CHAPTER-II

REVIEW OF LITERATURE

National and International literature regarding occupational stress was taken as the main entity. Review of literature on occupational stress with their respective dynamics namely causes of stress, stress outcomes and coping strategies were analysed. These three were considered as overall dynamics of occupational stress.

CAUSES OF STRESS

Wilmar B Schaufeli and Maria C.W Peters (2000) in their study on job stress and burnout among correctional officers analyzed work environment in 43 investigations from 9 countries. The prevalence of various stress relations among correctional officers were analysed as regards absenteeism and psychosomatic diseases and level of job dissatisfaction and burnout. It was found that professionalization of the company’s job and improvement of the social work environment appeared to be the most promising avenue for reducing job stress and burnout in correctional intuitions.

Avinash Kumar Srivastav (2006) studied role stress and aging in the organization across functions by analyzing role stress and aging among 453 executives and found that role erosion was the most prominent role stress among faculty and was assigned first rank. ‘t’ test revealed that there was no difference in role stress experience between R&D, quality and miscellaneous function and also between production and miscellaneous functions. It was found that inter role distance and total role stress had no correlation with age in R&D, production and
miscellaneous functions. There was positive correlation between age and personal inadequacies in R&D function.

**Mujtaba B. G., Knapp P., Baker D. and Ahmed, M. R. (2009)** studied stress overload perceptions of 556 American MBA students in recessionary times. Two tailed test revealed that male and female MBA students had similar scope on stress overload orientation. ‘t’ test showed that both young and old MBA students had similar scope on stress overload orientation. There was no significant difference in the stress overload perception of new and senior graduate business students.

**Nirmala D and Janani B (2010)** in their study on stress faced by the information technology professionals analysed stress faced by 50 IT professionals in DSM Software Private Limited Trichy. They found that social factors like sex, marital status and family system did not influence stress. 54% faced high level of stress and all suffered eye problems, 92% experienced body pain. It was found that occupational hazards could be reduced by modifying seating arrangements and organizing yoga and meditation for workers.

**Rajagopal N (2010)** analysed organisational role stress and employee burnout in pharmaceutical industry among 175 middle level executives and found that there was positive correlation between average variables of organisational role stress and burnout. ANOVA revealed that there was statistical significance of each predicted variable. Step-wise regression analysis identified the prominent predictor variables of each dimension of burnout among different predictors like ambiguity, resources inadequacy, inter role distance, role isolation and personal inadequacies and was found significant. Overall $R^2$ value justified the significance role of organizational stress.
Vishal Samantha Lokesha and Ashwitha Karkera (2010) conducted a study on work-life balance—a cause for stress among career couples by analysing 125 career couples from Mangalore city. Principal component method of factor revealed six factors that influenced work-life namely, individual growth, job pressure work-life, work environment, professional support and mental strain. Mental stress was assigned first rank followed by job pressure. There was high degree of positive correlation between job pressure and work-life balance and between social status and family influence. Young couples faced more stress while striking a balance between professional and personal life as high competition had pressurized the employees and had influenced their work and personal life.

Narasimha Reddy T.L and Kalyan Kumar N (2011) studied stress management and occupational stress and burnout among 200 bank employees in Hyderabad city and found that there was significant positive relationship between occupational stress and professional burnout of bank employees in Hyderabad city.

Bushara Bano and Rajiv Kumar Jha (2012) conducted a study on organisational role stress among public and private sector employees by analyzing organisational role stress among 182 public and private sector employees in Uttar Pradesh. “t” test and ANOVA revealed that there was no significant difference in organisational role stress among different age and marital status groups of employees but there was significant difference in organisational role stress and work experience and educational qualification. There was significant difference between two sectors in terms of employee’s total stress level. Regression analysis showed that the independent variables like inter-role distance, role stagnation, role expectation conflict, role erosion, role overload, role isolation, personal inadequacy, self-role distance, role ambiguity and resource inadequacy had significant impact on the dependent variables of the organisational role stress.
Nisha Kumari, Shashi Verma and Yoginder Verma (2012) conducted a study of selected correlates of organisational stress in higher education institutions and found that there was negative correlation between gender and inter role distance, between age and role explosion and between education and self-role distance. One-way ANOVA revealed that male respondents experienced more stress than females and lower age group experienced more stress. Regression analysis showed that gender contributed more stress. Young teachers felt more stress due to high role explosion. The study suggested that stress management should form a part of a curriculum and regular workshop should be conducted for the faculty members to deal with stress.

Sinha V and Subramanian, K S (2012) conducted a study on organizational role stress across three managerial levels high-level managers, middle-level managers, and low-level managers. The study measured the role stress of 45 managers as regards inter-role distance, role stagnation, role isolation, role expectations conflict, role erosion, role overload, personal inadequacy, self/role conflict, role ambiguity, and resource inadequacy. Mean and standard deviations and ANOVA were calculated for each category of role stress and it was found that there was significant difference in the kind of organizational role stress experienced by managers at various levels. Distress arose as employees were not able to adapt to the demands of their role. Human resource managers could reduce stress in the workplace by formulating detailed task analysis and by establishing the direction and norms for each post accordingly. Developing a supportive, encouraging and helpful management style could also play an important part in alleviating employee’s role stress and ensure the well-being of the entire organization.

Suparn Sharma, Jyoti Sharma and Arti Devi (2012) conducted a study on role stress among 80 banking sector employees. Logistic regression model
revealed that role stress was experienced more by young employees. Employees with working spouse were found to experience high role stress. There was negative relationship between education and role stress. Role stress was more for respondents earning more than Rs 20,000. Increased number of promotions reduced role stress. VRS was considered as the way out to get rid of stress experienced at workplace, which highlighted the usage of avoidance coping strategy by younger people.

Ruchi Sinha (2012) studied stress management among 100 respondents, 50 from public and 50 from private sector organizations in Chatisgarh. ‘F’ test revealed that age was dependent on stress level of employees. ‘Z’ test revealed that there was no difference in stress among male and female employees in their workplace of both sectors. ‘t’ test revealed that stress level was independent of the salary of public sector employees but the stresses of private sector were dependent on salary of employees. There was negative correlation between job performance and stress of employees and between organisational commitment and job stress in public and private sector. Employees faced stress due to decreased motivation, absenteeism, low productivity and due to targets not been achieved.

Suhas Roy and Swapan Kumar Roy (2012) studied job satisfaction of college teachers–an elementary study in West Bengal. It was found that there was varied level of job satisfaction among the teachers. It was found that the level of satisfaction of college teachers vary positively with age, experience, pay-scale and job security, designation and it does not vary significantly with gender difference, education qualifications, after entry academic progress and distance. It was found that married teachers had higher job satisfaction.

Seema Kwatra, Nirmal Kaur and Payal Raghubanssi (2012) studied psycho-physiological problems among dual career women among 200 teachers in
colleges in Patna city. ‘t’ test revealed that there was significant difference in gender in case of personal development and inter personal relations. Stressors were not significant in case of work role and organization. Age, designation, total service and monthly income had negative and higher significant relation with work stress but education, family time, family size had positive correlation. ‘t’ test revealed that there was no significant gender wise difference in physical stress management strategy but there was significant difference in case of mental stress management strategies. There was significant difference between male and female teachers between demography characteristics and different components of work stressors. Age, designation and total service were negatively correlated.

Subhransu Sekhar Jena (2013) conducted a study on impact assessment of age on professional stress of actuarial and insurance educators among 112 actuarial faculties teaching in 24 campus centers in Eastern India. It was found that respondents experienced moderately higher level of stress. There was positive correlation between professional interest and job satisfaction. But there was negative correlation between professional interest and professional stress, between job satisfaction and professional stress and between individualism and professional stress. It was found that respondents possessed high level of professional interest. “t test revealed that lower age group possessed high level professional stress and high degree of job satisfaction. Lower age group possessed collectivistic trait but middle age group possessed individualistic trait.

Mahalakshmi A and Jeyasri P (2015) examined stress management among the bank employees in Tirunelveli Distirct in Tamilnadu and found that stress was present in every aspect either personal or official and that it could be avoided only by handling the situation in the right direction. Management should take initiative to engage the employees by giving training on motivational factors that
would help in controlling negative feelings and rigid thoughts by replacing them with positive, flexible and realistic thoughts that would help one to behave rationally and productively. The behavioral approaches to stress management include exercise, eating a balanced and healthy diet as well as scheduling time for leisure and pleasure.

Risham Preet Kaur and Poonam Gautam Sharma (2016) examined stress management in the banking sector and found that instead of feeling relaxed with the advent of modern technology and innovations in the banking sector, employees were overloaded with work and stressed out. Employees found it difficult to cope with these changes.

STRESS OUTCOMES

Miles and Perreault (1976) identified four different types of role conflict namely intra-gender role conflict, inter-gender role conflict, person-role conflict and role overload. The use of role concepts suggested that job related stress was associated with individual, interpersonal, and structural variables. The presence of supportive peer groups and supportive relationships with supervisors were negatively correlated.

Caulfield N, Chang D, Dollard M F and Elshaug C (2004) studied occupational stress interventions in Australia by analysing occupational stress conducted between 1993 and 2003 among Australian participants. It was found that all intervention studies were conducted in the public sector. Only one study reached the gold standard in evidence-based research. Most interventions were individually focused, despite the preponderance of research identifying risky work environment stressors. Results suggested a paucity of published information as regards
occupational stress interventions in Australia and there was an urgent need for further research in the area, particularly focusing on the private sector, rural workers, and scientific evaluation.

Anil Chandhok and Bhavet (2005) analysed the impact of job stress on performance of sales department of LIC and Reliance Life Insurance Company Ltd among 160 employees (80 each from LIC and RLIC) from the selected branches in the selected cities of Haryana. Chi-square test revealed that there was no linear correlation between job stress and work performance of employees and between job stress and work performance of employees. Employees of the Reliance Life Insurance Company Ltd had faced more job stress when compared to the Life Insurance Corporation of India due to more targets to be achieved. Working hours of LIC is less when compared to Reliance Life Insurance Company. Reliance Life Insurance Company provided best environment and more benefits to reduce the stress level of employees.

Garg Pratibha (2010) analysed stress management among 147 private sector banking professionals in Punjab city and found that they experienced stress in the work place due to role demands, interpersonal relationships, organisation process and work home balance, deadlines to be met, high management expectation and job insecurity. Stress level of executives decreased significantly after the training programme. Quality of life level of executives increased significantly after the training programme. Post and follow up test indicated positive change in stress burnout level and quality of life.

Beulah Viji Christiana M and Mahalakshmi V (2010) analysed the influence of stress among 205 IT professionals. Correlation showed that there was high client interaction and fear of obsolescence. There was correlation between fear
of obsolescence, work culture and work load and between client interaction and family support. ANOVA revealed that fear of obsolescence and team interaction were the most important contribution towards job stress in software companies. Deadlines set to complete the task were ranked first. 79% resort to coping strategies frequently to combat stress. Spiritual activities, visiting holiday resorts, entertainment were frequently used coping strategies to reduce stress level.

**Usman Bashir and Muhammad Ismail Ramay (2010)** analyzed the impact of stress among 144 graduates in banking sector. It was found that Pakistan bankers were under a great deal of stress due to overload, role ambiguity role conflict, responsibility, participation and lack of feedback and to keep up with rapid technological change. It was found there was negative correlation between job stress and job performances and that job stress significantly reduced the performance of an individual.

**Mohamed Rafiq and Sulaksha Nayak (2011)** analysed the impact of job stress on job satisfaction among 378 employees from 10 IT Companies and 7 ITES. ‘F’ test revealed that there was significant association between marital status of employees and job stress and between pay and job stress. There was significant relationship between job stress and job satisfaction. There was significant association between job responsibility and job stress and there was significant relationship between promotion and job stress. There was significant difference between attitude of management towards employees and job stress.

**Thriveni Kumari K (2011)** analysed the impact of stress on work-life balance among 82 women employees in BPO and education sectors in Bangalore. ‘t’ test revealed that stress level of women employees was different in each sector. The
stress level in the work environment was different but at home the respondents stress level was found to be equal.

Das J K and Satarupa Datta (2011) studied occupational stress and its impact among 340 employees of service sector in Kolkata and found that the consequences of occupational stress among respondents were tension on muscles, headache, gastric trouble back pain, sleeplessness, obesity, high blood pressure, high blood sugar, constipation, migraine and visionary problem. Consequences of psychological symptoms were worry about job security, feelings of tiredness, loss of interest in activities, guilty feeling and worthlessness, frustration, low enthusiasm and temper outburst. Behavioural symptoms were adaptability, increased intake of alcohol, increased smoking and feeling of loneliness. Stress related problems experienced by working women revealed that they were not able to give adequate attention to their children and their own parents. Stress related factors experienced by females were found high in public sector while private and foreign organizations showed lower levels of occupational stress. Stress level was found to be high in transport sector and 45% respondents believed that their close reliable friends listened to their problems.

Juliet Gladies and Vijila Kennedy (2011) studied impact of organizational climate on job stress for women employees in information technology sector in India. There was significant correlation between organisational climate and job stress among women working in IT companies of India. Learning how to manage stress was a very crucial issue for IT companies and that would reduce or eliminate the causes of stress and poor working environment.

Shadma Parveen (2012) studied organizational role stress among employees working in public and private banks in India by analyzing organizational
role stress among 80 employees 40 each from public and private sector banks in India. Among various stressors, inter role distance was assigned first rank in both public and private sectors. Role erosion in public sector and resource adequacy in private sector led to more stress. Due to inter role distance, less stress was faced by employees with 7-15 years of service. Highest level of stress was found in team leader and relationship managers. The effect of role isolation and self-role distance was less when compared to other officers but high-level managers was found to be least stressed which showed that there was considerable difference in quantum and type of stress among employees on the basis of their job category or level.

Anil Kumar and Neelam Rathee (2012) analysed stress management factors and its interrelationship with job satisfaction among 100 respondents from professional colleges in JNR. ‘Z’ test revealed that there was no significant difference between mean score of teaching staff with regard to satisfaction of job stress. Staff conflicts and poor relationship increased the intensity of stress. Salary and other monetary benefits reduced stress among employees. Centralized authority and decision making increased stress and job security was the most important factor. Good communication with management and good relationships with superiors and subordinates reduces stress. Factor analysis revealed seven factors namely training and development, salary, good communication, good relationships, good working environment, job security and advance loan facility.

Sathyapriya J and Amuthalakshmi P (2012) analysed the factors affecting the stress and influence of stress indicators on level of organisational stress among 300 women IT employees. Principal component method of factor analysis revealed 11 factors namely comfortability, efficiency, competitiveness, clarity, dignity, response, environment, adaptability, planning and diversity as the major factors affecting the stress level of women employees. 59% faced high level of
organizational stress in IT sector. Regression model showed that excessive use of alcohol or other substances influenced the organizational stress level. Depression, disharmony with colleagues was positively influencing the stress level in the organization whereas decline in efficiency and productivity and stretching were negatively influencing the organizational stress level.

Jawahar Rani K and Muzhumathi R (2012) examined the relationship between work- family conflict and organisational role stress on life satisfaction among 491 women professionals in Chennai city. 't' test revealed that there was significant difference between work family conflicts among women professionals and between design and organisational role stress. Stepwise multiple regression revealed that there was significant difference between organisational role stress and work family conflict among bank officers and doctors. 't' test revealed that there was significant difference between life satisfaction and organisational role stress. Women professionals with high work family conflict and higher stressors role overload experienced more stress.

Sathya B and Murugan (2013) analysed stress among 50 faculties work in colleges in Kanchipuram district. One-way ANOVA revealed that there was no significant difference between experience and job performance of the teaching faculties and experience of the respondents did not have significant difference in job performance. Faculties were worried about the stressful work load.

Ali T Y, Hassan A and Ali T (2013) studied stress management in private banks in Pakistan and found that they were highly stressed because of their jobs which affects their performance in banks but also equally affect their health and personal life. Organisational politics and bureaucracy were the main reasons of stress in banks.
Md. Imran (2013) analysed stress management at workplace among 70 employees in Net Cast Limited and found that there was high degree of correlation between the level of stress and work load in the job. The respondents had low weightage on work load and performance anxiety.

Aditya Sharma and Chaya Parihar (2014) in their study on role stress among public sector and private bank employees identified the causes of role stress among public and private sector employees. Chi-square test revealed that there was no significant difference between public and private sector banks as regards stress. Both public and private sectors face moderate levels of stress.

Radha G (2015) analysed occupational stress among bank employees in Tiruvarur District of Tamilnadu and found that banks were among the top ten high stress workplaces in India. Elucidating the causes of occupational stress was important not only for its potential implications for stress management in banks but also for enhancing an understanding of strategic human resource management. It was found that the officers and clerical staff experienced high level of occupational stress and sub staff experienced moderate occupational stress.

McVicar A (2017) found that stress perception was highly subjective in United Kingdom health service and the complexity of nursing practice would result in variation between nurses in their identification of sources of stress when the workplace and roles of nurses were changing. Workload, leadership/management style, professional conflict and emotional cost of caring were the main sources of distress for nurses. Lack of reward and shift working were the major causes of stress.
COPING STRATEGIES

Burke and Belcourt (1974) studied managerial role stress and coping responses. Among 137 managers and managerial trainees in Canadian Government who participated in 80 management training programs. 65 percent reported five behaviours namely talking to others, working hard and longer, analyzing the situation and changing the strategy of attack and withdrawing physically from the situation. Many of the coping strategies were found to be both effective and ineffective under different conditions, e.g. role overload stress and pressure for better performance was effectively reduced by problem solving approach, whereas the inability to influence a supervisor’s decision was effectively coped with by talking to others. On the other hand, work overload was ineffectively coped with by talking to others, pressure for improved job performance was ineffectively coped with by aggressing and ventilating and changing to an engrossing non-work activity. Feelings and inability to influence a supervisor’s decision was ineffectively coped by doing nothing.

Folkman and Lazarus (1980) in their study on coping in a middle-aged community developed 66 item self-report measures popularly known as ways of coping that contains the broad range of cognitive and behavioral strategies people used to manage stressful demands. They identified eight categories of coping strategies namely problem-focused coping, emotion-focused coping, distancing, emphasizing the positive, self blame, tension reduction, self isolation and problem and emotion-focused coping mix. Both problem-focused and emotion-focused strategies were used. People used a wide range of coping strategies to cope with a single stressful encounter.
Parasuraman and Cleek (1984) conducted a study on coping behaviors among 300 first level managers’ affective reactions to role stressors to identify managerial coping behaviors and to determine their influence in modifying individual’s affective reactions to role stressors in terms of felt stress and job satisfaction. Maladaptive coping served to heighten the level of stress experienced in response to role ambiguity, quantitative role overload and qualitative role overload. The effects of adaptive coping may be neutral and that individual would experience lower levels of stress and increased job satisfaction, if they learned to avoid emotional/self-protective behaviours (i.e. maladaptive behaviours) in their effort to cope with stressors.

Newton and Keenan (1985) studied coping with work related stress among 457 young graduate engineers from 6 U.K. Universities. In the first phase they were contacted in their final year and in second phase they were contacted when they had completed 6 months employment. The frequently used coping strategies were talking to others, direct action, preparatory action, withdrawal behaviour, helplessness/ resentment and other categories namely-conform to superior’s expectations etc.

Folkman and Lazarus (1985) examined stress and coping as a process which changed over a period. The study confined three stages of examination stress in college students namely just before the exam, just after the exam but before grades were announced and just following the announcement of grades. Ignoring individual differences, which were substantial, the normative emotional state and the coping process changed dramatically from stage to stage. Before the exam, students coped by making heavy use of information seeking, whereas distancing was virtually absent. However, after the exam, distancing became predominant, as students could do nothing but wait for the results. Furthermore, when grades were
announced, seeking emotional support increased greatly, and distancing virtually disappeared as a coping strategy.

**Latack (1986)** analysed coping with job stress and measures and future directions for scale development among 109 managers and professionals from a medium-sized manufacturing firm and an osteopathic hospital for developing coping measures and to examine the psychometric properties and construct validity of the measures. Coping strategies focused on control, escape and symptom management. They were assessed across three situations (role conflict, role ambiguity and role overload). Control strategy was more likely to be associated with positive outcomes than an escape or symptom management strategy. Generalizable coping measures had applicability to job stress but that the extent and structure of coping vary with the situation.

**Kaur and Murthy (1986)** examined the coping strategies of the managerial personnel at different organisational levels in a public sector. There was significant difference in the coping strategies adopted by individuals working at different organisational levels. Avoidance strategies were predominant at the junior levels and approach strategies were predominant at the senior level. The defensive style was used to the maximum by the junior management personnel and intro-persistive by the senior/top management. There was a positive and significant relationship between role stress and avoidance strategies, between role stress and externality and between externality and avoidance strategies. Organisational role stress was negatively and significantly associated with approach strategies.

**Folkman (1986)** studied appraisal, coping, health status, and psychological symptoms. Eight forms of problem and emotion focused coping and somatic health status and psychological symptoms were identified like mastery,
interpersonal trust and primary appraisal. Coping variables had significant variance on somatic health status and psychological symptoms.

**Lang and Markiwitz (1986)** analysed coping, individual differences and strain. Three types of coping namely structural role redefinition, personal role redefinition and reactive role behavior were used. There was little support for the predicted effects of Hall’s three types of coping on subsequent strains. But a fourth type of coping planned task management showed a reciprocal relationship with strain. The effect of prior coping on subsequent strain was slightly but not significantly stronger. Lack of commitment had a significant moderator effect on the relationship between perceived overload and strains.

**Nowak (1989)** investigated coping style, cognitive hardiness, and health status and found that intrusive negative thoughts and avoidance coping approaches significantly contributed to predictions of psychological distress and physical illness outcomes. Two coping approaches intrusive positive thoughts and problem focused coping, did not significantly contribute to predictions of either physical or psychological health status.

**Schonfeld (1990)** examined coping job-related stress among 67 New York school teachers including 29 men and 38 women. The teachers were coping with occupational stress by using strategies like advice seeking, positive comparison, selective ignoring, discipline and direct positive action. Multiple regression analysis with controls for social demographic factors and job environment indicated that advice seeking, and direct positive action were most consistently related to lower symptom levels and positive comparison and direct positive action were most consistently related to higher morale. Teachers who employed identifiable occupational coping behaviours were less likely to experience
psychological symptoms and low morale. The behaviours included attempts at modifying the aversive work environments, the meaning of the stressors and the distress experience.

Shailendra Singh (1991) studied executives stress Ten dimensions of organizational stress namely lack group cohesiveness, role conflict, experience of inequality, role ambiguity, role overload, lack of leadership support, constraint of change, job difficulty, job requirement-capability, mismatch, and inadequacy of role authority were examined. It was found that organizational stress could be prevented by attracting highly qualified people and retaining them on equitable compensation. People with a highly expressive work ethic resist stress.

Violanti (1992) examined the impact of coping strategies among recruits subjected to training stress in a U.S. Police Academy. Recruits who scored high on personal distress tend to use more coping strategies than those who had lower distress scores. It was found that problem-solving and emotional coping significantly benefited the recruits in reducing stress. Escape/avoidance and self-control coping was not used as the recruits were constantly under the scrutiny of training personnel.

Koeske (1993) explored job stress and role of coping strategies. Control oriented coping strategies acted as work stress buffers and that those who relied exclusively on avoidance coping strategies reported higher levels of negative consequences.

Callan and Dickson (1993) studied managerial coping strategies during organisational change. It was found that more confident managers were more likely to cope by examining the situation and alternative solutions. But managers who
were less satisfied with the nature of information about used emotion focused strategies.

Akinnusi (1994) studied the relationship between personal attributes, stressors, stress reactions and coping styles to examine the relationship between characteristics of the individual, stressors, stress reactions and coping styles of 72 managers in Nigeria. It was found that sex was related to behavioral stress reaction with women showing more motional stress than men. Managers who were married were less susceptible to organizational stress than their single counterparts. Age was not significantly related with stress reactions. Education was a factor significantly associated with stress. The more qualified the managers, the more psychological stress they experienced. Hence coping strategies depend on the personal characteristics of managers.

Bhagat (1995) studied coping with stressful life events among 304 teachers from five suburban, urban and rural school districts in a large area in North Central Texas. Problem-solving coping strategies moderated organizational stress-life strain and personal life stress-life strain relationships to a far greater extent than did emotion-focused coping strategies. Emotion-focused coping only moderated the relationship between organizational stress and feelings of depersonalization. The teachers relied more on problem focused modes of coping with their work-related stresses. The significant relationship between emotion-focused coping and depersonalization suggested that reliance on emotion-focused modes of coping would be more difficult to deal effectively with the demands of organizational stress.

Beehr (1995) examined occupational stress and coping among 177 police officers and their spouses from two metropolitan areas of police. Religiosity
among police was not related to any police strain. Religiosity of spouses was negatively related to drinking habits of the spouse which leads to stress. Rugged individualism of the police was related positively to their drinking, possibly reinforcing a macho police image. Coping techniques had beneficial effects on all police officers. Officers felt that coping might reduce the potential for the marriage to end in divorce.

**Hackett and Bycio (1996)** examined employee’s absenteeism as a coping mechanism among hospital nurses. Break from work provided by an occasional absence helped employees cope with various types of stress and there by lead to an improvement in their overall condition when they return. The mean levels of daily ratings of personal problems, tiredness, ill health, sleep disruption, stress and job dissatisfaction of nurses were compared statistically across a period encompassing one shift of attendance followed by an absence and another shift of attendance. Significant decrease in most variables was observed between the day of absence and subsequent shift. However, improvements were seldom found between the shifts immediately preceding and after the absence. Occasional absence may help to maintain physical and psychological states at manageable level and improvement on the part of returning employee.

**Tyson and Pongruengphant (1996)** studied avoidance as a coping strategy for nurses in Thailand. There was significant relationship between coping strategy of avoidance, job satisfaction, and occupational stress. Avoidance was the best predictor of stress compared to problem solving, social support, and relaxation but did not have an interactive buffering effect on occupational stress.

**Abouserie (1996)** examined stress, coping strategies and job satisfaction among 414 (305 males and 109 females) university academic staff. 74% academic
staff rate work as the most significant cause of stress in their lives and 40.3% felt that conducting research was the main cause of stress at work. 74.1% and 10.4% of the academic staff fall into the moderate and serious stress categories respectively, and that there were no significant difference between male and female in stress levels. There were significant differences between the four academic rank groups in stress levels and lecturers were the most stressed group. Academic staff used a wide range of coping strategies. There was negative correlation between stress and job satisfaction.

**Long (1998)** conducted a multiple group comparison of female managers and clerical workers as regards coping with work place stress. It was found that clerical workers had fewer coping resources. They appraised the stressful event as less controllable, experienced more work demands and less support, used relatively less engagement coping and were more distressed and less satisfied than managers.

**Kirkcaldy and Furnham (1999)** examined stress coping styles among German managers. There was no difference in coping profiles of men and women, but different levels of management and educational status influence preference for coping styles. More specifically, at senior levels of management, delegation and maintaining stable relationships were considered to be the most useful forms of coping with stress than others. The more academically qualified and trained managers were more likely to implement coping methods such as effective time management and planning ahead.

**Srivastava (2001)** studied management of occupational stress and strains through cognitive intervention. It was found that the level of stress among the employees consistently decreased with the progress of cognitive intervention. It also
indicated that not only occupational stress, but also the severity of undesirable health and job behavioural outcomes of stress were moderated by this intervention.

Penleyet (2002) conducted meta analytic review of association between coping and physical and psychological health. The problem-focused coping was found to be positively correlated with overall health outcomes, whereas confrontive coping, distancing, self-control, seeking social support, accepting responsibility, avoidance, and wishful thinking, were negatively correlated with overall health outcomes. Neither planned problem solving nor positive reappraisal was significantly associated with overall health outcomes. Both physical and psychological health and situational characteristics like stressor type, controllability, and duration moderated many outcomes.

Walton (2002) compared perceived stress levels and coping styles among 89 nursing students and 33 social work students. Nursing students identified more reliance on approach coping responses, while social work students identified more reliance on avoidance coping responses. There was no significant difference between the two groups based on age, gender, marital status, employment status or class. There was significant difference between the perceived stress levels of junior and senior nursing students and junior and senior social work students. There was significant difference in the coping responses of nursing students and social work students. Nursing and social work faculty should implement comprehensive stress management programs during student's freshman year and should continue till graduation. There was difference in the perceived stress levels and the coping styles of junior and senior students in nursing and social work programs.

Lambert (2004) examined work place stressors, ways of coping and demographic characteristics as predictors of physical and mental health of Japanese
hospital nurses and found that workload and number of people living in the household was the best predictors of physical health. The best predictors of mental health were likelihood to leave the current nursing position, lack of support in the workplace, and escape avoidance coping.

**Bell and Luddington (2006)** explored the relationship between customer complaints and service personnel commitment and it was found that positive and negative affectivity were considered as potential moderators. Customer complaints were significantly and negatively associated with service personnel’s commitment to customer service.

**Chang (2006)** examined the relationship between workplace stressors, coping methods, demographic characteristics, and health among Australian nurses. Significant correlation were found between stressors and physical and mental health. Age was the only significant predictor of physical health. The best coping predictors of mental health were escape-avoidance, distancing, and self-control. Other significant predictors of mental health were support available at the workplace, the number of years worked in the unit and workload. Mental health scores were higher for experienced nurses as they were using distancing as a way of coping. Mental health scores were lower for nurses who used escape-avoidance due to lack of workplace support and high workload, and they used self-control coping.

**Mandira Bhattacharya Sen and Jha S S (2006)** analysed stress in the organizational context among 370 men and women in 8 selected occupations in Calcutta. Stepwise regression analysis revealed that in case of role conflict, additional variances were significantly explained in the relationships with job performance for role ambiguity. Significant increase in the explained variance was found in the case of job satisfaction and anxiety for discrimination. Depression, job
performance and psychosomatic symptoms were better explained by retrospect fit. Stress effects of role conflict were expected to be reduced with increased experience. Increase in pay would reduce stress.

Rohini N S and Latha M (2010) analysed management of stress and enhancement of personality in industrial employees through therapy among 65 employees and found that positive therapy and individual counselling helped the employees to recover from severe stress. 57% had zero stress and 43% had mild stress. ‘t’ test showed that there was significant difference which indicated the effect of position therapy in modifying behaviour. ‘t’ test revealed that good counseling, assertiveness, training and behaviour assignment had increased. There was positive correlation between age and stress experienced by the employees and between marital status and income.

Lim (2010) reviewed research studies on stress and coping to identify factors that contribute to stress among Australian nurses, the coping strategies they used to encounter stress and the effects of stressors on nurses' health and well-being were studied. The major stressors identified were work overload, role conflicts and experiences of aggression. The coping strategies used by the respondents were identified as seeking support, problem solving and self-control. Majority of the nurses reported detrimental effects on their physical and mental well-being with little consideration given to the spillover effects of nursing work stress to their family and social relationships.

Saima Siddiq (2011) analysed occupational stress among 75 managers and 75 engineers. ‘t’ test revealed that there was significant difference between managers and engineers on six dimensions of occupational stress such as house rent allowance, dearness allowance, education allowance, medical reimbursement, loans
and insurance. ‘t’ test showed that there was significant difference between groups due to unreasonable growth and political pressure and engineers experienced more stress than managers because engineers felt that they had minimal organizational power and little control over work. There was also significant difference on dimensions of profitability between managers and engineers.

**Sathya Kumar C (2011)** analysed job stress and job satisfaction of 250 IT company employees and found that the regression co-efficient of job stress hours on job stress was significant. Multiple regression analysis revealed that the association between homework interface and of job stress was significant and there was significant association between role ambiguity and job stress.

**Kalani Kenneth and Latha Janaki R (2011)** studied impact of work environment on work stress and employee counselling. Organisational growth and employee growth were inter-women concept which was inseparable and if affected the organizational goal achievements also get affected. Employee counseling could prevent the negative effects of stress at an individual level and ultimately at the organizational level.

**Sharma (2011)** analysed stress and coping with stress among 120 (60 male and 60 female) teachers of Guru Nanak Dev University and Punjab University and found that 73.33% respondents were in the medium stress category and female respondents were lower than males in this category but in case of highly stressed, females were more than male respondents. There was no significant difference among male and female teachers in the overall level of coping. In case of individual coping strategies, each strategy was used by both the genders with no significant difference in gender groups. But the use of behavioral coping among females was
higher than males and withdrawal strategy was preferred by males more than females.

Abdulla (2011) analysed stress coping strategies among 159 executives of J&K Bank. Banking sector had a direct impact on the economy of a country and there was stiff competition in this sector. The stress level of the bank employees was alarming and had been increasingly significantly. Customer retention had become very difficult in the sector, which was enhancing the stress level among the bank employees. To enact the stress levels, it was the responsibility of the organizations and individuals to intervene through proper coping strategies to sustain.

Shreekumar Menon and Mehul Raithatha (2012) analyzed occupational stress among 500 Dabbawalas of Mumbai Tiffin Suppliers Association. ANOVA test revealed that job satisfaction was not dependent on place of work and mode of transport. Job timing was not correlated with salary. Stress management was correlated with job timing, transport, payment and place of work.

Artidevi (2012) studied coping strategies adopted by 550 bank employees to manage role stress and found that there was no significant difference in the coping strategies adopted by employees of public and private sector commercial banks. Principal component method of factor analysis revealed 7 factors, submissive coping, functional coping, diversion coping, relaxation coping, third-party support coping, cognitive restructuring coping and transitory reinforcement coping. Employees of commercial banks tried to manage role stress by adopting and applying various coping strategies.

Pattu Meenakshi S and Ravichandran K (2012) studied management of stress and enhancement of personality in industrial employees through positive therapy and analysed work life balance among 150 women teachers in self-financing
engineering institutions in Madurai district. Chi-square revealed that there was no significant relationship between age, marital status, experience and work-life balance. Women teachers knew the importance of work-life balance and they scheduled their daily activities through time management. Organizations should reduce heavy work load so that balance between work and family life could be maintained by the employees.

**Rushina Singhi and Tanima Jain (2012)** analysed job stress factors and strategies among 120 respondents. Chi-square test revealed that there was association between problems at work and stress level. Major cause of stress among employees was work load and repetitive work. Chi-square test also showed that there was significant association between work requirement and stress and also between increase in work load and stress level as well as amount of concentration required for job stress. Majority of the respondents felt high level of stress due to both professional and personal reasons.

**Sumathi Annamalai and Nandagopal R (2013)** analysed occupational stress and coping strategies among 360 ITES executives in Coimbatore. ANOVA revealed that there was no significant difference between demographic profile and sources of occupational stress. Managerial role emerged as a dominant role of occupational stress experienced by ITES executives. There was significant difference between coping strategies used by ITES Executives to adapt to strategizing their tasks to prevent or manage them stress and between demographic profile of the respondents and their coping strategies and there was positive association between coping strategies used and job satisfaction level.

**Anitha A and Sritharan R (2013)** analysed perception of stress and coping strategies among 100 faculties in 12 colleges in 5 states. Chi-square revealed
that gender and marital status were significantly different in the coping strategy. Faculties above 40 years had high level of stress, especially body stress that led to fatigue, hyper tension, skin diseases etc. 75 respondents in the age group of 35 felt high level of stress led to mind depression, anger, irritability, lack of confidence etc. 62% below 30 years of age felt high level stress impact on behavior which led to unsafe behaviour patterns sometimes even to suicide tendency. 55% in 30-34 age group felt high level of stress impact which led to absenteeism employee turnover and low productivity.

M Shinn, M Rosario, H Morch (2017) analysed job stressors and coping strategies and found that individual coping responses did not alleviate strain produced by job stress. Job stress was associated with high levels of strain, and group coping with low levels, but individual responses had little effect. Men and women worked in the same jobs, no sex differences in individual coping were predicted and none were found. Women reported more social support than men. Social service agencies should take action to reduce stress among employees.

WORK LIFE BALANCE

National and International literature regarding work life balance was taken as the main entity to find out the major causes of work life balance.

Jaime X. Castillo and Jamie Cano’s (2004) analysed the factors influencing job satisfaction among faculty. It was found that the faculties were generally satisfied with their jobs. But female faculty members were less satisfied than male faculty members. The factor “work itself” was the most motivating aspect for faculty. The least motivating aspect was “working conditions.” The factors “recognition,” “supervision,” and “relationships” explained the variability among faculty members and overall level of job satisfaction.
Ganpathi R and Premapriya M S (2008) analysed stress among 125 women faculty members in self-financing colleges of Tamilnadu. ANOVA revealed that there was significant difference among age groups in their job-related scope and there was significant difference among number of dependents in their average job-related stress score. There was no correlation among the stress scores as each type of stress was independent of others. Job related stress and health stress were correlated. Women faculty members less than 25 years and above 46 years experienced highest work stress. Majority of respondents with P.G. qualification had more job-related stress.

Shalini Srivastava and Prasant Verma (2008) studied organizational role stress among 90 women in the private sector. ‘t’ test showed that there was significant difference in ten stressors among married and unmarried women. Stress level in married women was high and it was significantly higher than personal inadequacy which contributed lowest stress in unmarried women. ANOVA revealed that among unmarried women; inter role distance contributed high stress than all other stressors. For unmarried women, education and job experience had no impact on coping strategy.

Sandhya Mehta and Sandeep Kaur (2009) studied organizational role stress among 50 technical and 50 non-technical teachers and found that there was significant difference in role adequacy between technical and non-technical teachers. Teachers above 30 years experienced comparatively high stress. There was significant difference in personal inadequacy and role ambiguity between technical and non-technical teachers. Teachers less than 30 years of age faced more resource inadequacy due to uneven distribution resources. There was strong personal inadequacy and high role ambiguity in case of technical teachers above 30 years of age.
Muhammadi Sabra Nadeem and Qaisar Abbas (2009) analysed the relationship between work life conflict and job satisfaction in Pakistan and found that job satisfaction was significantly negatively correlated with work to family interference and family to work interference. Job satisfaction was also found to be negatively related with stress in this research. The correlation of workload was positive which shows that workload did not affect the job satisfaction of the employees in Pakistan. Job autonomy emerged had a strong and clear correlation with job satisfaction that shows that more autonomy in a job would lead to higher job satisfaction among employees.

Raj Kamal, Debashish Sengupta (2009) in their study on job satisfaction of bank officers analysed that the success of the bank to a large extent depends upon the coordination, synchronization and cooperation of the bank officers. It was found that there was overall job satisfaction prevailing among the bank officers. It was found that with the change of satisfaction determinants, level of job satisfaction also varied. It was also observed that as a person ages, his job satisfaction shows an increasing trend. With age, spiritualism of the person increases, but his alternatives for change decreases.

Niharika Doble and Supriya M V (2010) analysed gender differences in the perception of work-life balance in IT sector in Chennai and found that Indian organisations took different initiatives including flex times, part time work, provision of chilled care facilities etc., to balance the work life of employees. Respondents reported their inability to balance work and home. Work life balance practices should be improved to enable employees to balance their lives so that congenial work place could be achieved.
Nazeer Khan S and Venkatachalam A (2011) analysed antecedents of work-life imbalance among bank executives. Banking environment became a high-pressure environment especially after the globalization. Bank executives were highly affected by work pressures and work life imbalance affected the performance of the executives not only in banks but also their family. The role stressors identified were lack of role autonomy, role ambiguity, role conflict and role overload. It was found that the important antecedents of work-life imbalance among the executives in the banking industry were lack of role autonomy, role ambiguity, role conflict and overload.

Prerna Patwa (2011) analysed work-life balance of 110 working professionals (55 from the banking sector and 55 professionals from insurance sector) in Jaipur city. It was found that factors affecting work-life balance were number of working days in a week, daily working hours, travelling time to workplace, time spent with the family daily, workload, bringing work home and less measures taken to relieve stress.

Mohamed Irfann Ismail and Tan Tech-Hong (2011) studied work-related stress among 127 male and female employees in the Malaysian Financial Sector. Regression analysis showed that role ambiguity was the most significant stressor of work related stress level among customer services officers in investment banks of Malaysia.

Dhanabhakyam M and Anitha V (2011) analysed stress management among 300 working women in Coimbatore district. ANOVA showed that there was significant relationship between age and level of stress. “F” test showed that there was significant impact between education level and level of stress. Two-way ANOVA showed that there was close significant relationship between experience
and stress. Tension and body pain were the major causes of stress. Henry Garrett Ranking test revealed that job and organisational problems were the major cause of the stress and were ranked first. Children and work overload were the major cause of stress for working mothers and were second.

**Ayesha Tabassum, Tasnuva Rahman and Kursia Jahan (2011)** analysed the work life of employees among 128 male and 64 female employees of private commercial banks in Bangladesh. It was found that that no initiative was taken to identify the problems of the male and female employees and it revealed that there was a significant difference between male and female employees quality of work life. There was a significant difference as regards adequate and fair compensation, flexible work schedule and job assignment, attention to job design, and employee relations.

**Sakthivel Rania, Kamalanabhanb and Selvarania (2011)** analysed the work-life balance and job satisfaction among school teachers and examined the relationship between employee satisfaction and work life balance. The constructs examined were career opportunity, recognition, work tasks, payments, benefits, superior subordinate relationship, employee satisfaction, and work/life balance. It was found that that high correlation existed between work task and employee satisfaction with a mediator variable namely work-life balance.

**Sowmya K.R. and Panchanatham N. (2011)** examined the factors influencing job satisfaction of employees in new private sector and select public sector banks specifically in the banking sector of the main metropolitan city Chennai. Job satisfaction focused on all the feelings that an individual had about his/her job. The employees had a significant inclination towards optimistic supervisory behaviour and pleasant organizational setup and suggested that
employees must be cared for and counseled in order to increase their satisfaction level in the organization.

**Varatharaj, V and Vasantha S. (2012)** examined work life balance as a source of job satisfaction among women employees in service and found that work life balance entails attaining equilibrium between professional work and other activities, so that it reduces friction between official and domestic life. Work life balance enhances efficiency and thus, the productivity of an employee increases. It enhances satisfaction, in both the professional and personal lives. It was found that that the majority of the women employees felt comfortable in their work place irrespective of their trivial personal and work place irritants.

**Lalita Kumari (2012)** examined 350 employees’ perception on work life balance and its relation with job satisfaction in Indian public sector banks. Each of the work life balance factors on its own was a salient predictor of job satisfaction and there was a significant gap among the female and male respondents with job satisfaction with respect to various factors of work life balance. The positive correlation indicates that job satisfaction is an important indicator of work life balance. Human resource managers should improve staff commitment and productivity along with designing their recruitment and retention policies.

**Shallu Sehgal (2012)** analysed stress management among 50 working women in Government /Semi-Government enterprises in Shimla and found that women were under stress when work load increases. Experienced women were able to manage between office work and family work and were stress free. Experienced women were able to adapt to the situation but inexperienced women were not able to do work overtime and when work load increased, they were annoyed and stressed. Majority of the women felt that their work experience made them calm and were
able to tackle anything and adapt to situations. Majority of the women tried to settle financial problem. They engaged themselves by reading books, watching T.V. and were doing some hobby. To make work easier they took guidance from their seniors.

**Rashmi Gupta and Vilas Chopde (2012)** analysed job stress at workplace among 20 management faculties employed in top management schools in Nagpur district. Karl Pearson correlation analysis revealed that there was significant positive relationship between gender and work stress between marital status and job stress, and between the respondents and stress level. There was positive correlation between male employees and job working hours. Male employees were satisfied with the working hours as compared to female employees. Both male and female employees were satisfied with the working conditions.

**Swapan Kumar Bishayee (2012)** analysed job stress among 300 faculty members in private professional colleges in NCR, Delhi. It was found that most of the faculty members experienced stress but it had negative impact on both family and work life. Respondents expressed high level of stress on transport related problems followed by problems arising out of relocation. High stress occurred due to insecurity job followed by strict management control. Involving faculty members in decision making process would reduce stress level.

**Rohini Shivanda and Ashok (2012)** analysed stress, work life balance and psychological wellbeing of 30 women mechanics in BMTC and found that there was significant positive correlation between work life balance and psychological wellbeing. There was lower negative correlation between work balance and stress. There was also negative correlation between work of control and stress. Higher the degree of work life balance, higher was the degree of family life satisfaction. Married women tend to have more stress compared to unmarried women.
Vijayalakshmi K (2012) analysed 350 police women in Hyderabad to correlate satisfaction with work life balance and found that they had inadequate and lack of support from their family. Home guards and head constables had a positive outlook and were satisfied with benefit awarded. Constables felt that awards were not in accordance with the magnitude of efforts expected and were not satisfied with facilities available in the police station. They were not satisfied with maternity leave and childcare facilities which in turn led to work life imbalance. 51% home guards were satisfied with overall work life balance. 35% home guards and 46% head constables were satisfied with the implementation of work life harmony strategies and 31% were not satisfied with work life balance mechanism.

Dharmaraj S (2013) analysed stress among employees in Indian Banking Industry and found that higher stress was directly proportional to quality of work life. Factors like fair pay structure, steady role demands, supervisory support, congenial job environment, capability fit of the job, role autonomy directly influenced quality of work life. It was found that the main reason of stress among employees in Indian Banking industry was the rapid change in technology.

Thirumaleswari T and Ragothaman C.B (2013) analysed stress level among 170 women nurses worked in private and government hospitals in Kancheepuram District. It was found that 25% nurses above 50 years were highly dissatisfied with working conditions in the hospitals. Workload, working condition, attitude of superiors, managerial activities and family issues were the factors influencing stress. 35% were dissatisfied with shift system. 10% experienced medium level stress and 55% experienced high level of physical stress.

Chithra Mohan K. (2013) analysed the relationship between stress, work life balance and work alienation among 30 women employees of Kerala state
government in Trivandrum district. There was positive correlation between work life balance and personal factors. There was negative correlation between work life balance and also with work alienation. High degree of family life satisfaction led to higher degree of work life balance. One-way ANOVA revealed that work life balance of the employees was not the same and it was based on their marital status. Lower degree of stress led to high degree of work life balance. Lower degree of work alienation led to a higher degree work life balance. Psychological well-being, occupational satisfaction and family satisfaction accounted for higher degree of work-life balance.

Myilswamy N. P and Gayatri R. (2013) analysed work life balance in banking sector and identified the potential stressors that hindered the work-life balance of employees in the banking sector. It was found that long working hours, demand for high performance, competition, poor work environment, inflexible working hours, workload, target pressure, technology, lack of managerial support and peer support leads to work stress.

Preethi Vijaimadhan and Venkatrama Raju D (2013) analysed the significance of flexible work timing in work-life balance among 120 employees of private and public companies. Chi-square analysis revealed that there was no significant relationship between efficiency of working hours and help from family and friends. There was considerably more potential to increase the use of flexible time in private than public sector.

Felicity Asiedu-Appiah, Oheneba Aduse-Poku and Adwoa Frimpongmaa Acheampong (2014) analysed work-life balance practices among 89 female lecturers in Ghana. It was found that the effects of work-family conflict and the effects of nature and size of firm on the likelihood of availability, awareness
affected work-life balance. Work-life balance policies were important at the workplace. More women in the workplace continued to register for benefit programs. Decrease in work-life conflict helped to create a healthier, productive and motivated workforce.

**Hye Kyoung Kim (2014)** investigated the effect of work-life balance on affective commitment and in-role performance and explored the mediating role of affective commitment to link work life balance and in role performance in the Korean context from 293 Korean workers. The hypotheses was tested using structural equation modeling and regression analysis. The result showed no direct effect of work-life balance on in role performance. However, it was found that employee’s experience of work-life balance increased effective commitment and that affective commitment had a positive influence on role performance.

**Kasamsetty Sailatha and M. Shivalinge Gowda (2014)** analysed work life balance among 233 entrepreneurs of whom 111 were male and 122 were female entrepreneurs. The perception of female respondents was found to be densely distributed with higher intensity of these problems when compared to lower intensity thin distribution in case of male respondents. It was also found that the female respondents perceived higher problems in managing dual role.

**Komalsaeed and Yasir Aftab Farooq (2014)** analysed the relationship between work life balance, job stress and job satisfaction among 171 teachers from Hafiz Hayat campus University of Gujarat. Descriptive statistics, correlation and regression analysis indicated that that there was significant relationship between job stress and job satisfaction which contributed towards their performance improvement.
Onur Balkan (2014) analysed quality of work life in Turkey aviation association on work life balance, job stress and Individual performance among 300 postgraduate and doctoral students. Factor analysis, correlation and regression analysis found that there was strong relationship between job stress performance and work life balance factors.

Padma S and Sudhir Reddy (2014) analysed work-life balance and job satisfaction among 75 school teachers in Hyderabad. ANOVA revealed that there was significant difference in job satisfaction among different age and experience groups. There was no significant difference in the job satisfaction among experience groups and qualification groups. Work life balance of school teachers was a rich predictor of job satisfaction. Regression model proved job satisfaction significantly well. R value indicated very high degree of simple correlation and R² value explained that majority were having high level of job satisfaction due to work-life.

Satinder Singh (2014) analysed the status of work-life balance in ONGC Limited among 50 respondents and found that majority of the employees were happy to spend time at work but they felt stress due to work life balance. Long working hours, shift work, compulsory overtime, training, working after office hours were the major factors affecting working and family commitment. Majority of the workers preferred to work and turnout in their own residence. Entertainment, meditation, yoga and music were the major tools that could be used to manage stress factors at work and entertainment was ranked first among them. Frequent travelling was the major hindrance after working hours. Family commitment, provision for telephone, health programme, periodical medical examination, exercise facility, involvement of family members in work achievement functions were the major factors influencing work-life balance. Majority of the employees felt that good work
life balance would bring more prosperity to ONGC. 55% felt that ONGC supported employees to reduce their work family conflict.

Shobitha Poulse and Sudarsan N (2014) observed that while most international studies had covered different economic strata from lower level to higher level income group, Indian studies focused frequently on middle income groups and focused less particularly on lower income employees. Future research work could be devoted towards employing different modelling techniques such as fuzzy neural models towards better insight into the interrelationship that existed between various parameters that might influence work life balance and lead to accurate estimation.

Shweta Belwal and Rakesh Belwal (2014) analysed quality of life issues from working employer’s perspective in Oman. Family-friendly policies aimed to help employees in order to manage their family responsibilities, to create flexible-work conditions and enable women to perform better on both Domestic and work fronts. 55% women comprised of the total workforce in Oman and they contributed significantly in education, health, media, banking and other business sectors. Organisations need to observe healthy workplace practices. Families and societies need to exhibit a supportive outlook towards working women in Oman.

Thriveni Kumari K and Devi R (2014) analysed the impact of stress on work-life balance among 82 women employees in BPO and education sectors in Bangalore. ‘t’ test revealed that stress level of women employees was different in different sectors. The stress level in the work environment was different but at home their stress level was equal.

Tiwari D and Tyagi S (2014) analysed the of impact of globalization on work life among 100 middle and lower level employees of IFFCO Company in
Aonla, and Bareilly. The challenges for effective implementation of work-life steadiness benefits and programmes could help HR managers in their respective organisations. Three factors were analysed namely global competition, personal lives/family values, and an aging workforce and it was found that family-friendliness of employers at IFFCO Aonla Unit, Bareilly reflected variety of welfare provisions that had been a matter of concern for employers since industrialization. IFFCO can implement work-life steadiness benefits and programmes and encourage such programmes to increase productivity and ensure employee’s loyalty and commitment towards organization. Before implementation, the work-life steadiness benefits and programmes should also focus on similarity between employee needs and organisational values.

Santhana Lakshmi K (2016) examined work life balance of women employees in Ramtek area and found that the educational institutions should address the work life balance related issues among their staff, specifically women and take a holistic approach to design and implement the policies to support the teaching staff to manage their work life balance.

Kumari K. Thriveni (2016) investigated the balance between professional and personal work of women teachers analysed the significant relationship between the demographic variables and work life balance. Quality of work life was used by the organizations as a strategic tool to attract and retain the employees and more importantly to help them to maintain work life balance with equal attention on performance and commitment at work.

Krishna Reddy N. (2017) studied of work-life balance among women employees and found that the married women employees experienced work family conflict while attempting to balance their work and family lives. Hence organization
should formulate guidelines for the management of work family conflict as it is related to job satisfaction and performance of the employees.

**Niharika and Supriya (2017)** studied work-life balance among women employees and analysed the work based factors and family related factors that contribute to work life balance. Work based factors were flexi time, option to work part time and freedom to work from home and the family related factors were child care facility and flexibility to take care of emergencies at home.