CHAPTER – 2

REVIEW OF LITERATURE

Review of literature has enabled to understand the various dimensions of the stress process, thus helping further in formulations of various research objectives and in building a comprehensive research design to carry out the present study. The related studies which have identified stressors and examined the impact of stressors on health are reviewed under the heading ‘stress’ and all those studies which have investigated the various stress coping behaviours are reviewed under the heading ‘coping’.

2.1 Stress

Weiss (1983) investigated the effects of work stress and social support on information system (IS) managers ranging in the organizational hierarchy from vice president or director to project managers, in both government and private sector organisations of varying sizes. The study also investigated the resulting strains and role social support to reduce symptoms of strain. The results revealed that job stresses among IS managers were positively related to psychological and physiological strains and these stressors had greater impact than the others.

Leatt and Schneck (1985) explored source and management of organizational stress in nursing sub units in Canada. The study examined the relative importance of technology, size, environment, context and structure in contributing to sub units stress. Five kinds of stressors were identified i. e. traumatic emotional experiences, psycho geriatric workload, scheduling of work, physician nurse relationships and personality role stresses.

Landsbergis (1988) studied occupational stress among health care workers by using job demands-control model. The results support the hypothesis that reported job strain (job dissatisfaction, depression and psychosomatic symptoms) and burnout is significantly higher in jobs that combine high workload demands and low decision latitude. Other job characteristics including; job insecurity, physical exertion, social support and hazard exposure were found associated with strains and burnout.
Jagdish and Shrivastava (1989) examined the relationship between perceived occupational stress stemming from various job dimensions and mental health of the first level supervisors. The findings of the study offer a strong support for the contention that occupational stress arising from various job dimensions – role conflict, role overload, role ambiguity, group and political pressure, under participation, powerlessness, and poor peer relations at work, low status, strenuous working conditions and unprofitability were found inversely related with mental health.

Watson and Pennebaker (1989) explored, the role of negative affectivity in health, stress and distress among Southern Methodist University (SMU) employees. The results indicate that self report health measures reflect a pervasive mood disposition of Negative Affectivity (NA). It was also found that although NA is correlated with health complaint scale, but it is not strongly or consistently related to actual, long-term health status. It was concluded that self-report measures of stress and health contain a significant NA component and correlation between such measures is likely to overestimate the true association between stress and health.

Munton (1990) conducted survey to examine relation between job relocation, stress and the family. The observations indicate relocation of job is assumed as stressful by large number of the respondents. Results revealed that 4 percent of the sample responded not at all stressful, 21 percent only slightly stressful, 35 percent somewhat stressful, 27 percent quite a bit stressful and 13 percent very stressful.

Nelson and Sutton (1990) examined the relationship between chronic work stressors, coping techniques, distress symptoms and work performance among organisational newcomers. The results showed that the choice of coping technique failed to account for significant variance in distress symptoms. However distress symptoms reported prior to beginning a new job accounted for 32% of the variance in distress symptoms reported after nine months from beginning the job, confirming a possible dispositional influence on symptom reporting.

Chen and Spector (1991) studied the extent to which negative affectivity (NA) inflated correlation between chronic job stressors and strains. Results revealed that NA was found
to account for large proportions of shared variance between stressors and physical strains (as indicated by absence, doctor visit, and physical symptoms). But it did not account for much of the variance shared by stressors and affective strains (Job satisfaction, anger, and feeling of stress and frustration). Significant correlations were also found between NA and both stressors and strains.

Schaubroeck et.al. (1992) examined that trait negative affectivity (NA) has been a factor that spuriously inflates relationships between self-reported stressors and strains. The findings indicate that NA had not been found correlated with physiological stress outcomes. Confirmatory factor analysis indicated that NA did not measure a factor in common with measures of subjective strain. Latent-variable structural equations analyses, however, found that estimating the effects of NA on strain significantly attenuated the effect of work stressors.

Desai (1993) studied stress and mental workload among three level of management in an industrial organisation. It was found that higher and middle management had higher levels of stress but similar workload as compared to lower management. The perceived effort and mental workload were found to be the main predictors of stress. It was also found that the respondents belonging to technical departments were less stress prone, more alert and more satisfied than the respondents belonging to commercial departments.

Salvo et. al. (1994) conducted an exploratory study to examine perception of work related stress. The results were categorized as work content stressors and work context stressors. The results revealed, unpleasant internal tasks and duties, unpleasant external tasks and duties, performance of others, work overload, professional risk as work content stressors and other peoples’ attitude and behaviour, time, work inhibitors, power, task communication, resources, personal behaviour, interpersonal relations and physical work conditions were identified as work context stressors.

Srivastava, et.al. (1994) examined organizational role stress among three groups of employees in a private sector organization. The findings of the study revealed that middle-level managers faced greater stress and anxiety in comparison to top-level managers and workers.
Barnett and Brennan (1995) studied the relationship between job experiences and psychological distress. The study was conducted with reference to seven job conditions, such as skill discretion, decision authority, schedule control, job demands, pay adequacy, job security and relations with superiors. The results revealed that only two job conditions; skill discretion and job demands were found positively related to psychological distress.

Moyle (1995) explored the role of negative affectivity (NA) in the stress process. It has been found that NA acted as a nuisance variable by inflating correlations between self reports of outcome variables and stressors. The results further showed that low NA individuals experienced few symptoms and for them symptom report was not significantly related to work demands and constraints.

Brown, et.al. (1996) studied occupational stress among police officers. It was observed that job stress related to structure and climate, co-worker relationships and their managerial role was higher in those serving at England and Wales. Superintendents in Scotland used coping methods least frequently including domestic\home support, time management and social support, the latter strategy being most used by Northern Ireland officers. Findings relating job stress to job satisfaction were inconsistent with other police populations.

Triplett (1996) studied work related stress and coping among correctional officers. It has been discovered that correctional officers experience many of the same organizational level stressors as those identified within the broader occupational literature, as well as those unique to their profession. Correctional officers found to utilising personal coping mechanism for successfully reducing overall levels of job stress. Additionally the findings suggest the need for administrators of correctional facilities to develop resources to assist officers in dealing with stress.

Allison (1997) examined stress among public school principals in British Columbia. The findings show that stress is a serious concern for these administrators. In contrast to other studies of administrative stress, administering the negotiated contract was a source of stress uniquely important to school principals in British Columbia. Principals who had
greater total scores on the measure of administrative stress perceived that administrative isolation was a problem for them. Principals reported greater stress due to job characteristics. Further, they had seriously considered leaving school administration, under the impression that principals were under greater stress than other members of their community and reported that they had to cope with scarce or limited resources.

**Chand and Sethi (1997)** examined organizational factors as predictors of job related strains. A positive relationship between job related strains and role overload, role conflict, and strenuous working conditions was found. Role conflict appeared to be the strongest predictor of job related strains. Strenuous working conditions emerged as the second strongest predictor variable, while role overload appeared to be the third predictor of job related strains.

**Cropanzano et. al. (1997)** studied the relationship of organisational politics and support to work behaviors, attitude and stress. Finding of the study revealed that the politics and support were related to four work stress variables; job tension, somatic tension, general fatigue and burnout. Each of these four variables was predicted by support and politics.

**Wilkins and Beaudet (1998)** examined relationship between work stress and health. The associations between job strain, job insecurity, physical demands, low coworker support and low supervisor support, were examined with four health outcomes that is migraine, work injury, high blood pressure and psychological distress. Results revealed that, among men, job strain was associated with migraine and psychological distress, whereas among women, it was related with work injury. Job insecurity was associated with migraine among women. High physical demands were related to work injury in both sexes. Low co-worker support was related to migraine among men, and to work injury and psychological distress among women.

**Fogarty et. al. (1999)** examined how measures of occupational stress, coping resources, and negative affectivity (NA), interact to predict occupational strains. Results showed NA as background dispositional variables that influenced the relationship among stress, strain and coping while allowing stress and coping to have a direct influence on strain. Results indicated that personality measures did not add anything to the prediction of job
satisfaction and strains in a model that already included measures of stressors, coping resources and NA

**Moyle and Parkes (1999)** conducted a survey to examine the effects of transition Stress. Respondents were surveyed before and after relocation to examine the impact of this transfer on their individual well being. A comparative sample of employees was also drawn from same stores but without relocation. The results revealed that the relocation was positively associated with distress among employees.

**Wofford et. al. (1999)** examined a model of stress response that includes a stress propensity construct, a subjective stress construct, and a strain construct. The results supported a direct relationship between stress propensity and strain and an indirect mediated relationship between stress propensity and strain through a subjective stress construct. In addition, stress propensity was found to moderate the relationships of experienced negative affect with somatic and psychological strains.

**Cavanaugh et.al. (2000)** investigated self reported work stress among U.S managers. The results revealed that self reported work stress among U.S managers is differentially related (positively and negatively) to work outcomes depending on the stressors that are being evaluated. The results indicated that challenge-related self reported stress is positively related to job satisfaction and negatively related to job search. In contrast, hindrance related self reported stress is negatively related to job satisfaction and positively related to job search and turnover.

**Chan et.al. (2000)** examined work stress among professionals and para-professions (namely general practitioners, lawyers, engineers, teachers, nurses and life insurance personnel) in Singapore. Results showed that performance pressure and work family conflict were perceived to be the most stressful aspects of work. These two stressors also significantly contributed to the experience of overall work stress.

**Dugdill (2000)** developed a Holistic Understanding of Work Place Health among Bank Workers, revealed that psychological factors, such as job design, ability to make decisions and control over work were positive contributors of health in the work settings and were more relevant than individual life style issues.
Frone (2000) studied Work-Family Conflict and Employee Psychiatric Disorder. It has been found that both work to family and family to work conflict were positively related to having a mood, anxiety, and substance dependence disorder. Depending on the type of work-family conflict and type of disorder, employees who reported experiencing work-family conflict often were 1.99-29.66 times more likely than were employees who reported no work-family conflict to experience a clinically significant mental health problem.

Hobson and Beach (2000) examined the relationship between psychological health and workload among managers. The findings of the study provided that over 60 percent of managers were above the threshold level on at least one measure of psychological health. No statistically significant relationship was demonstrated between actual hours of work and psychological health. A relationship was demonstrated between some perceived workplace stressors and actual hours worked, and between some perceived workplace stressors and psychological health. A large proportion of managers in a typical production environment appeared at risk of developing psychological illness.

Spector et al. (2000) examined a longitudinal study that even after controlling for NA and prior levels of strains, relations would still be found between job stressors and job strains. In this, negative affectivity (NA) and strains were assessed both in college and later on the job. Stressors were assessed only on the job. Evidence was found that some background factors affected measures of job stressors and job strains. The observed relations between job stressors and job strains could not be attributable to third variable that might affect these specific strains. Relations between job stressors and job strains, however, were in most cases not affected significantly when prior strains and NA were controlled for. Furthermore, the results suggested that NA measures are subject to occasion factors.

Broadbridge (2002) studied retail managers work stressors and coping strategies. The findings were of particular relevance within the retail sector and most notably these were nature and pace of change within industry, new technological developments, quantitative work overload, staff shortages, customer demands and attitude, threat of violence, the service oriented environment, and the general organizational structure and climate.
Problem focused and palliative coping strategies are adopted by individuals and organisations to cope with these pressures.

**Lait and Wallace (2002)** examined how certain working conditions affect job stress of human service workers. It was found that the bureaucratic conditions of work that reflect role conflict and excessive role demands were particularly stressful.

**Martinova et al. (2002)** investigated occupational role stress in the Canadian forces and its association with individual and organizational well-being. Results indicated a negative association between occupational role stress and both individual (strain) and organizational well-being. No moderating effects were found for coping strategies. Workplace leadership and perceived organizational support factors had direct relationships with both individual and organizational well-beings.

**Tyson et al. (2002)** investigated organizational stressors and coping strategies among hospital nurses in Southern Ontario. It was found that lack of organizational support and involvement was the major source of stress as reported by hospital nurses. Avoidance and social support were found to be significantly correlated with stress, but neither of these coping strategies appeared to reduce nurses’ level of organizational stress. However, an interaction between problem solving and job satisfaction were found to be highly significant and it added 42 percent to predicting stress levels. Supporting the stress buffering hypothesis nurses with lower intrinsic job satisfaction seemed to benefit from employing problem solving as a coping strategy, whereas dissatisfied nurses who infrequently used problem solving, reported the highest levels of organizational stress.

**Shah (2003)** examined role stress among employees in the banking industry. The results indicated that most of the employees were experiencing moderate level of stress at work. It revealed that role stagnation, inadequacy of role authority, role erosion and role overload were the main stressors being encountered by employees.

**Domenighetti et al. (2004)** conducted a comparative study to examine health effects of stress and insecurity among employees in the banking sector. The results revealed that, psychological pressures, work satisfaction, support and solidarity among colleagues and superiors, uncertainty and insecurity in maintaining job and harassment at work place are
identified as the principal determinants of level of stress and health of the employees. There is a significant increase in the prevalence of subjective morbidity and medical consumption with the increase in exposure to a "medium to high" level of fear of dismissal and to a continuous level of stress in the previous 12 months. The comparative analysis shows that employees in the banking sector declare higher levels of stress and insecurity and show evidence of significantly worse health indicators with respect to those of employees working in other sectors.

Kang and Singh (2004) identified organizational stressors and coping strategies among the employees of the electronics industry in Punjab. Moderate level of stress was prevailing among the respondents. Out of ten organizational factors identified, only six organizational factors, viz. poor organizational structure and climate, poor interpersonal relations, inconsiderate superior, role ambiguity and work inhibitors have been found to be associated with stress. While work overload, lack of resources, unmet financial needs, rigid rules and job insecurity were not found to be associated with stress. The major stress coping strategies identified were; direct problem solving, behavioural disengagement, being private and secretive, emphasizing the positive, avoidance, involvement and accepting the situation. The various symptom management strategies used by the respondents were identified as mental disengagement, recreation, seeking instrumental and emotional support, living with job stress and use of sedatives.

Nasurdin et. al. (2004) conducted this study to determine the influence of organizational variables (conflict, blocked career, alienation, work overload, and unfavorable work environment) on job stress among managers. The study further examined whether this relationship varies according to the individual’s level of neuroticism. The findings of the study revealed that three of the five organizational variables including; conflict, blocked career, and alienation had significant positive effects on job stress. Neuroticism was found to moderate the effects of the three organizational stressors on job stress. The many challenges in the work environments, characterized by heightened competition, lack of time, more uncontrollable factors, lack of space, continuous technological development, conflicting demands from organizational stakeholders, increased use of participatory
management and computerization, greater uncertainty, and others have resulted in higher job stress.

Kang (2005) examined job stressors of medical representatives. The study identified interference of job in personal life, unsupportive colleagues, work overload and continuous pressure for improved performance were found causing stress among the medical representatives. While, performance inhibitors, effort reward imbalance, discourteous behavior of clients and colleagues, lack of participation and politics in decision making, insufficient inputs, lack of empowerment, conflicting demands from the superior and inadequate incentives were found to be not associated with stress among them.

Krantz et. al. (2005) examined how paid work, unpaid household tasks, child care, work–child care interactions and perceived work stress are associated with reported symptoms in male and female white-collar employees from four occupational areas (technology and natural science, education, health care and administrative work) in Swedish Male and Female White-collar Employees. The results revealed that the frequency and severity of symptoms (Stomach pain, Headache, Sleep disturbances, Dizziness, Low back pain, Loss of appetite and Shoulder and neck pain) was higher in women than in men. Employed women’s health was determined by the interaction between conditions at work and household duties, whereas men responded more selectively to long working hours as determinant of health. However, childcare appeared to have a buffer effect on the risk of a high level of symptoms in men working long hours.

Michailidis and Georgiou (2005) studied employee’s occupational stress in banking. They examined occupational stress for different group of people with regard to their educational qualifications, their relaxation pattern, and their smoking and drinking habits. It has been established that fundamental nature of the job, career and achievement, managerial role, organizational structure and climate, relationship with others and home work interface, are the major stressors. Further, the 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. The effects of stress on health of employees are both physical as well as psychological in nature.

**Berg et. al. (2006)** conducted a cross sectional study to explore job stress and physical and mental health in the Norwegian police service. Results revealed that the frequency of job pressure (including ten items mainly related to organizational work) and lack of support (including ten items related to working environment and leadership) was mainly associated to physical and mental health problems. Females showed higher means on anxiety symptoms than males while, males showed higher means on depressive symptoms. Police reported more subjective health complaints, depersonalization and higher scores on three of four personality traits than physicians, but lower scores on anxiety and depressive symptoms than the general population.

**Oloyede (2006)** studied the relationship among work-induced stress, job performance, psychological well-being and productivity of workers in banking industry in Nigeria. The finding of the study revealed that there was a significant relationship between work-induced stress and perceived workers' productivity. Also there was a significant relationship between work-induced stress and psychological welfare of the workers. A significant difference was not found in the perception of male and female respondents on the effect of work-related stress on psychological welfare. Finally, there was a significant difference found between the old and young respondents' perception of the effect of work-related stress on their productivity.

**Clays et. al. (2007)** conducted a longitudinal study to examine, job stress and depression symptoms in middle-aged workers. The results of this study confirm that job stress is a risk factor for developing symptoms of depression. The repeated exposure to high job strains led to harmful strains depression symptoms among both men and women. Independent associations were found for low decision latitude, high job strain, and isolated strain among women, but not among men. The adjusted association with high job strain among men was borderline significant.
Oke and Dawson (2008) investigated workplace stress among bank employees in Nigeria. Results indicated that workplace stress had a weak inverse relationship with culture within an organisation and positive relationship with age. Further, stress has an inverse relationship with education level and a weak positive relationship with number of years working in the bank. The results indicated that negative perceptions of culture within organizations contribute to workplace stress. They suggest that the more self-reported workplace stress, the older the subjects are, but the less the educational level and the longer the length of employment within the bank. However, at the same time moderate relationships were indicated between workplace stress and subjects level of job. A negative but significant correlation between culture with in an organisation and relationships at work and labor turnover has also been found. Self-reported perceptions of culture were found to have a positive relationship with education level and positive and significant relationships with absenteeism and a negative significant relationship with labour turnover. The workplace stress within organisations can be predicted by content and culture of organizations.

Sellah et. al. (2008) studied detrimental impacts of job stress among executives in Malaysian furniture industry. The study identified nine sources of work stress among the managers and executives including; Unrealistic objectives, Time pressure and deadline, Incompetent boss, relationship with colleagues, Unsympathetic boss, Interpersonal relations, relationship with subordinates, Performance related compensation and taking work home. Results further reveal that support, adaptability, job security, conflict, and integrity, are five dimensions of job and organizational climate characteristics that explained the variability in the level of stress experienced.

Peltzer et. al. (2009) studied job stress, job satisfaction and stress-related illnesses among South African educators. Results revealed that job stress and lack of job satisfaction were associated with most stress-related illnesses, such as hypertension, heart disease, stomach ulcer, asthma, mental distress, tobacco and alcohol misuse. From three components of the demand-control model, only two, namely work stress from teaching methods and low peer support, were related to hypertension but not to heart disease. The components of the effort-reward model of low socio-economic status and lack of career
advancement were also identified as stress factors but not related to heart disease. Lack of career advancement was inversely related to hypertension. Most components assessed here of the demand-control model including; stress with teaching methods and educational system and low peer support and effort-reward model including job insecurity and lack of career advancement were related to stomach ulcer and mental distress.

**Kawada and Ooyaiscomfort (2009)** studied work load and health complaints in over time Workers. The results revealed that all the seven items, such as overtime work, irregular work, official trip, nighttime work, no rest, mental workload, and physical workload were identified as positively and significantly related to stress.

**Gershon et al. (2009)** examined how mental, physical, and behavioral health outcomes are associated with perceived work stress in police officers. The study identified five major categories of stressors including exposure to critical incidents, job dissatisfaction, perceived organizational unfairness, discrimination, and lack of cooperation and trust. Out of these, lack of organizational fairness and job dissatisfaction were most strongly correlated with self-reported perceived work stress. Perceived work stress was also correlated with adverse psychological, physical, and behavioral outcomes. Individuals who reported experiencing depression were nearly 10 times more likely to report perceived work stress, and individuals reporting anxiety were six times more likely to report work stress. Individuals who reported aggression or interpersonal conflict were two times more likely to report work stress. Perceived work stress was strongly associated with avoidant and negative coping behaviors. One interesting finding from this study was that officers reporting high work stress and who relied on avoidant coping mechanisms were more than 14 times more likely to report anxiety and more than nine times more likely to report burnout than were officers who did not rely on avoidance as a coping strategy.

**Maizura et. al. (2010)** conducted cross sectional study to examine job strains among malaysian office workers of a multinational company. Results revealed that twenty-one per cent of respondents were in the high job strain group, 35 percent were in the passive group, whereas 26 percent and 17 percent of workers were in the low strain and active
groups, respectively. After controlling for confounders, three factors were found to be associated with high job strain that is male workers working more than forty eight hours per week, job insecurity and one protective factor for high job strain was the scale ‘created skill’, which is part of skill discretion.

Oliver et. al. (2010) conducted a longitudinal study of the role of negative affectivity on the work stressors-strains process. They have identified strong support for the perception mechanism, indicating that the effects of negative affectivity on psychological health were partially mediated by work stressors.

Malik N (2011) studied occupational stress experienced by private and public sector bank employees. The study shows that occupational stress is found higher among private bank employees compared to public bank employees. The findings revealed that role over load, role authority; role conflict and lack of senior level support are the significant contributory factors of occupational stress. In addition it has been identified that bank employees cannot afford the time to relax and "wind down" when they are faced with work variety, discrimination, favoritism, delegation and conflicting tasks.

2.2 Coping

Folkman et. al. (1986) examined relation between personality factors, primary appraisal, secondary appraisal, eight forms of problem and emotion focused coping and somatic health status and psychological symptoms. They identified that mastery, interpersonal trust, primary appraisal and coping variables (aggregated over five occasions) did not explain a significant amount of the variance in somatic health status, but they did explain a significant amount of the variance in psychological symptoms.

Lang and Markiwitz (1986) studied that which personality dimensions and coping strategies would reduce or prevent strain in a context of naturally-occurring short-term role overload. The study tested the three types of coping (structural role redefinition, personal role redefinition and reactive role behaviour), derived from Halls (1972) typology. Results showed little support for the predicted effects of Hall’s three types of coping on subsequent strains. However, 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.

**Nowack (1989)** investigated coping styles, cognitive hardiness and health status. Results revealed 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.

**Shailendra Singh (1991)** studied executives Stress. Ten dimensions of organizational stress namely lack of 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 might also resist stress

**Violanti (1992)** conducted this study to examine the impact of coping strategies among recruits subjected to training stress in a U.S. Police Academy. The results showed that recruits who scored high on personal distress tended to use more coping strategies than those who had lower distress scores. It was found that when used separately, problem solving and emotional coping significantly benefited the recruits in reducing stress. Escape/avoidance and self control coping did not appear to work in the police training academy because the recruits were constantly under the scrutiny of training personnel.

**Koeske et.al. (1993)** explored job stress and role of coping strategies. The results showed that control oriented coping strategies clearly acted as work stress buffers and that those who relied exclusively on avoidance coping strategies reported higher levels of negative consequences.

**Stassen (1994)** examined the determinants and consequences of survivors coping response to a workforce reduction involving permanent layoffs. Results revealed that survivors with high optimistic predispositions and a strong sense of mastery were more likely to engage in control oriented coping. Perceived threat of job loss was positively
related to the use of both control and escape coping whereas sense of powerlessness was negatively related to the use of control coping. Thus, control coping was associated with positive outcomes and escape coping with negative outcomes.

**Hackett and Bycio (1996)** examined employees’ absenteeism as a coping mechanism among hospital nurses. It has been proposed that the break from work provided by an occasional absence may help employees cope with various types of stress and thereby 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. As expected, significant decrease in most variables were observed between the day of absence and subsequent shift. However, improvements were seldom found between the shifts immediately preceding and subsequent to the absence. The findings suggested that occasional absences may help to maintain physical and psychological states at manageable levels even if they do not result in immediately noticeable improvements on the part of returning employee.

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

**Callan and Dickson (1997)** studied managerial coping strategies during organisational change. The results revealed that more confident managers were more likely to cope by examining the situation and alternative solutions. On the other hand the managers who were less satisfied with the nature of information about the changes coped by using emotion focused strategies.

**Long (1998)** conducted a multiple group comparison of female managers and clerical workers regarding coping with work place stress. It was found that clerical workers had fewer coping resources, 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. The results revealed that there was no difference in coping profiles of men and women, but different levels of management and educational status did 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 are 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. The results showed 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 behavioral outcomes of stress were moderated by this intervention.

**Penley et. al. (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 each negatively correlated with overall health outcomes. Neither planful problem solving nor positive reappraisal was significantly associated with overall health outcomes. However, type of health outcome (i.e., physical vs. psychological) and situational characteristics (i.e., stressor type, controllability, and duration) moderated many of the overall associations.

**Lambert et. al. (2004)** examined work place stressors, ways of coping and demographic characteristics as predictors of physical and mental health of japanese hospital nurses. Workload and number of people living in the household were found to be 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 coping with customer complaints. The relationship between customer complaints and service personnel commitment to customer service were studied and it was found that Positive and Negative Affectivity were considered as potential moderators of this relationship. The results revealed that customer complaints are significantly and negatively associated with service personnel’s commitment to customer service. Further high level of NA reduces the negative relationship between the two.

Chang et. al. (2006) examined the relationships between workplace stressors, coping methods, demographic characteristics, and health among Australian nurses. Significant correlations were found between stressors and physical and mental health. Age has been found to be 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 nurses who have been working more years in the unit and are using distancing as a way of coping. Mental health scores were lower for nurses who used escape-avoidance, lacked workplace support, had high workload, and used self-control coping.

Lim et. al. (2010) reviewed research studies on stress and coping to identify factors that contribute to stress among Australian nurses, the coping strategies they use to encounter stress and the effects of stressors on nurses' health and well-being. The major stressor identified included; 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. The 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.

The above cited review of literature reveals that although stress has been studied extensively in relation to various professions as well as in different countries across the
world but there is dearth of such related studies particularly in India. Further it has been found that lot of cross sectional and longitudinal studies have been conducted in the field of stress but so far no study has been conducted to explore the stressors (job, family and personal) experienced by bank branch managers and its impact on their physical and mental health. Even there exists a gap in the existing literature regarding the ways of coping used by bank branch managers to cope with stress. Similarly, negative affectivity has been studied mostly in developed countries especially the US, but hardly any study has been conducted in India that has examined NA as a personality variable in relation to stress. This necessitated a study which can contribute to fill the existing research gaps in India and hence the present study on ‘Stress and Coping among Branch Managers: A Study of Banking Industry in Punjab’ has been planned.

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