CHAPTER II

REVIEW OF LITERATURE

2.1 Introduction

During the past decade, researchers have been paid much attention to occupational stress and its impact on well-being of the employees. The various research studies of occupational stress have provided substantial evidence supporting the notion that exposure to occupational stressors has a negative impact on a worker’s mental and physical health and job satisfaction. Therefore a flurry of studies on occupational stress has since emerged. Some of the studies are presented in this chapter.

Sujatha Muthanna,1(1988) the study looked at top level bank managers experiencing high occupational stress from different departments and age groups and having different levels of Anxiety, Peer relations and Personality. The results were in turn mapped with organizational requirements as a whole and suggestions were made about the ways in which organizations could be made more effective and efficient to work in.

Charlene Herried,2 (1985) the purpose of his study is to look at the associations between measures of Type A ("Type A" personality, said to be at


higher risk for developing physiological stress symptoms, notable coronary heart disease) and stress symptoms and sales performance in a real estate company, and to examine the implications for managing commission sales people in small businesses, both in real estate and elsewhere. Type A has received considerable attention as a key personality construct with substantial consequences, both good and bad. Thus, Type A behavior may contribute to successful individual sales performance as well as to problematic behavioral and physical expressions of stress. The real estate setting is particularly appropriate for studying the implication of Type A for individual performance and stress, because (1) individuals tend to work independently, (2) individuals control their work commitments, work hours, and work intensity, and (3) performance is directly linked to an individual's efforts.

K. Chandraiah, S.C. (2003) his study was planned to investigate the effect of Age on Occupational stress and job satisfaction among bank managers of different age groups. A sample of 105 industrial managers working in different large-scale organizations was selected randomly for the study. The findings of the study reveals higher levels of job stress and less job satisfaction among managers of 25-35 years age than their counterparts in the middle age (36-45 years) and the old age groups (46-55years). The study also found that the age found to be negatively correlated with occupational stress and positively with job satisfaction.

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Kirk L. Froggatt and John L. Cotton,\(^4\) (1987) in their study controlled laboratory experiment investigated the effects of Type A behavior pattern on role overload-induced stress and performance attributions. Although previous correlation studies have concluded that Type A individuals are more likely to feel stressed than Type B individuals, the present study did not find this. The current study reports the alternative hypothesis that differences in reported stress between Type A and Type B individuals may occur because the Type A seeks out situations that are objectively more stressful. In contrast to the stress findings, performance attributions varied between Type A and Type B individuals. Results are discussed in terms of their theoretical and practical implications.

Dileep Kumar, M\(^5\) (2004) in his study he found that there is significant difference in the level of occupational stress between nationalized and non-nationalized bank employees. Occupational stress is found higher among non-nationalized employees compared to nationalized employees. Among different occupational stress variables Role over load, Role authority Role conflict and Lack of Senior level Support contribute more to the occupational stress among non-nationalized employees compared to nationalized employees. He recommended that to alleviate the negative consequences of stress more effort on the part of policy makers, practitioners, and organizational management.


envisaged. The author, there by making a few effort to suggest some effective measures, that can alleviate the stress of bank employees and leads to their better adjustment within the organization. They are the management Organize a Stress Management Program that focuses on different leave categories of employees at all hierarchical level. Organize Stress Management training programs with specific human resource development goals in consultation with Senior Management. Finally he concluded that the productivity of the work force is the most decisive factor as far as the success of an organization is concerned. The productivity in turn is dependent on the psychosocial well being of the employees. In an age of highly dynamic and competitive world, man is exposed to all kinds of stressors that can affect him on all realms of life. The growing importance of interventional strategies is felt more at organizational level.

Mohsin Aziz⁶ (2004) points out that the organisational stress originates in organisational demands that are experienced by the individual. Stress is built up in the concept of role which is conceived as the position a person occupies in a system. his study investigates the intensity of organisational role stress among women professionals in the Indian banking sector. Organisational role stress scale is used on a sample of 264 to explore the level of role stress. Resource inadequacy has emerged as the most potent role stressor, followed by role overload and personal inadequacy. The research finds

differences in the level of stress between married and unmarried bank employees on several role stressors. However, level of education does not emerge as a significant differentiator of stressors.

Lakshman\(^7\) (2005) in his study he specifically found that 76% of survey respondents thought that their career prospects would be damaged if they complained of stress, and managers confirmed that they are right to think this. 79% of managers said they would be less likely to employ a candidate if they suspected that they were prone to stress and 87% would be less likely to promote an existing employee if they had doubts over their ability to handle stress. One in four said that their average stress levels at work were either high or very high. Only 9% considered poor compensation and benefits to be a major concern, which indicates that those who have not been affected by redundancy or restructuring are grateful to be in employment. Job insecurity was stated as being a cause of stress for almost half of all respondents. A large proportion of managers said that core people management tasks such as handling performance appraisals or conducting the recruitment interview were a significant source of stress for them.

This suggests that bank managers are not receiving the training needed to perform in their role. Only one third (34%) of respondents said that stress was recognised as an issue in their workplace and just 31% of respondents said that personal counselling services were available to them. Fewer still (27%)

\(^{\text{7}}\) Lakshman, (2005) “Project on stress management” published in the CiteHR.com
said that their organisation has any formal process for handling grievances or concerns relating to stress. His other findings include 86% of respondents considered that stress was a problem in their organisation. 36% rating it as being significantly so. 79% identified increased absence as the main symptom of stress in an employee. 53% regard stress as something an organisation can address proactively. 95% view supportive managers as the workplace factor most likely to help employees cope with stress. He concluded that having a comprehensive stress policy, which is part of the organisational fabric and develops with the organisation, can help reduce the likelihood of individuals experiencing occupational stress, improve productivity levels and so benefit the bottom line.

R.P. Vempati\(^8\), (2008) the study evaluated the physiological changes of a yoga based stress management program for 26 a symptomatic, male, middle level bank managers. The Occupational Stress index (OSI) and autonomic parameters were measured. Data of subjects with OSI greater or less than the median ware analyzed separately. The 't' test for paired data was used for pre-post comparisons. The whole group (n=26) showed a significant decrease in breath rate \(p< .005\) after the two day program, with no other changes. Subjects with OSI more than median \((n = 13)\) showed a significant decrease in breath rate \(p< .01\), in the power of the low frequency component of the heart rate variability spectrum \(p<.05\), and in the low frequency: high

\(^8\) R.P. Vempati, Baseline Occupational Stress Levels And Physiological Responses: A Two Day Stress Management Programme, Vivekananda Kendra Yoga Research Foundation, Bangalore, India, 2010.
frequency ratio (LF/ HF) (p<.05) and an increase in the high frequency component (p<.05) after the program, with no changes in the subjects with OSI less than the median.

Charles R. Greer and Marry Anne Dorland Castro,\(^9\) (1986) their study examines the functional relationship between occupational stress and perceived unit effectiveness. Purchasing agents in a Southwestern U.S. city responded to a self-report questionnaire, which solicited measures of stress and effectiveness and such information as respondents’ gender, age, number of subordinates, and position tenure and their organizations' size and type of industry. A regression analysis of these responses which controlled for individual and organizational differences-found that perceived unit effectiveness was negatively related to occupational stress and positively related to age.

Quah and Campbell (1994)\(^{10}\) studied role conflict and role ambiguity as factors in work stress among bank managers in Singapore and indicated that role conflict and role ambiguity are positively and significantly related to work stress among bank managers and work stress is negatively and significantly related to job satisfaction.


Crawford Hollingworth et.al.\textsuperscript{11} (1988) in their study, they found that there is a strong association between job satisfaction and stress, with low job satisfaction being associated with high stress. This association did not reflect the confounding of job satisfaction with demographic variables, and was not modified by day of week. Possible causal relationships accounting for this correlation have been discussed in the study.

Muhammad Iamal,\textsuperscript{12}(1990) his study examined the relationship of job stress, job stressors, and Type-A behavior pattern with employees' job satisfaction, organizational commitment, psychosomatic health problems, and turnover motivation among full-time nurses (N = 215) working in a large Canadian hospital. Both job stress and stressors (role ambiguity, overload, conflict, and resource inadequacy) were significantly related to four outcome variables. Type-A behavior was associated with high job stress, high role ambiguity, conflict, resource inadequacy, and psychosomatic health problems. In addition, Type-A behavior was found to be an important moderator of the stress-outcome relationships. Implications of the findings for management and for future research are highlighted.


\textsuperscript{12} Muhammad Iamal, Relationship of Job Stress and Type-A Behavior to Employees' Job Satisfaction, Organizational Commitment, Psychosomatic Health Problems, and Turnover Motivation, “Human Relations”, August 1, 1990 43: 727-738
Keenan & Newton (1987)\textsuperscript{13} conducted a longitudinal study to investigate work-related difficulties in young bank employees and found four areas of difficulty—people difficulties, information difficulties, technical difficulties and report writing difficulties. As compared to the other categories of difficulty, technical difficulties has been found to be less frequently mentioned which indicates that stress may have been prevalent due to non-technical aspects of job. A number of small but significant correlations between people difficulties and measures of psychological strain have been revealed. Role stress, environmental frustration, engineering field and perceived quality of training, related to people difficulties, have been indicated to be responsible for creating the psychological strain. It reinforced the key part played by ‘people’ in causing stress.

John M. Ivancevich,\textsuperscript{14} (1994) points out that the physiological, psychological, and organizational effects of occupational stress are not only costly to individual employees and managers, but also to the organization, society, and family. His study examines the notion of interaction between the employee and the work environment. Stress is defined in terms of a relationship between a person and the work environment. Instead of using a global model of person-environment interaction, a more specific approach incorporating the notion of Type A-B behavior pattern and Type A-B work environment is


developed. The study examines the theory, research, and implications of a person-environment model as an explanation of occupational stress and various behavioral, psychological, and organizational consequences.

Work overload are reported by Sharma & Devi (2008)\textsuperscript{15} as the role stressors at banks and insurance companies.

Pestonjee and Singh, (1982)\textsuperscript{16} analysed various role stress dimensions are also found to be negatively related with job satisfaction. The relationship between role stress and job satisfaction, participation and involvement, among 120 bank professionals studied by Pestonjee and Singh (1983)\textsuperscript{17} showed that self-role distance is negatively associated with satisfaction with the job, the management, social relations and with overall job satisfaction. Role conflict and role ambiguity are found to be positively related to job related tensions and negatively related to job satisfaction, job involvement, pay, supervision, and working conditions.


\textsuperscript{17} Ibid.p.66
Shahu & Gole (2008)\textsuperscript{18} appraised a sample of 100 bank managers of private banks and found that higher stress level is related to lower performance. Although too much stress has a negative influence on performance.

Gmelch and Chan (1994)\textsuperscript{19} found that insufficient stress leads to boredom, a lack of concentration, and a lack of motivation to exert the best possible effort. Also, an inverted U-shaped relationship between stress and performance has been supported by Choo (1986)\textsuperscript{20}.

Fried et al. (2008)\textsuperscript{21} indicated that role stress is related to job performance both directly and indirectly through job satisfaction and propensity to leave.

Anderson (1976)\textsuperscript{22} examined the relationship between perceived stress, performance and coping and found that perceived stress and performance displays an inverted-U relationship.


Nevertheless, Singh (1988)\textsuperscript{23} argued that positive linear hypothesis i.e. at higher level of stress individual experience arousal and is expected to display higher level of performance holds true in the case of transitory stress where the individual is exposed to stress transactions less frequently and for very short periods of time.

Maureen F. Dollard (1999)\textsuperscript{24} argue that a conducive production model that emphasizes action and knowledge, and reciprocal learning between academia, practitioners, and organizations may be the way forward for psychologists to respond effectively to the current work stress problems and other emergent organizational issues. Failure to do so may result in exacerbation of problems related to the psychological and social context of work, a slowed response to increased demands, and an ever decreasing practical utility of the profession.

Smith A, (2000)\textsuperscript{25} reviews previous research on the scale of occupational stress and describes in detail the Bristol Stress and Health at Work study. His study had three main aims: firstly, to determine the scale and severity of occupational stress in a random population sample; secondly, to distinguish the effects of stress at work from those of stress in general life; and


\textsuperscript{24} Maureen F. Dollard, Psychological Research, Practice, and Production: The Occupational Stress Problem, International Journal of Stress Management, Vol. 6, No. 4, 1999

finally, to determine whether objective indicators of health status and performance efficiency were related to perceived occupational stress. The results revealed that approximately 20% of the sample reported that they had very high or extremely high levels of stress at work.

Manshor, et.al. (2003) in their study examined and found that workloads, working conditions, and relationship at work were the main concern of the managers that lead to stress at the work place. The results also indicated that certain demographic variables do influence the level of stress among managers.

Kanemitsu Yoshihiro, (2005) the purpose of his study was to describe the role of recent Health Psychology in an occupational stress survey. First of all, the study tried to review the importance of the individual and moderating factors which were supposed to mediate between stressors and stress responses, by observing the historical significance in psychology.

Michailidis M, Georgiou Y., (2005) examines occupational stress of employees in the banking sector. A sample of 60 bank employees at different

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organizational levels and educational backgrounds was used. Data collection utilized the Occupational Stress Indicator (OSI). Results of data analysis provided evidence that employees' educational levels affect the degree of stress they experience in various ways. Bank employees cannot afford the time to relax and "wind down" when they are faced with work variety, discrimination, favoritism, delegation and conflicting tasks. The study also shows the degree to which some employees tend to bring work-related problems home (and take family problems to work) depends on their educational background, the strength of the employees' family support, and the amount of time available for them to relax. Finally, the drinking habits (alcohol) of the employees were found to play a significant role in determining the levels of occupational stress.

Anne Marie Berg et.al. (2006) in the study they pointed out that the prevalence of subjective health complaints was relatively high and was mainly associated to job pressure and lack of support. Males showed more depressive symptoms than females. All stress factors on frequency were positively associated to the burnout dimensions depersonalization and emotional exhaustion, except work injuries.

Mehrabi T., et.al, (2007) in their study, they emphasized that the occupational stress is one of the most important occupational hazards in

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modern life which could lead to decrease in productivity, work absence, workforce transfer and high costs for the personnel. American National Association for Occupational Safety has placed nursing at the top of the list of the first forty high-stress jobs. Findings demonstrate that most of the nurses (73.47%) experienced stress at the medium level. In addition, a positive statistical correlation was found between the overall and fractional stress scores. Conflicts with physicians have the greatest relationship with the overall severity of occupational stress in nurses. Among the demographic parameters, only marital status and work hours had significant statistical correlation with the severity of stress. (p< 0.001). Regarding the findings of the study, it is recommended to employ appropriate methods in preventing and handling occupational stresses at the personal and organizational level.

Marzabadi E A, et.al. (2007)\textsuperscript{31} in their study the statistics were collected from 164 individuals who were employees of a governmental organization. In the study, it was found that a large number of participants were ranked in the low-stress range, which was about 93.9%. Among the roles at work, the role conflict was the one with the highest results of about 35.54. The next highest stress level among the roles was role ambiguity, which got an average of about 31.81. Role overload and role insufficiency both got an average of about 29.25 and 28.96. The stress caused by physical environment got an average of about 37.93. The stress among individuals due to

\textsuperscript{31} Marzabadi E A, et.al., “Job Stress, Job Satisfaction and Mental Health” Baqiyatallah University of medical sciences, Tehran, Iran. 2007.
responsibility was averaged at 20.97. The stress related to the family got an average of about 23.97. In the end, the stresses caused by work and work and family were ranked at an average of 94.87 and 118.81, respectively. The standard deviation was seen to be highest in the category of work and family at 15.57, and the least deviation was reported with family stress at 4.37.

John McCormick,\textsuperscript{32} (2009) the purpose of his research was to study self-efficacy and occupational stress. The study aims to follow up and replicate a study carried out approximately one year earlier. A theoretical framework, primarily based on social cognitive theory and the teachers’ attribution of responsibility for stress model and consistent with the earlier study, was used to guide the research. Data were gathered using a self-report questionnaire. Analysis was carried out using structural equation modelling, based on results of the earlier study, and partial correlation analysis. A more parsimonious model of the related phenomena than had been established by the earlier study was confirmed, suggesting that the context of the educational reform was different one year later, particularly in terms of perceived social support and occupational stress specifically associated with the changes.

Hl Dhar\textsuperscript{33} (2002) in his study he suggested that the meditation is the best technique for stress free life. Meditation is not a path of information but a


path of transformation, not the path of knowing but the path of becoming. It is said five perversions (lust, anger, greed, attachment and ego) of mind create stress in the body like mental tension, migraine, high blood pressure, heart attack, diabetes, constipation, sleeplessness etc. Meditation develops virtues of chastity rather than lust, forgiveness rather than anger, detachment rather than attachment, generosity rather than greed, humility rather than ego. When the mind is detached from aforesaid five weaknesses, peace of mind automatically surfaces, balance of mind and state of well being are experienced resulting in life free from stress. He also suggested that regular practice of integrated type of yoga can not only prevent the development of various psychosomatic disorders but also improve a person’s resistance and ability to endure stressful situations more effectively.

John Mathew, et.al. 34 (2003) In their study they observed that Significant numbers of individuals [80%] like to return to their workplace which shows the willingness among the people of the sample to go to work. This can be an indication of the high degree of work ethics prevalent among people, that in spite of stress situations, they are willing to go to their workplace. This might also be the reason of the various incentives like enjoying the work, moving out of the house, meeting people, increasing and sharing knowledge and of course earning.

R Lakshminarayanan\textsuperscript{35} (2006) “in his study he concluded that every person has a working life-time/period of about 35 years, normally between 25 to 60 years of age. Given the Indian scenario of competitive market, over population and scarcity of good jobs, runs on the theory of “Survival of the Fittest”, no profession is stress free. The degree and depth may vary from one another. Both employer and employee must understand that work should be valued and not excessive. Work should not compromise on health and family life; rather offer happiness, peace of mind, certainty, variety and flexibility. As a general rule, actions to reduce job stress should be given top priority in the process of organizational change to improve working conditions and to avert the situation of brain drain. But even the most conscientious efforts to improve working conditions are unlikely to eliminate stress completely for all workers.

Daisy Chauhan\textsuperscript{36} (2006) he concluded that it is a fact that stress is not similarly experienced by all people. The severity or gravity of a stressful situation depends on certain personality attributes like confidence, self-esteem, attitude, and certain qualities possessed by individuals like decision-making, sense of control, conflict resolution, possibility thinking. In that sense each individual has the capability to choose his/her response to a particular stimulus through his/her self-awareness, independent will, creative imagination and conscious decision. Only the capability varies from person to person.

\textsuperscript{35} R Lakshminarayanan, An Overview Of Strategic Planning To Combat Occupational Stress – Need Of The Hour In The Present Indian Context”, National Institute of Virology, Indian Council of Medical Research, Pune, Maharashtra, 2006.

N. Panchanatham, et.al.\textsuperscript{37}, (2006) in their study they predicted that there is a positive correlation between executives’ coercive leadership behaviour and their occupational stress. The results shown in study explained the fact that there is a significant and positive relationship between these two variables. Further it is noted from the study that the coercive leaders are more stressful than their counterparts. From the result it is evident that organizations taking efforts to reduce the executive stress level can help them to make changes in the executives’ leadership pattern. It is true, that every executive is expected to follow more than one leadership style according to the situation. However, being always dominant in coercive style particularly the implementor is an obstacle to get things done.

K.K.Jain, et.al.\textsuperscript{38}, (2007) in their study they found the results of the study also confirmed the assumption that high age group managers as well as high age group engineers were equally satisfied with their jobs and the study revealed the same findings when low age group managers and low age group engineers were compared on their job satisfaction level.

Anjum Mahdi\textsuperscript{39} (2007) the major result of the study was, the main effect of organization has a significant effect, on the degree of stress. The


\textsuperscript{38} K.K.Jain, et.al., Job Satisfaction as Related to Organizational Climate and Occupational Stress: A Case Study of Indian Oil, International Review of Business, 2007.

interactions between the type of organizations and the type of workers as well as between the organization and intervention techniques also have a significant effect on stress. There is a significant effect of the type of organization and intervention technique on the degree of stress. Likewise the interaction effect between the organization and the intervention techniques had the significant effects on the degree of stress in the after situation. There is a significant difference for the application of medication and non-medication techniques in the degree of stress between before and after situations. Subjects belonging to the three different organizations are highly significantly difference in "the degree of stress in before situations as well as in the after situation. There is a significant difference between the application of medication and non-medication techniques for managing the stress. Moreover there is also a significant difference both in before and after situations for the application, of techniques to manage stress. Supervisors and workers belonging to Air Force are significantly different in religious and moral values. Supervisors and workers belonging to CRPF are significantly different in religious and moral values. He concluded that subjects belonging to three different organizations vary in the magnitude in the stress. And the intervention technique of medication and non-medication helped in the reduction of stress where non-medication had an edged over medication.
R. Bakhshi, et al. (2008) they were undertaken with the objectives to know socio personal characteristics of selected categories of working women and their families; to examine working conditions of selected categories of working women and to analyse the impact of occupational stress on home environment as perceived by selected respondents. The study was conducted in Ludhiana city and a total sample of 150 respondents was selected from three categories of working women namely; doctors, university teachers and bank employees with 50 respondents in each category. Results showed impact of stress on house care and up keep as “pay full attention towards orderliness in home” scored maximum and “my dependency on servants has not changed” scored minimum. Impact of stress on social and leisure life revealed that “going out on holidays” scored maximum and “enjoy meeting social obligation” was least preferred. Impact of stress on miscellaneous work showed that maximum scoring statement was “pay attention towards bill payments, cheques and deposits.

Katherine M. Richardson (2008) his study provides an empirical review of stress management interventions, employing meta-analysis procedures. A total of 36 studies were included, which represented 55 stress interventions. The average length of intervention was 7.4 weeks. The overall


effect across the studies was .526, which is equivalent to a medium to large effect, indicating that, in general, stress interventions are effective, though the predominant outcome measures targeted psychological outcomes rather than performance or physiological outcomes. The results also revealed that relaxation interventions were the most frequent type of intervention. Further, there were few stress interventions focused at the organizational level. More specific results also indicated that cognitive-behavioral interventions produced larger effects than other types of interventions.

Piyali Ghosh et al., (2010)\textsuperscript{42} their study focuses on employees of private banks in India and aims to identify the factors/variables instrumental for their job satisfaction and to empirically test such identified variables with the help of a survey. Several factors/variables have been clubbed as: work aspects, compensation, training, career development, supervision and work life balance. Sample comprised managerial and non-managerial staff of selected private sector banks in India; total sample size was 102. Reliability analysis was carried out using Cronbach alpha and, thereafter, factor analysis was conducted to understand factor loadings on the identified variables.

Mahtab Alam\textsuperscript{43}, (2010) he examined the level of stress among police personal and their coping strategies in the state of Gujarat. Various symptoms

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\textsuperscript{42} Piyali Ghosh et al.,(2010), International Journal of Indian Culture and Business Management, Volume 3, Number 5 / 2010, 560 – 576

\textsuperscript{43} Mahtab Alam (2010) An Analytical Study of Job Stress among Selected Police Personnel in the State of Gujarat with Special Reference to Vadodara City, AIMS International Conference on Value-based Management, August 11-13, 2010
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of stress includes, family problem either it’s a matter of divorce, Mental Health problem & Committing suicides or organizational which mainly focuses on workload, Target achievement, Attitude and Behavior among internal staff and societal among police. This study also highlights some points about what to do and what not to do when especially police officers’ feels a strong stress on him.

Pradeep S. Tangade, et.al.,^44^ (2011) they evaluating the factors influence perception, might allow programmatic changes designed to enhance psychosocial well-being and academic performance. The purpose of their study was to investigate perceived sources of stress on dental students and the role of parents in their career choice decisions. In a cross-sectional design, a modified dental environmental stress questionnaire was administered to all dental students. The responses to the questionnaire were based on a four-point Lickert scale, not stressful to severely stressful. Means and standard deviations were determined for stress scores of individuals for each item and were used to compare the classes, genders, and choices. Student’s t, one way ANOVA, and Newman Keuls multiple comparison post hoc tests were used to analysed the data at the significant level of $P \leq 0.05$. A total of 304 undergraduate students constituted the study population. Of the respondent, 60% were men and 40% were women. The final year students presented with higher stress scores. In gender comparison, men suffered more stress (62.9%) than women (60.1%). According to the career choice decision, students forced by parents had more

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^44^ Pradeep S. Tangade, et.al (2011), Assessment of Stress Level among Dental School Students: An Indian Outlook, Dental Research Journal (Vol. 8 No. 2, Spring)
perception of stress (69.0%) and the students staying in the hostel (62.7%) showed more perception of stress than day scholars (56.3%). The study indicates that the congenial environment needs to be created for dental education and the parents also need to be counselled against forcing their children to join an educational programme i.e. not of their choice.

Bushara Bano (2011)\textsuperscript{45} empirically assesses the occupational stress among the employees of two important government organizations namely archaeological survey of India (ASI), Agra and District Treasury office of Agra. The analysis has been done using ORS scale. This scale comprises of ten role stressors; Inter-role distance, Role Stagnation, Role Erosion Conflict, Role Erosion, Role Overload, Role Isolation, Personal Inadequacy, Self-role distance, Role Ambiguity, Resource Inadequacy indicate key findings as well. The finding reveals that the government employees are facing moderate level of stress. The research established that Resource inadequacy is the most potent stressor. It also identifies that Role Erosion and Role Expectation Conflict has a significant impact on the stress level of employees in different government organizations.

Bhatti et al. (2010)\textsuperscript{46} reiterates that out of the intra organizational and extra organizational causes of stress, 67 per cent of the overall stress


experienced by the employees is due to factors within the organization whereby major cause of the stress is the workload. Various organizational related variables have been found to be the reason behind the workplace stress.

Caplan (1985) reported the factors like supervisory climate, co-workers, and time pressures, pressures for conformity which affect the mental and physical health of employees. Low control over the work environment, decreased participation in decision making about conditions of work, unpredictability of events, both too little and too much complexity in work, role ambiguity, and excessive workload, responsibility for persons, role conflict, and lack of social support are found to affect the well being of employees at the work place. With more exposure to these factors over a period of time, employees face more emotional and physiological trauma.

Abdel-Halim (1978) examined the relative importance of role ambiguity, role conflict and role overload as source of stress and dissatisfaction among managerial level employees. The results showed that role ambiguity has the strongest relationship with role responses. Aziz (2003) investigated the phenomenon of role stress and found resource inadequacy as the most compelling stressor among employees of banking industry.


According to Ahmady et al. (2007)\textsuperscript{50}, the most role-related stressors and forms of conflict among faculty members of Iranian medical schools include too many tasks and everyday work load; conflicting demands from colleagues and superiors; incompatible demands from their different personal and organizational roles; inadequate resources for appropriate performance; insufficient competency to meet the demands of their role; inadequate autonomy to make decision on different tasks; and a feeling of underutilization.

Margolis et al., (1974)\textsuperscript{51} identified, overload has been found to be significantly related to a number of indicators of stress reactions such as excessive drinking, low motivation to work, low self-esteem, and absenteeism.

Sharma and Sharma (1989)\textsuperscript{52} studied bureaucrats and technocrats and found that greater role ambiguity and self-role distance are associated with higher general and job anxiety. In this study, technocrats emerged as more ‘stress vulnerable’ occupational group which indicates that profession also has a major effect on the experience of occupational role stress.


The findings of Rani (2001)\textsuperscript{53} also highlighted that profession has an important effect on role expectation conflict, role erosion, role overload, role isolation, personal inadequacy, self role distance, role ambiguity, role inadequacy.

Ivancevich et al. (1982)\textsuperscript{54} found that middle level managers report significantly more stress than do lower and upper managers on four of the six environmental stressors, namely, quantitative work overload, lack of career progression, supervisory relations and role conflict leaving qualitative work overload and family situation. Middle level managers also report significantly less intrinsic and extrinsic satisfaction with the job than do their counterparts at the lower and upper managerial levels. Thus, it implies that stress increases at the middle level and job satisfaction seems to decrease dramatically at this level.

Singh (1989)\textsuperscript{55} researched on the impact of position of an employee in the hierarchy of an organization on stress and found that the employees belonging to lower hierarchical position experience more stress. The forms of stress reported include lack of group cohesiveness, role conflict, and experience of inequity, role ambiguity, role overload, and lack of leadership support,


constraints of change, job difficulty, job requirement-capability mismatch, and inadequacy of role authority. Not only the normal work routine, the organizational citizenship behavior shown by employees involving individual initiative, like coming to work early, staying late, volunteering for special projects, etc. is also associated with higher levels of employee role overload, job stress and work-family conflict.

On the same lines, Rajeshwari (1992)\textsuperscript{56} has identified structural rigidity, poor physical working conditions and extra organizational factors to be role stressors for employees working in banks whereas inadequacy of organizational mechanisms for employee adjustment, personal inadequacy.

Stress stimulates performance which has been corroborated by Weiss et al. (1982)\textsuperscript{57} who analyzed the impact of stressful events, in and out of the work, on the ability of organizational members to make an active search for information relevant to the role. It is found that stressful events lead to more active search for information. The search increases as individuals try to obtain feedback to evaluate the correctness of their current role behaviour and look for potential alternative modes of enacting their roles.


Ara (2006)\textsuperscript{58} has critically reviewed the research evidence in India and abroad on the types, sources, causes and consequences of role conflict among working women, their adjustment and also the relationship between socioeconomic and other demographical factors and role conflict. She found that conflicts can be functional to the individual, the organization or the society, acting as a stimulus to the analysis of problems and a motive force behind programmes of changes and reform. More attention has, however, been given to dysfunctional consequences of role conflict.

Jagdish (1987)\textsuperscript{59} reported that the employees consider management to be responsible in creating most of the situations leading to role stress. They, therefore, express unfavorable attitude towards the management rather than job.

Dubinsky & Yammarino (1984)\textsuperscript{60} undertook research on insurance sales personnel ruling that role conflict is negatively related to organizational commitment and satisfaction with the supervisor, positively associated with age and not correlated with propensity to leave, job involvement, performance (self or supervisor rated), tenure or education whereas role ambiguity is found to be inversely related to organizational commitment, job involvement, satisfaction with supervisor, and performance (self and supervisor-rated) and positively


related to propensity to leave and not associated with tenure, education or age. The study also explored the effect on retail sample suggesting that role conflict is positively related to propensity to leave, negatively associated with organizational commitment and satisfaction with supervisor, and not related to job involvement, performance (self or supervisor-rated), tenure, education or age. Role ambiguity is found to be positively associated with propensity to leave and education, inversely related to job involvement, satisfaction with supervisor, and supervisor-rated performance, and not correlated with organizational commitment, self rated performance, tenure or age.

Behrman & Perreault (1984)\textsuperscript{61} also explored the antecedents and consequences of role stress and found that role ambiguity is negatively related to both job satisfaction and performance. However, role conflict is established to be negatively related to job satisfaction, but positively related to performance. It is argued that some aspects of role conflict may be basic to the performance of the sales job even if they potentially reduce the sales representative’s job satisfaction.

Singh and Nath (1991)\textsuperscript{62} has found that employees with high organizational role stress (overall as well as dimension wise) are less involved in the job in comparison to the employees with low organizational role stress.


(overall and dimension wise) group. The respondents who scored high on achievement, expectation and affiliation, and dependency dimensions of organizational climate are observed to be highly involved in their job than those respondents who scored low. Further, the subjects categorized as external locus of control group show lower degree of job involvement than their counterparts categorized as internal locus of control group.

Madhu and Harigopal (1980)\textsuperscript{63} found a negative relationship between job stress and job involvement and job performance as well.

Srilatha and Harigopal (1985)\textsuperscript{64} studied 156 junior and middle level executives both from public and private sector organizations they also found that stress and role ambiguity are negatively related with satisfaction with pay, supervision, working conditions, colleagues, opportunity for promotions and with the job as a whole.

Singh and Singh (1992)\textsuperscript{65} studied role stress and strain among Indian middle managers and reported that managers with high role stress experience more environmental frustration, anger reactions, and job anxiety whereas the managers, who feel lower role stress, experience lower environmental frustration, anger reactions, and job anxiety.

\begin{footnotesize}
\begin{itemize}
    \item Singh, A.P. and Singh, Bharti (1992), “Stress and Strain among Indian Middle Managers”, Indian Journal of Industrial Relations, Vol. 28, No. 1, pp. 71-84.\textsuperscript{65}
\end{itemize}
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Gavin and Axelrod (1977)\textsuperscript{66} have also speculated that higher level of stress arising from conflict and ambiguity lead to high anxiety and tension. Moreover, it has been found that perceived organizational climate has a significant impact on latent hostility, anger reactions and job anxiety and that psychological strain is not only influenced by role stress but also by situational and personality variables (Singh and Singh, 1992).

Keenan and Newton (1984)\textsuperscript{67} studied environmental frustration and indicated that organizational climate, role stress and social support all contribute to the level of environmental frustration. The strongest predictors of job dissatisfaction are organizational climate and qualitative under load.

Koustelios, (2001)\textsuperscript{68} Role Stress has also been associated with burnout. Burnout has been conceptualized as a symptom of prolonged work stress measured along emotional exhaustion, depersonalization and reduced personal accomplishment. Emotional Exhaustion refers to feelings of being emotionally overextended and depleted of one’s emotional resources. Depersonalization refers to a negative, callous, or excessively detached response to other people, who are usually the recipients of one’s service or care. Reduced personal accomplishment refers to a decline in one’s feelings of competence and successful achievement in one’s work.


\textsuperscript{68} Koustelios, Athanasios (2001). “Organizational Factors as Predictors of Teachers’ Burnout”, Psychological Reports, Vol. 88, pp. 627-634.
Kemery et al. (1985)\textsuperscript{69} collected responses from four separate samples of accountants and examined the relationship between both role ambiguity and role conflict –as specific forms of role stress – and job related tension, job satisfaction, and propensity to leave. It has been found that role conflict and role ambiguity exert a direct influence on job-related tension, job satisfaction and propensity to leave an organization and at the same time appear to have indirect influence as well. Increases in role conflict, for example, lead to decreases in job satisfaction both directly and indirectly because role conflict also results in greater job-related tension. The results suggested that one way to increase job satisfaction and decrease employee propensity to terminate employment is to ease role based stressors. It has also been found that there is a significant relationship between the rising levels of role conflict and frequent use of strategies by employees to influence their managers (role senders). The strategies used by the employees include friendliness, bargaining, reason, assertiveness, higher authority and coalition.

Bedeian et al. (1981)\textsuperscript{70} studied relationships between job-related, interpersonal and organizational climate factors and experienced role stress (i.e. role ambiguity and role conflict) on the basis of data drawn from 202 male and female personnel. Job satisfaction is found to be inversely related to both role


ambiguity and role conflict, however, organizational level does not serve as a moderator between satisfaction and role stress. It has been argued that tension and the perceived desirability of leaving the organization are affected by dissatisfaction resulting from role stress. Moreover, role stress accounts for unfavourable leader-member relations resulting in detrimental group behavior in both task and social-emotional areas. Also, the findings suggest that clear and consistent organizational practices and procedures relating to such concerns as adequate communication flow, motivational conditions, decision-making practices, and employee well-being minimizes role stress.

Srivastava (2009)\(^{71}\) also corroborated that organizational role stress is negatively related to managerial effectiveness and argued that the managers who are able to handle stress in a healthy and positive manner will be more effective as compared to the managers who treat stress as a barrier.

Tosi (1971)\(^{72}\) examined some aspects of the role-taking model proposed by Kahn et al. (1964)\(^{73}\) and found that role conflict is significantly related to job satisfaction and job threat and anxiety, but not to an effectiveness measure. A relationship between influence and effectiveness in low stress situations has been reported but not under high stress. It has been argued that if influence does

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affect the level of effectiveness and job anxiety, it does so when there is a highly stable organizational environment. Also, if changing levels of influence, or increasing participation, has to be considered as a strategy for increasing performance and reducing job anxiety, then attention must be given to other important aspects of the work environment, notably clarifying responsibility and authority relationships so that the individual is able to operate in a more certain, less troublesome, work situation.

Chaudhary (2008)\textsuperscript{74} has also corroborated that role overload, role ambiguity, role conflict, poor peer relations and intrinsic impoverishment, and the overall occupational stress are all significant but negatively related to job performance.

Brown et al., (2005)\textsuperscript{75} find the organizational variables are also potent moderators of role stress and well being. Role overload is found to be a moderator between perceived organizational resources and self-efficacy. It has been found that resource perceptions are not related to efficacy beliefs when role overload is high but are positively related when role overload is low. Role overload also does not moderate the previous performance-self efficacy relationship of an individual. It is found that when role overload is low, both self-efficacy and goal level are positively related to performance, but when role


overload is high, neither self-efficacy nor goal level is related to performance. This means that self-regulation and performance benefits of self-efficacy and goal setting are negated by role overload. Increasing role demands can imbalance the relationship between self-efficacy and performance. In regard to chronic conditions of stress, employee job control is positively associated with successful calming down and problem solving but at the same time it has been found that stressors are negatively related to immediate well being (Elfering et al., 2005)\(^{76}\).

Chauhan & Chauhan, (2005)\(^{77}\), The experience of stress is not only dependent on the external stressors but also on the internal cognitive framework of an individual which shapes the perception of stress. The stress response of the individual relies on the mental processes, such as the appraisal of situations, the interpretations one gives to the situation or an event, one’s belief in his ability to cope and expectations of outcome. Thus, the stimulus is neutral. It is one’s perception of the stimulus, which depends on a number of intervening variables that decides whether the stimulus is positive or negative and what coping mechanism will be used to manage it. Thus, stress can be viewed as a psycho-physiological arousal response occurring in the body as a result of a stimulus which becomes a “stressor” by virtue of the cognitive interpretation of the individual. Stress is, therefore, a state of the mind just like happiness.


Spector (1982)\textsuperscript{78} has also made the point that personality variables play an important role in the understanding of a range of behaviours at the workplace.

Rotter, (1966)\textsuperscript{79}, One of the most prominent personality variables that have been studied in a variety of work and organizational settings has been the Locus of control. Locus of control as a personality dimension is regarded as a generalized expectation that rewards, i.e., reinforcements of life outcomes, are controlled either by one’s own efforts (internal) or by outside forces i.e. external. In work settings, rewards can typically include promotions, favourable circumstances, salary increases, and general career progress.

Srivastava (2009)\textsuperscript{80} studied 200 managers from private sector organizations comprising BPO, Banks and from IT sector and reported that internal locus of control moderates the effect of organizational role stress on managerial effectiveness in organizations. It was argued that managers with internal locus of control would perceive role stress in healthy way and would understand and solve others’ conflicting expectations in a better manner. Locus of Control has also been found to be a significant predictor of job satisfaction and job performance. It has been reported that employees who perceive

\begin{itemize}
  \item Rotter’s (1966) Internal-External Locus of Control: Are They All Valid?”, Human Relations, Vol. 44, pp. 1161-1178.
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themselves more in control would experience fewer negative consequences than their counterparts who perceive themselves less in control (Ganster and Fusilier, 1989).81

Rahim (1996)82 also supported that a person with high internal locus of control has belief in his ability to cope with stress functionally and more effectively than someone with high external locus of control.

Similarly, Kalbers and Fogarty (2005)83 found that individuals with an internal locus of control are less likely to experience a high level of stress but those with external locus of control are more susceptible to stress.

Spector (1988)84 found that internals tend to report less role stress in comparison to externals. The impact of internal locus of control and role ambiguity has also been studied by Singh and Rhoads (1991)85 who supported the notion that individual with internal locus of control experience less role ambiguity as they tend to be better informed about their role and task environment.


Von and Harrison (1998)\textsuperscript{86} also argued that internals have a great sense of control over situations and experience less role ambiguity as a result.

On the contrary, Noor (2002)\textsuperscript{87} found that internal locus of control does not moderate the relationship between role conflict and job satisfaction.

Malik and Sabharwal (1999)\textsuperscript{88} indicated that individuals with external locus of control perceive more stress on account of role expectation conflict, role overload and role ambiguity. A number of other studies also substantiate that when exposed to stressful tasks, internals obtain and utilize information more effectively, are better at utilizing their experience for improving performance on a task, and experience less debilitating anxiety.

Likewise, Kahn et al. (1964)\textsuperscript{89} reported that the relationship between role conflict and job-related tension is higher for introverts than extroverts, and also for individuals who are flexible rather than rigid. They, further, found that those high on 'need for cognition' felt more tension when role ambiguity is high, compared with those who have low scores on the 'need for cognition' measure. Individuals with a self fulfilling type of affective personality (i.e.


showing high positive and low negative affect) presented lower levels of anxiety, depression, and stress and the highest levels of energy, optimism and self-image which provide predictors of work-efficacy and health. They also specified that individuals with a high-affective type of personality (i.e. showing high positive and high negative affect) present high levels of energy, optimism and self-image concurrent with high levels of anxiety, depression and stress. The variables like ego strength, job involvement, dominance, submissiveness prevalent in the individual have been found to influence the level of role conflict experienced at workplace.

Frew and Bruning (1987)\textsuperscript{90} suggested that personality factors as a group account for significant variance in manifest anxiety, which is an indicator for role stress.

Wofford (2002)\textsuperscript{91} revealed that the stress propensity indicators prevalent in an individual are associated with subjective stress and strain indicators. Other studies have also indicated that anxious people might be more stressed at work and dissatisfied when things do not occur as expected.

Wofford (2001)\textsuperscript{92} suggested that confronting organizational stressors such as a negative performance evaluation or a project deadline, some

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employees seem to have few ill effects while others respond with physical and psychological complaints which indicate that the role of individual stress propensity in physiological arousal and subsequent stress and strain is enormous. By measuring stress induced reactivity in a laboratory setting it has been reported that stress propensity moderates the relationships between stressor and physiological arousal and physiological arousal and subjective stress and strain. It is reflected that for high stress propensity group, time pressure and negative feedback are more strongly associated with physiological arousal than for the low stress-propensity group.

In an attempt to understand the effect of type A/B behavior pattern among doctors and engineers, Jain et al. (2002)\(^93\) found that engineers experience higher occupational role stress than doctors, and type A personalities experience higher occupational role stress than type B personalities. It has also been found that in both the personality types, profession plays an important role as far as occupational role stress is concerned. Furthermore, in case of doctors, role of personality types has been reported to be significant, but in case of engineers the effect of personality types on occupational role stress is found to be neutral.

Lee et al. (1993)\textsuperscript{94} also found that the achievement striving dimension of the Type A behavior pattern and optimism are positively related to performance, while the anger/hostility dimension is positively related to the health symptom of anxiety. Optimism, on the other hand, is negatively related to anxiety.

Mulki et al. (2008)\textsuperscript{95} provided evidence that role stress and work overload mediate the effect of self-efficacy on capability rewards and pay satisfaction. 138 responses provided evidence that high levels of self-efficacy explain lower levels of role stress and work overload perceptions. This reflected why salespeople with higher levels of self-efficacy perform better, particularly when they interact with demanding customers. Results also showed that sales people who are confident in their abilities to complete job tasks are less likely to believe that job roles are ambiguous or in conflict and thus are less likely to view their workload as overwhelming.

On the same lines, Caplan (1985)\textsuperscript{96} found that the characteristics of bank employees like his need for high achievement or recognition can intervene and affect the well being of employees. Bank Managers with high Type A characteristics are found to be more adversely affected by work characteristics in comparison to Type B managers.


Riolli and Savicki (2003)\textsuperscript{97} reported that personal moderator factors like optimism/pessimism, coping moderate the effects of chronic stress on emotional exhaustion, depersonalization. Lower optimism, higher pessimism, lower control coping, and higher escape coping are related to increased workers’ depersonalization under conditions of higher chronic stress.

Chakrabarty and Sayeed (2008)\textsuperscript{98} also found a negative correlation between emotional intelligence quotient and emotional exhaustion.

Nagy (1985)\textsuperscript{99} investigated the relationships of work stress, job involvement, and assertiveness with various classifications of burnout. The study found that burnout as experienced is not affected by the subjects’ assertiveness but the work oriented individuals are less likely to experience burnout. The study also reported that work orientation is not related to job involvement.

Pandey (1998)\textsuperscript{100} conducted a study exploring the relationship between personality dimensions of individuals and their perceived organizational role

\begin{itemize}
  \item \textsuperscript{97} Riolli, Laura and Savicki, Victor (2003), “Optimism and Coping as Moderators of the Relationship Between Chronic Stress and Burnout”, Psychological Reports, Vol. 92, pp. 1215-1226.
  \item \textsuperscript{100} Pandey, Satish C. (1998), “A Study of Relationship between Personality Dimensions And Organizational Role Stresses In a Public Sector Organization”, Indian Journal of Industrial Relations, Vol. 33, No. 4, pp. 506-516.
\end{itemize}
stress. The findings of the study indicate that psychoticism-reality and neuroticism-stability dimensions are positively associated with individuals’ perceived organizational role stress; whereas extroversion introversion dimension is found negatively associated with perceived organizational role stress. Extrovert individuals generally perceive less degree of organizational role stress than introvert individuals. Individuals with high degree of neuroticism in their personality perceive higher degree of organizational role stress than individuals with “stable” personality.

Cooke and Rousseau (1984)\textsuperscript{101} analyzed the relationship between work-family conflict and stress and they found that the relationship between work-family conflict and stress is very complicated. As individuals marry and have children, they are subject to increased interrole conflict as their nonwork roles change and become increasingly demanding. The perceived workload increases with marriage. Parents, therefore, may experience more stress than nonparents. However, parents tend to experience symptoms of strain less frequently than nonparents and married individuals less frequently than those who are single.

In a study on bank managers in Nigeria by Akinnusi (1994)\textsuperscript{102}, it is found that the women have less Type A personality and show greater behavioural stress than men. Educational attainment and level in the

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organization are positively related to organizational stress. Marital status is generally negatively related to stress but in case of those who are widows/divorcees or separated report high stress. It is further found that women tend to talk more than men; managers who are married tend to exercise more than unmarried managers; those with higher qualifications tend to absent themselves more than less qualified and those who earn higher salaries tend to relax and exercise more than those who earn less salary.

Al-Mashaan, (2001)\textsuperscript{103} As regards stress experienced by men and women, women experience more job stress, neuroticism, and external locus of control while men experience higher job satisfaction. It is stated that women may handle frustration and cope with stressful situations less well, are more sensitive to problems, and are more sympathetic with others’ problem.

As regards gender-role conflict Rustemeyer (2001)\textsuperscript{104} found that women experience it more than men but high self-esteem immunizes women and men against the experience of gender-role conflict. It is argued to be because of generally more positive evaluation of typically masculine jobs (than the typically feminine jobs) as manifested in higher prestige, higher pay, and better prospects for promotion which is congruent with a higher self-esteem of people working in these jobs.

\textsuperscript{103} Al-Mashaan, Owaied S. (2001), “Job Stress and Job Satisfaction and Their Relation to Neuroticism, Type A behaviour, and Locus of Control, among Kuwaiti Personnel”, Psychological Reports, Vol. 88, pp. 1145-1152.

Sen (1981)\textsuperscript{105} found that role stagnation decreases as individuals
advance in age and that role stress is inversely related to income.

Chandriah et al. (2003)\textsuperscript{106} found negative relationship between age and
occupational stress. Similar studies corroborating the relation between work
stress, in general, and the various demographic factors have been undertaken
previously.

Srivastava, (1991)\textsuperscript{107}, Apart from personality and demographic variables,
the mode of coping used by the individual can have an influence on the
experience of role stress.

Tidd and Friedman (2002)\textsuperscript{108} found that individuals may be able to
reduce the negative individual impact of role conflict in their environment by
adopting positive behavioral styles while avoiding negative ones.

Srivastava (1991)\textsuperscript{109} reported that the individuals who use approach
mode of coping in comparison to avoidance mode of coping experience more

\textsuperscript{105} Sen, P.C. (1981), A Study of Personal and Organizational Correlates of Role Stress and Coping

\textsuperscript{106} Chandriah, K., Agrawal, Marimuthu and Manoharan, N. (2003), “Occupational Stress and Job
7, No. 2, pp. 6-11.

17, No. 1-2, pp. 93-98.

\textsuperscript{108} Tidd, Simon T., and Friedman, Raymond A., (2002), “Conflict Style and Coping with Role
Conflict: An Extension of the Uncertainty Model of Work Stress”, International Journal of Conflict

role stress, but they experience less mental health problems. Thus, physical and mental well being may be determined by the mode of coping chosen by the individual.

Akinnusi (1994)\textsuperscript{110} found that most of the stress reactions are positively related to either the desire to quit the organization or temporarily withdraw, and to some extent, to smoking, drinking coffee or alcohol and exercise. It is further underlined that the use of these coping styles is dependent on personal characteristics as women relieve stress by talking while men mostly take to exercise, smoking or drinking.

Research in this area by Sparks et al. (2001)\textsuperscript{111} has found that compressed work time schedules, flexible work hours increase the satisfaction with the work environment and the work schedule itself. They also found that employees who choose their work time schedules have higher performance ratings, report less stress, greater overall wellbeing and reduced work interference with family, compared with employees assigned to their work schedule. Choice of the employee is found to be an important factor in the implementation of a successful flexible work schedule.


Mital (1995)\textsuperscript{112} studied one hundred and sixteen managers employed in industry, banks and research and development organizations for examining their role stress and modes of conflict resolution. It is found that managers express their preference for confrontation as the most desirable mode of conflict resolution.

Moreover, Lee et al. (1993)\textsuperscript{113} revealed that while achievement striving among individuals is positively related to problem-focused coping, irritability in them shows a negative association with problem-focused coping strategy.

2.2 Summary

It is evident from the above discussion that since long scholars has approached the subject of role stress from great many angles and dimensions. The previous work in this area of research has made available a number of variables which are sources of role stress, inherent in the individual as well in any organizational setting. The research has, thus, focused on role stress at an individual level, on workplace-related role stress and specifically on relationships between role stress and other variables such as job satisfaction and performance, organizational commitment, workplace absenteeism, and personnel turnover. Role conflict, role ambiguity, and role overload are typically referred to as role stressors. The phenomenon has been, thus, viewed from different perspectives making it multidimensional and complex.


\textsuperscript{113} Lee et.al, Loc. cit.p.134