Chapter II
Review of Literature

2.1 Introduction

Review of related literature is an important step in undertaking research. It helps in clarifying and defining the problem, stating objectives, formulating hypotheses, selecting appropriate design and methodology of research as well as interpreting the results in the light of the research work already undertaken. In this chapter, an endeavour has been made to provide an overview of various aspects of this study through the review of existing literature. The sources referred to include various journals, books, doctoral theses, working papers, reports, magazines related to human resource, internet sites, etc.

2.2 Reviews:

C. Balakrishnamurthy and Swetha Shankar (2011) in their study, made an attempt to examine the relationship between stress levels and demographic variables of non-gazetted officers of the Central Reserve Police Force. High stress results in poor performance towards predisposing factors such as personal and professional commitments. It was concluded that demographic variables such as age and level of experience significantly impact the level of stress experienced by CRPF personnel.

Bushara Bano (2011) in her research identified causes of stress and also empirically investigated the socio-demographic factors affecting stress level among police personnel. Findings revealed that political pressure, lack of time for family, negative public image and low salary were the primary causes of stress among the police Personnel. It was observed that stress is significantly more pronounced among those police
personnel who are younger, more educated, posted in rural areas and have less work experience.

Khairuneezam Mohd. Noor’s\(^3\) (2011) study examined the relationship between perceived work-life balance satisfaction of academics in Malaysian public higher education institutions and their intentions to leave the organisation. The results indicated that perceived work-life balance satisfaction was correlated negatively with intention to leave the organisation among academics. The results of the simple mediation analysis indicate that job satisfaction and organisational commitment are partial mediators for the relationship between work-life balance and intention to leave.

Rabia Aslam et al.\(^4\) (2011) In this paper, relationship between work-family conflict (WFC), family work conflict (FWC) and turnover intentions of employees in three public and three private sector organizations from services sector of Pakistan is investigated. This study found positive but insignificant relationship between work-family conflict (WFC), family-work conflict (FWC) and turnover intention of employees. Both public and private sector employees are neutral regarding these variables.

Dr. Riffat un Nisa Awan and Dr. Ghazala Noureen’s\(^5\) (2011) study was designed to test the path-goal theory of leadership in an educational setting. It investigated the relationship among leadership behavior of degree college principals, and faculty job satisfaction, acceptance of leader and job expectancies moderated by locus of control. Findings indicated that the subordinate characteristics differentially affected subordinate outcomes relationships with directive and participative leader behaviors. According to the findings of this study, externals had greater acceptance of leader when the leader was
directive, and high participative leadership had positive effect on subordinates’ job expectancies, who had internal locus of control. These results confirm path-goal prediction, which states that internals always prefer participative leader, and externals prefer directive leader. High directive leadership contributed negatively in job satisfaction with supervision and job in general. This finding confirms the path-goal theory that directive leadership has positive relationship with satisfaction when the subordinates have external locus of control and has negative relationship with satisfaction when the subordinates have internal locus of control.

Rincy V. Mathew and N. Panchanatham (2011) the major objective of the study was to develop and validate an appropriate tool to illustrate the work-life balance (WLB) issues faced by women entrepreneurs of South India. This study revealed that role overload, dependent care issues, quality of health, problems in time management and lack of proper social support are the major factors influencing the WLB of women entrepreneurs in India.

Selokar D and et al. (2011) The objective of the study was to assess the level of stress among police personnel and to find the association of various factors with the level of stress among police personnel. Different stressors that were identified among the police personnel included criticism by superiors, excess work, no rewards and inadequate value given to abilities and commitments and no satisfaction from work. A significant association was found between age group, marital status, education and working hours and the level of stress among police personnel.
I Aniza and et al. (2010) The aim of their study was to measure the prevalence and to identify the organizational factors that influence job stress among the MLTs (Medical Laboratory Technologists) in selected hospitals (private and government) in the Klang Valley. As a conclusion the prevalence of job stress among medical laboratory technologists was low in both government and private hospitals. There were two socio demographic characteristics, working experience and marital status that were found to be significantly associated with job stress. All organizational factors that were studied, interpersonal factors, job condition and career development influenced job stress.

Davenport and John (2010) in their paper generated the theoretical background suggesting that locus of control may indeed moderate the relationship between leadership style and organization. Locus of control is, therefore, hypothesized to moderate the relationship between leadership style and organizational commitment. While the research conducted in this study did not support the proposed relationships between organizational commitment, leader style and locus of control, as locus of control is an important determinant in how employee’s view their environment, leaders are well advised to be cognizant of how their followers perceive their leadership initiatives.

AN Ediriweer and WAS Weerakkody (2010) The objective of their research paper was to investigate whether the personality of executives in banks related to work-life balance. The study revealed that positive and significant relationship existed between the variables of personality and Internal locus of control with work-life balance.

Eileen Trzcinskia and Elke Holst (2010) in their paper focused on gender differences in the role played by locus of control within a model that predicts outcomes for
men and women at two opposite poles of the labour market: high level managerial / leadership positions and unemployment. The findings suggest that a greater degree of gender neutrality exists in terms of how personality, education and demographic variables influence the locus of control and the allocation of individuals to negative labour market states, that is unemployment, that exists in the allocation of individuals to highly positive labour market states.

**Fisnik Bytyqi and et al.**\(^{12}\) (2010) in their study examined employees’ level of work stress, job satisfaction and organizational commitment and the impact these workplace dimensions have on one another. Findings revealed high level of job satisfaction, organization commitments and work stress. However, the findings indicate that satisfied and committed workforce is not a guarantee to have low level of work stress and vice versa.

**Goturk Sevinc and John D’Ambra**\(^{13}\) (2010) in their study considered Email Overload as a negative product of email use. It explores the link between the personality traits of Self-esteem and Locus of Control and Email Overload and it proposes a link between the level of perceived Email Overload and individual productivity in the workplace. Findings indicated that as perceived Email Overload increases, a person’s productivity decreases. Weaker links were formed with Self-esteem and Locus of Control to Email Overload.

**Lakshman Vijayashreea and et al.**\(^{14}\) (2010) in their study aims to analyze type of locus of control and its relation with job satisfaction of public sector employees. In addition, the relationship between different demographic factors was also examined, and a
hypothesis was set to check the relationship between locus of control and job satisfaction. The results indicate that there is a positive correlation between internal locus of control and job satisfaction as well as between External (other) locus of control and job satisfaction. And in the case of External (Chance) locus of control and job satisfaction, there exists partial positive correlation and there is no significant relationship between locus of control and demographic factors like gender and education.

R‘eml Piatek and Pia Pinger15 (2010) in their paper established that individuals with an internal locus of control, i.e., who believe that reinforcement in life comes from their own actions instead of being determined by luck or destiny, earn higher wages and influence education. Findings show that locus of control substantially raises the probability of choosing higher education and also show that locus of control influences wages through schooling, but that there is no direct impact on wages once schooling is controlled.

Saima Munir and Mehsoon Sajid16 (2010) conducted a study to investigate the relationship between locus of control (LOC) and organizational commitment. The research was conducted on university level Professors in Pakistan. The main objective of this research was to examine the relationship between locus of control (Loc) and organizational commitment. The result shows both the variables are statistically significant and supports the hypothesis. namely Locus of control (Loc) is significantly and positively related to organizational commitment. It indicates that locus of control positively affects the organizational commitment as the correlation shows positive result but this relationship is not very strong. The variation between dependent and the independent
variable is just four per cent which means there is no such impact of locus of control for
the professors or the impact of locus of control on professors is very little.

Dr. Deepti\textsuperscript{17} (2009) made a study of the job stress among Indian Prison Officers.
The prison environment is full of stress. Job of Indian Prison Officers is very demanding,
and the job of an Indian Prison Officer is essentially distressing, as a result, Indian Prison
Officers are suffering from burnout. Prison Officers are also human beings with similar
requirements and relative obligations as everyone else. Prison Officers cannot keep going
with these overwhelming responsibilities. As a consequence many of the prisons officers
are regularly under stress.

A. Khatibi and \textit{et al.}\textsuperscript{18} (2009) The purpose of this research was to study the
relationship between job stress and organizational commitment in National Olympic and
Paraolympic Academy (NOPA) employees. The results indicated a significant and
negative relationship between job stress and organizational commitment. As the
employees' job stress increases, their commitment to organization decreases and vice
versa.

Rajadhyaksha and Velgach\textsuperscript{19} (2009) also found that women experienced
significantly higher family interference with work as compared to men. However, there
were no significant differences between men and women as far as work interference with
family is concerned.

Randhir Singh Ranta\textsuperscript{20} (2009) in his study used stress management and stress
coping techniques based on Indian psychological models on the stressed police officers. It
was found that the multi dimensional psychological interventions were significant in reducing job stress, and they enhanced the coping behavior of subjects. The study highlights the role of stress management techniques developed from Indian psychological theory.

*Abdolhamid Papzan and et al.* (2008) made an exploratory, descriptive study to examine the factors determining the success of rural entrepreneurs in Mahidasht township of Kermanshah province in Iran. The hypothesis is proposed that success of rural entrepreneurs is causally related to innovativeness, need for achievement, lack of bureaucracy, internal locus of control, and marketing opportunities. The major determinants of success among rural entrepreneurs in the current study fell into two main groups including internal and external factors. Internal factors consisted of need for achievement, internal locus of control and innovation. External factors included marketing and lack of bureaucracy. Moreover, there was a significant relationship between independent variables (need for achievement, innovation, internal locus of control, lack of bureaucracy, marketing) and dependent variables. The findings of this study are consistent with other studies in that internal and external factors (at different levels) are strong predictors of entrepreneurs' success. Among these factors, administrative bureaucracy seems to be a major obstacle for the success of rural entrepreneurs.

*Aizzat Mohd Nasurdin and et al.* (2008) The purpose of their study is to: first, determine the influence of organizational variables (conflict, blocked career, alienation, work overload, and unfavourable work environment) on job stress among managers and, second, to examine whether this relationship varies according to the individual’s level of neuroticism. Hierarchical regression revealed that three of the five organizational variables
(conflict, blocked career, and alienation) had significant positive effects on job stress. Neuroticism was found to moderate the effects of the three organizational stressors (alienation, work overload, and unfavourable work environment) on job stress.

**Haar and Bardoel** (2008) used structural equation modelling to test positive spillover on 420 Australian public and private sector employees. They found work-family positive spillover was negatively associated with psychological distress and turnover intentions, while family work positive spillover was negatively associated with psychological distress, and positively associated with family satisfaction. The domain specific positive spillover was found to have the strongest effects on the outcomes associated with the same domain (e.g. work-family spillover to turnover intentions and family-work spillover to family satisfaction). Previous study examined the interactive effects of family identity salience, family interference with work and gender on two outcome variables- job satisfaction and job distress. Data was obtained from one hundred and sixty employees at a small national architectural firm. The results suggested that family identity salience acts as a buffer between family interference with work and job satisfaction and job distress. It was found that increase in family interference with work was related to more job distress and less job satisfaction, but only for those who were low on family identity salience. It was further seen that the buffering effect of family identity salience on the negative aspect of family interference with work on job satisfaction was stronger for women than for men.

**Mohammad Niaz and et al.** (2008) this paper examines the role of work-life balance practices (WLB) in explaining the “paradox of the contented female worker”. The results prove that WLB practices increase the likelihood of reporting higher satisfaction
but similarly for both demographic groups, thereby reducing the gender gap in job satisfaction only slightly.

_Schieman and Glavin\(^\text{25} (2008)\)_ examined the effects of schedule control and job autonomy on two forms of work home role blurring: receiving work related contact outside of normal work hours and bringing work home. It was found that schedule control and job autonomy were associated more positively with work home role blurring in the form of receiving work related contact, and these patterns were much stronger for men. Schedule control was associated positively with bringing work home among men only, whereas, job autonomy was associated positively with bringing work home, similarly for men and women. It was also found that schedule control and job autonomy are negatively associated with work home conflict. However, the negative effects of schedule control and job autonomy were slightly correlated by their positive associations with work home role blurring. In the analysis of interaction effects, it was observed that positive association between receiving work related contact and work-home conflict was positive and significant among workers who had lower levels of job autonomy. Further, bringing work home was associated positively with work-home conflict among individuals who reported more schedule control.

_David V. Powers and et al.\(^\text{26} (2007)\)_ study sought to contribute an investigation - the role of life stress, spiritual life integration (SLI), and social justice commitment (SJC) in predicting affective well-being of undergraduate students. Findings stats that life stress significantly predicted negative affect and depressive symptoms in hierarchical regression analyses. SLI did not predict any aspect of affective well-being. Finally, SJC significantly predicted positive affect, negative affect, and depressive symptoms.
Forsyth and Polzer-Debruyne\textsuperscript{27} (2007) conducted a survey of one thousand one hundred and eighty seven employees of organizations in New Zealand and found that employees perception that employers were providing support for work life balance, improved their job satisfaction and reduced work pressures. This, in turn, reduced their intentions to leave. The study provided evidence that initiatives which staff interprets as supporting their work life balance can have consequences for the organization, staff turnover is likely to reduce as a consequence of reduced intention to leave.

Kinnunen and Mauno\textsuperscript{28} (2007) examined the prevalence, antecedents and consequences of work-family conflict. Family domain variables (presence of children and employment status of spouse) mainly explained the family-work conflict and explained nine per cent of variance for men and twenty two per cent for women. Work domain variables (full time job, poor leadership relations and low levels of job security) were found to be the best predictors of work-family conflict, but only for women. Family-work conflict was found to have negative consequences on family well being, and work-family conflict on the well being at home as well as at work.

Mirjam van Praag and et al.\textsuperscript{29} (2007) discussed in their paper how entrepreneurship can be optimally stimulated. The study focuses on the measurement of the returns to human capital, in particular – formal education, for entrepreneurs relative to employees. The finding that the entrepreneurial returns to education are high, and that education is, therefore, a key success factor for a starting enterprise, is informative for individual labor market decisions, the development of educational policies, as well as for bankers' and capital suppliers' strategies with respect to (selecting) starters. From a managerial perspective, the explanation of the result indicates that the education of
employees can become more profitable in organizations that allow individual employees with relevant educational qualification to be selected.

**Wijbenga, F. H. and Witteloostuijn** (2007) examined the impact of environmental dynamism on this entrepreneurial locus of control–competitive strategy relationship, arguing that the strategy preferences driven by the locus-of-control personality trait produce unconventional strategy–environment (mis)matches. Drawing upon a social learning theory framework, they examined the competitive strategies of 84 entrepreneurs. The results show that internal entrepreneurs prefer product innovation strategies in stable environments, whereas external entrepreneurs opt for low-cost strategies in dynamic environments. Extant strategy contingency thinking suggests that these unconventional strategy–environment combinations may well lead to business failure.

**Alyssa Taylor and Craig Bennelt** (2006) in their study examined the stress of Ontario Police Officers by having them rank the degree of stress caused by operational and organizational stressors. The results indicate that none of the stressors cause a great deal of stress but, overall, organizational stressors cause more stress than operational stressors. Ratings of stress did not differ with respect to gender, rank, marital status, having children, amount of exercise, and alcohol intake, but differences were found in relation to age, education-level, health problems, and job satisfaction. The study provides a relatively positive outlook on the actual feelings of stress reported by one sample of Canadian Police Officers. Findings indicated that, overall, the sample of officers are not experiencing excessive amounts of stress, though they are slightly more stressed by organizational stressors than operational stressors.
John Salazar et al.\textsuperscript{32} (2006) in their study considered Locus of control as a dispositional factor (personality trait that can remain a stable employee characteristic) that influences employee perceptions of work satisfaction and empowerment as a construct that is a psychological trait (situational factors that can be managed through organizational structure and policies) based on relational exchanges between the organization and its employees. As a result of investigation of the relationship between both dispositional and situational characteristics and job satisfaction, the study shows that situational factors are more influential toward developing attitudes when compared to locus as a dispositional trait. The implications of the research demonstrate to hotel managers that while personality characteristics should be considered as an influence on attitudinal responses, situational characteristics of empowerment exceed the influence of dispositional factors.

Lakhwinder Singh Kang and Raghbir Singh\textsuperscript{33} (2006) in their study identified frequently reported stress symptoms and assessed the magnitude of various organizational stressor producing stress. Poor interpersonal needs has been identified as the biggest source of stress, followed by poor organizational structure and climate.

Hsieh and et al.\textsuperscript{34} (2005) investigated the perspective of Taiwan hotel managers regarding work-personal life balance and its relationship to various demographic variables, such as gender and marital status, and did not find any significant differences between male and female managers, nor was there any significant differences between married and unmarried male/female managers. The study found that socio - demographic factor of age group was a significant predictor of work interference in family. The younger was the participant, the higher the perceived work interference in family.
Wesley and Muthuswamy\textsuperscript{35} (2005) in a study of 230 teachers in an engineering college in Coimbatore, India, found that work to family conflict was more prevalent than family to work conflict, thus indicating that permeability of work into family was more than permeability of family into work.

Crosbie and Moore\textsuperscript{36} (2004) studied working from home and work-life balance. Data were collected through interviews and group discussions. 70\% of those who took part were females. All of them carried out paid work at home for 20 hours or more per week. The study concluded that working from home was not the panacea for modern working life. Personality skills and aspirations should be given careful consideration by those who are thinking of working from home. Those who have tendency to work long hours outside the home might find that home life is even further marginalized by work life.

Kanu Priya Mohan’s\textsuperscript{37} (2004) purpose of her study was to examine the job related well-being of managers in the telecom sector in relation to some situational variables, which have been identified as “organizational stressors” in the work environment. The personality variable of work locus of control was hypothesized as a potential moderator of the relationship between the job related well-being and the organizational stressors. On the basis of the results it was concluded that for the chosen sample, the affective response at work- “job related well-being” is negatively correlated with the “organizational stressors”. Also that the external “work locus of control” has a negative correlation with “job related well-being” and a positive correlation with some of the “organizational stressors” selected for the study. The results showed that the variable “work locus of control” does not moderate the relationship between the organizational stressors and the job related well-being.
Grzywacz and Bass\textsuperscript{38} (2003) studied the effects of work-family conflict and work-family facilitation on mental health among working adults. The higher levels of both work to family and family to work conflict were found to be associated with poor mental health. The results also showed the repeated protective effects of work-family facilitation, particularly family-work facilitation. The work-family facilitation contributed to “work-family fit” by eliminating or offsetting the negative potential of work family conflict. Hence it was suggested that work-family fit is more than the absence of conflict.

Hyman and et al.\textsuperscript{39} (2003) examined the evidence for extensions of work into household and family life in two growing employment sectors: call centres and software development. The Sample consisted of 1131 respondents. Extensions were identified as tangible, such as unpaid overtime, or intangible, such as exhaustion and stress. The study found that organizational pressures combined with lack of work centrality result in work intruding into non-work areas of employee’s lives, though intrusions manifest themselves in different ways according to the type of work, levels of the worker autonomy and organizational support.

Sergeant Corey Haines\textsuperscript{40} (2003) in his research identified many of the stresses that are placed on Law Enforcement officers in today’s society. His research explored some of the various stressors and the effects that they may have on the officers and their families. Police Officers are stressed by many things including their supervisors, shift-work resulting in the loss of time spent with their families, fellow officers, and the public at large. Police Officers are stressed by numerous other factors such as low pay, irregular sleep schedules, and conflict with family and friends. He concluded that police officers need training and education to help deal with the many challenges they face daily. With
proper support, education, and counseling the officers will be able to perform their job much more efficiently and safely.

Martins and et al.\textsuperscript{41} (2002) examined the moderating effects of individual differences (gender, age, marital status, parental status) and sources of support (coworkers, community, financial resources) on the negative relationship between work-family conflict and career satisfaction. Data was collected from 975 managers and professionals from over 100 companies in over 26 industries and from various functional backgrounds. The results indicated that career satisfaction of women and that of elder individuals of both genders was most adversely affected by work-family conflict. Whereas, women’s career satisfaction was negatively affected by work-family conflict throughout their lives, men showed such adverse effects only later in career. It was also found that relationship was stronger for individuals who were in the minority gender in their work groups, but it was weaker for those who had strong community ties.

Carlson and Kacmar\textsuperscript{42} (2000) found that work centrality did make a difference to the way work-family conflict was experienced. It was found that when work was highly central to the individual, antecedents from the family domain had a significant impact on family interference with work and when family was valued more, the work domain antecedents had a greater impact on work interference with family.

Aryee and et al.\textsuperscript{43} (1999a) examined the cross cultural generalization of model of work-family interface given by Frone et al (1992b). The sample comprised of 320 respondents (91 women, 229 men) from six organizations in Hong Kong. The results showed a positive reciprocal relationship and a negative covariation between work-family
and family-work conflict in both the samples. However, it was found that as compared to
US employees, work-family conflict more strongly influenced family-work conflict in the
case of Hong Kong employees. Again, in the case of the US sample, employee’s family
involvement significantly influenced family-work conflict, while this relationship was not
significant in the case of Hong Kong sample.

Aryee and et al.\textsuperscript{14} (1999b) examined the relationship between role stressors, inter
role conflicts, and well-being, the moderating influences of spousal support and coping
behaviours among a sample of Hong Kong Chinese employed parents in dual-earner
families (N=243) and found that role stressors (work overload and parental overload) and
spousal support significantly explained the variance in both work-family conflict (WFC)
and family-work conflict (FWC). Spousal support was found to be a negative predictor of
WFC, while parental overload was a positive predictor. Spousal support was found to
moderate the effect of parental overload on FWC. FWC was negatively related to job and
life satisfaction, but neither WFC nor FWC was related to family satisfaction.

Milkie and Peltola\textsuperscript{45} (1999) found that women and men report similar levels of
success in balancing work and family and kinds of work family trade offs. However, the
tradeoffs reported by respondents were gendered. Longer working hours negatively
affected men’s sense of balance, but did so only marginally for women. For women who
worked full time, work hours did not affect the balance. It was also found that young
children in the household had a negative impact on success in balancing paid work and
family life for employed women but not for employed men. Again, sacrifices made at
work affected men more than women, whereas, sacrifices made in the family affected
women more than men.
Hammer and et al.\textsuperscript{46} (1997) collected the data from 399 dual-earner couples and found that work-family conflict had strong crossover effects for both males and females, indicating that individual’s level of work-family conflict was a significant predictor of their partner’s level of work-family conflict.

E. J. Peacock and P. T. P. Wong\textsuperscript{47} (1996) in their paper examined the locus of control beliefs and optimism as predictors of control appraisals and coping associated with three different anticipatory stressful situations (employment decisions, teacher bias, and natural disaster). The findings indicated that optimism and locus of control were relatively independent predictors of control appraisals and that control appraisals were generally better predictors of coping than either locus of control or optimism.

Higgins and et al.\textsuperscript{48} (1994) examined the impact of gender and life cycle stage on three components of work – family conflict (i.e. role overload, interference from work to family and interference from family to work). The results indicated significant differences for gender and life cycle. Women reported experiencing significantly greater role overload than men. Again women were found to experience greater work to family interference than men. Interference was highest when the children were young, and lowest in families with older children.

Gutek and et al.\textsuperscript{49} (1991) conducted a study using two separate samples of employed people with families, a systematically selected sample of psychologists and a volunteer sample of managers. The findings indicated that the two types of perceived work-family conflicts (work interference with family and family interference with work) were
clearly separable and relatively independent of each other. The people perceived less family interference with work than work interference with family.

Stephen Wolk and Diane Bloom\textsuperscript{50} (1977) in their paper sought to clarify the conceptual relationship between expectancy for personal control, stress, and behavioral reactions to stress of junior high school students. Expectancy for control was assessed as a personality characteristic of internal control; stress was experienced as strong environmental interruptions, disturbances, and unpredictable obstacles encountered during the performance of assigned tasks. Interpretation of the data suggested an interactive relationship between type of stress (threat to ego vs. threat to instrumental performance) and expectancy for control in the influencing of behavior reactions to stress.


