in Israel. Based on MBI questionnaire, level of burnout was found to fluctuate between low to medium. Close to 75% of the librarians sampled were between the ages of 41 and 60. The few younger ones had feelings of frustration and lack of self-fulfillment. Fast technological changes were not considered as a main cause for burnout. The study discovered high degree of burnout and dissatisfaction with respect to working conditions and Motivation. The low
status bothers many librarians. The gap between self and public perception results in low self-estimate among university librarians in Israel.

Poole and Denny (2001) investigated the aspects of techno stress of Librarians owing to the introduction of new technologies in the library field. Techno stress is considered to be modern disease of adaptation caused by inability to cope up with new technologies in an effective manner. An exclusive survey has been conducted at the Community College Library at Florida in USA to study the impact of technology on the library professionals. It examined how employees in Florida Community College Library and Learning Resource Centres are dealing with technological change in their work environment. The result of the investigation indicated that the staff is reacting positively to the technological change. They showed only a negligible stress related consequence in the change.

Haridasan and Sultan (2002), in their survey examines the extend of Occupational Stress felt by the library staff of the Gorakhpur University. The main objectives of the study were to identify the role of different dimensions of stress experienced by the library staff working in different levels in the organisation, to study the personal factors causing the burnout among library staff etc. Data were collected by sending questionnaire to library staff of the university. 62 staff were investigated for ascertaining their stress experience. A few of the findings are, the librarians are under stress as they are affected by role overload, role conflict, unreasonable group and political pressure and
under participation, the librarian also experience high burn out on the emotional exhaustion dimension. Junior professional assistants also experienced high degree of burnout on the emotional exhaustion etc.

Awasthy (2002) has conducted a study on the stress and burnout among library professionals in the universities and colleges of Punjab, Haryana and Chandigarh. The results of the study indicate that (i) the stress of library professionals found moderate or average in the areas under study (ii) the library professionals are maintaining moderate level of burnout (iii) there is no significant sex difference exists in respect of stress and burnout (iv) urban library professionals suffers from more occupational stress than their rural counterparts (v) significant differences on stress and burnout is found existing between the library professionals based on their age groups (vi) senior library professionals show less satisfaction as regards to their status in comparison with their junior counterparts.

Sornam and Sudha (2003) attempts to study the level of Occupational Role Stress (ORS) among women library professionals working in Bharathidasan University in Tamil Nadu. Among 45 professionals the study has made use of Occupational Role Stress Scale developed by Pareek (1992). Objectives of the study were to identify the influence of age, experience, marital status on ORS and to find out the extend of association between selected socio demographic variables and ORS. The scoring pattern was done in a five point mode ranging from 0-4 and the Median, Chi-Square test, Karl
Pearson’s Co-efficient of Correlation and Students t-test were used as statistical tools. The study identified that age, experience and marital status have significant association with ORS.

The study undertook by Togia (2005) mainly includes to measure the levels of burnout among Greek Academic librarians and to assess its relation with certain background characteristics. The Maslach Burnout Inventory (MBI) was administered to 136 academic librarians across Greece. The study suggested that respondents experienced low levels of emotional exhaustion and depersonalization and moderate levels of personal accomplishment. Of the background characteristics, age, number of years as a librarian and participation in decision-making were found to be independent of the burnout experienced. Direct contact with library users seemed to enhance feelings of personal accomplishment. In addition, employees with short-term contracts reported higher levels of emotional exhaustion in comparison to their colleagues holding lifetime positions. It provides valuable results concerning burnout among library professional in Greece.

Routray and Satpathy (2007) attempt to analyse the occupational stress experienced by the library and information science professionals in a digital library environment. According to them the stress can create negative/positive feelings on professionals. A positive influence of stress will result in new awareness and exciting new perspective. Whereas a negative influence may result in distrust, rejection, anger, depression which in turn leads
to frustration etc. Stresses in a digital environment can be technological stress, job insecurity stress, or physical stress. The reasons for stress may be due to technological changes, changing library environment, changing user’s demand, reducing staff strength etc. It concluded that best way to manage the stresses wisely is to reduce its effect considerably than to avoid them.

Khosravi (2000) surveyed the opinions of librarians working in central university libraries in Iran about the problem of library stress. Fred Luthan’s categorisations stressors is applied. A questionnaire with 36 questions using Likert Scale is used. 150 filled questionnaires were received. Results are analysed using percentage and means. Luthan’s five factors, causing the most amount of stress in libraries are identified as a lack of library director’s support, lack of job security, lack of library director’s cooperation, lack of correct measures for encouragement, and lack of scientific methods of performance evaluation.

2.2.3 Studies Showing Relationship between Quality of Work Life and Occupational Stress

This part of the review includes studies which observed relationship between Quality of Work Life and Occupational Stress. It shows that the two aspects exist side by side in a work organisation. At every work place these two aspects influence the professionals and the organisation.
Laughlin (1985) studied the occupational stress and its relationship to social supports and life turbulence of teachers in New South Wales. The study revealed that nearly one third of the teachers considered their job to be extremely stressful. Self reported teacher stress was found to be negatively related to Job satisfaction and intension to continue teaching.

In a cross-cultural study conducted by Menlo and Poppleton (1990) on quality of teaching life among secondary school teachers, it was reported that quality of teaching life is related to Job Satisfaction, work centrality and Occupational Stress.

Whitlatch (1991) has made a study about the Job Satisfaction among reference librarians where the libraries are automated. He chose five academic libraries for the study. It affirmed that the automation raises stress in the job when attempting to improve services through automation. The arising stress is to be more focused. The general notion concerning stress is that too much or too little stress is not good. But a moderate level of stress motivate the professionals is good. The study reveals that one of the dangers of automation is that the professionals will become technicians and the job will become very routine. The job satisfaction will be less in routine job. It found that the people working in the reference library departments report the work to be significantly less routine and that the reference personnel were more satisfied.

Billingsley and Cross (1992) conducted a study on 463 special educators and 493 general educators in Virginia. Analysis indicated that work-
related variables, such as leadership support, role conflict, role ambiguity, and stress, are better predictors of commitment and job satisfaction than are demographic variables. Findings were similar for general and special educators.

McCormick and Solman (1992) studied teachers’ attributions of responsibility for Occupational stress and satisfaction in Australia. The study suggests different levels of stress exist at elementary and secondary levels and pointed out that stress and job satisfaction is related.

A healthcare corporation of St. Johns’ at Newfoundland was formed with tiny eight units of other eight health care facilities. The radical transformation resulting from the Health care reform on restructuring, recognizing and downsizing has impacted on the nursing profession and affected the quality of nurses’ work life. This has been subjected to the study of Davis and Thorburn (1995) for evolving strategies for enhancement of the profession’s Quality of Work Life. The Health Care corporation experienced the stress associated with change when it simultaneously merged eight health care sites and introduced a programme-based management structure. It resulted in the development and implementation of a professional support network called nursing peer support programme which found its fruit in solving the crisis.

Attempts have been made by Ahmad and Mehta (1997) to bring forward empirical evidence on the relationship between Organisational Role
Stress (ORS) and Perceived Quality of Work Life (PQWL). The results indicate that all the ten dimensions of ORS, namely inter-role distance, role stagnation, role expectation conflict, role erosion, role overload, role isolation, role inadequacy were negatively correlated with the four dimensions of PQWL, namely, influence, work amenities, job satisfaction and supervisory behaviour.

Patanayak (1997) has conducted a study about Role Stress and Quality of Work Life specifically at Steel Authority of India (Rourekela Steel Plant) and National Aluminium Co. (NALCO) taking into account of 3 dimensions, namely type of organisation (new and old) area of work (production and service) and the position in the Organisation’s hierarchy (executive and non-executive) with regard to Organisational Role Stress and sub scales. It explained that all the three dimensions jointly contribute to the differential experience of role expectation conflict as ORS variables. The major dependent variable of the study is Quality of Work life as an index of organisational effectiveness.

In an effort to improve efficiency and productivity for employers of Academic Library, Black and Forro (1999) investigated the relevance of breaking humor at work place. The serious nature of academic research, teaching and dissemination of knowledge does not produce an atmosphere of jocularity; academic libraries, as a part of the larger academic community, naturally reflect this serious atmosphere. According to the investigators, libraries can and should reap the benefits of supporting humor in workplace –
better interpersonal communications, improved teamwork and enhanced personal job satisfaction – while acknowledging the serious vital nature of the services they provide. According to them, a library staff lounge humor resource section could be a heaven to the irreverent. They concluded that humor may be a key to controlling stress promoting good health and encouraging positive work relationships. It suggests that the people who enjoy their work are more productive and creative. Because they are more satisfied with their job, they tend to promote better morale in the workplace.

Quality of Work Life Task Force of George Mason University (2000) has conducted a survey of George Mason University employees to assess the quality of their work lives. This survey included 73 structured questions, and was sent to a random sample of 600 employees across all job categories: adjunct, restricted, administrative, and tenure line faculty, classified staff, and wage employees. The survey achieved a high rate of response (66%), indicating that the opportunity to speak out regarding the quality of work life at George Manson University is important to many employees. The results of the survey revealed that (1) Overall job satisfaction at George Manson is reasonably high, with nearly two thirds (63%) saying they are either “satisfied” or “very satisfied”, (2) Employees at all levels value the autonomy of their jobs, (3) Work load is a significant source of stress for the entire sample, especially for all faculty groups and classified employees, (4) A majority of classified staff and tenure-line, restricted, and administrative faculty identify “institutional procedures and red tape” as sources of stress, (5) Lack of
promotion opportunities or the review/promotion process are sources of stress to many employees, (6) A lack of “special recognition for achievements and milestones” was a source of great dissatisfaction among classified and faculty employees (except adjunct faculty).

Raza and Gupta (2000) have conducted a study to measure the extent of job satisfaction and effect of job anxiety on job satisfaction and their interrelationship among library professionals according to their hierarchy of the post. The data was collected from a sample of 65 library professionals employed in Delhi University System. This was an empirical study to establish some relationship between job anxiety and job satisfaction in the library environment, which could be useful for maximising the output and efficiency of library operations. Questionnaire method has been used for the data collection. The ‘J.S.Q.: Job Satisfaction Questionnaire’ developed by D. M. Pestonjee (1973) and ‘J.A.S.: Job Anxiety Scale’ developed by A.K.Srivastava (1974) were the main tools used to gather required information. The results indicate that library employees of different posts demonstrate individual differences in job anxiety. The percentage of satisfied employees pertaining to social relation area is the highest (92.30%), most of the persons are able to maintain good social relation. The extent of job satisfaction in personal adjustment area is 63%, which is the lowest percentage as compared to other areas of job satisfaction. There is an inverse relationship between the level of anxiety and hierarchy of posts in library.
Goudwaard and Andries (2006) studied the relationship between the employment status and working conditions. They used data from the third European Survey on working conditions to look at changes in employment relations between 1996 and 2000. It analyses the relationship between employment status and working conditions. The concept of employment status is two-dimensional. The research distinguishes between two types of employment contracts: permanent or openended. It distinguishes between full-time and part-time employees. These two dimensions are linked together, with a higher proportion of part-time European Foundation for the improvement of living and working conditions. The multivariate analysis has been done taking into account several characteristics such as sector, occupation, sex, age. The findings include the notion that employment status is not the only variable that may lead to poor working conditions. Stress appears to be most prevalent (41%) among non-qualified blue-collar and white-collar female workers. Strong intensification in work and less discussion within the work group are major factors that accentuate stress. 62% of employees whose relations with co-workers have been decreased and they are found to be more stressed. The survey reveals that the working conditions differ according to each socio-professional category. Its impact particularly depends on the quality of interaction between employer and employee in the company’s work organisation structures.

2.2.4 Conclusion
The studies reviewed relate to different types of occupations (viz.) banking, teaching, nursing, medicine, industry, private and public limited companies; in addition to those relating to library profession. The studies located and reviewed include both Indian and foreign studies.

In the studies reviewed on Quality of Work Life, a number of dimensions were considered for evaluating the job satisfaction of the Professionals. Most of the characteristics found analysed and studied were amenities at work, participation in decision making, planning and policies, working conditions, supervision and management, communication, career advancement, job safety and security, compensation, recognition and praise, interpersonal relations, job stress, job enrichment, motivation, age, marital status, promotion, salary, application of modern technologies such as computer and other electronic gadgets for information processing and retrieval etc. In a few studies it was found that the professionals were satisfied with the supervision, nature of work and benefits, but dissatisfied with opportunities for promotion, pay and contingent rewards. Many dimensions of job satisfaction significantly varied with the staff variables of experience, education, position title, union representation etc. As regards the application of computer and other electronic technologies, a very few enjoyed in using new skills to improve and expand their services. It was also revealed that improved Quality of Work Life naturally helped to improve the family life of the employee and also improved the performance and productivity of the organisation.
The related literature and studies reviewed on Occupational Stress identified a number of factors that bring stressful situations in the profession. The common and popular dimensions of stress considered and studied at the workplace were role overload, role ambiguity, role conflict, group and political pressure, responsibility for persons, under participation, powerlessness, poor peer relations, intrinsic impoverishment, low status, strenuous working conditions, unprofitability, staff-role distance, inter-role distance etc. It also examined the independent variables like ego strength, job involvement, age, marital status, gender, social support, extra work, job demands, professionals engaged in rural and urban sectors, for ascertaining factors which add to the occupational stress of the professionals.

Role overload is another dimension found causing maximum stress. From the reviewed studies, it has been made clear that lack of personal accomplishment and lack of control over the operations of the library were closely associated with the burnout of the library professionals. Technostress is considered to be a modern disease of adaptation caused by inability to cope up with new technologies in an effective manner. The investigation in this area of library profession indicates that the staff is positively reacting to the technological changes. The influence of age, experience, marital status on occupational role stress were also examined and identified that they had significant association with Occupational Role Stress. Some findings revealed that librarians were under stress as they were affected by role overload, role conflicts, unreasonable group and political pressure and underparticipation.
The librarians also experience high degree of burnout on emotional exhaustion dimension.

The personal and organisational characteristics like persons behaviour, reaction, mental or physical conditions, age, marital status, family background, environmental factors, faulty job design, employer-employee relationships, social isolation, failure to solve grievances, fear of adverse health effects, threat of job losses etc. were identified as the main causes of stress. These stress normally result into absenteeism, turnover accidents, low productivity, inefficient services, lack of motivation, job dissatisfaction and alienation.

Some of the studies reviewed also correlates Quality of Work Life dimensions with Occupational Stress dimensions. They revealed empirical evidences on the relationship between Organisational Roll Stress and Perceived Quality of Work Life.

Thus the review of literature helped the investigator to identify the possible correlates of the dependent variables.