CHAPTER - II

Historical Resume

The concept of occupational stress has been operationalized rather recently in the area of industrial research. The scarcity of studies in the field warrants a focus on the relationship between the occupational stress between men and women and person environment fit which is adversely related to job satisfaction because if a person is satisfied with his job only then he can fit in his environment.

Brophy (1959) found that occupational satisfaction is a function of the interaction between a personal concept and a related environmentally focused concept.

According to Jahoda (1961) a "match" or "bestfit" of individual to environment is viewed as expressing itself in high performance, satisfaction, and little stress in the system whereas a "lack of fit" is viewed as resulting in decreased performance, dissatisfaction and stress in the system.

A good P-E fit of the individual leads to greater job satisfaction. Porter (1961) and Slocum and Strawser (1973) operationalize job satisfaction as the extent to which the job environment provided opportunities
to meet the individual's higher order needs. The larger the discrepancy, the more dissatisfied the individual is defined to be.

Hunt (1962) also studied the trait of anxiousness from the interactionist point of view. Interactions among modes of response, situation and persons were more important in producing variations in behaviour than any of the individual sources of variance alone.

Super (1963) described in his theory of occupational choice and satisfaction: "Agreement between the self concept and one's own occupational concept is related to occupational performances and to both internal and external criteria of success and satisfaction.

Miller (1963), the interactionist looks at satisfaction in interpersonal relationships as a function of the relationship between the characteristics of individuals rather than as a result of the characteristics of individuals in isolation.

Gilmer (1964) also discussed the interaction between personalities and job qualities leading to high organizational efficiency.

Holland (1966, 1973, 1984) noted that the correlational studies show significant, positive relation-
ships between congruence and academic performance and persistence, job satisfaction, stability of choice, perceived congruence and self concept or sociability. It is asserted that these co-relational studies have reached a conceptual and statistical plateau. More complex research designs, incorporating moderator variables and changes in congruence over time, better reflect the original intent of the theory and are more likely to lead to clear translation to counselling practice.

P-E fit can be used to define adjustment. A job is stressful to the extent that it does not provide supplies to meet the individual's motives and to the extent that the abilities of the individual fall below demands of the job which all prerequisite to receiving supplies. In both cases, the individual's needs and values will not be met by supplies in the job environment. Therefore poor P-E fit leads to job-stress.

McGrath (1976) has very rightly defined stress as, "there is a potential for stress when an environmental situation is perceived as presenting a demand which threatens to exceed the person's capabilities and resources for meeting it."

According to Kahn et al. (1964); Newman and Beehr (1979) job stress to a situation where in job
related factors interact with the worker to change i.e., disrupt or enhance, his or her psychological and/or physiological condition such that the person is forced to deviate from normal functioning.

Kahn and his associates (1964) also supported the hypothesis that the occupational role stress are negatively correlated with job-satisfaction.

Lazarus (1971) also indicated that the way in which a person interprets a situation is of great importance for the occurrence or non-occurrence of stress problems.

Hammur and Organ (1974) have defined stress as a set of circumstances under which an individual can not respond adequately or instrumently to environmental stimuli or can so respond only at the cost of excessive wear and tear of the organism.

According to French (1976) stress refers to the reaction of individuals to characteristics of the environment which pose a threat. It points to a poor fit between individuals and their environment in which either excessive demands are made or individuals are ill equipped to handle a given situation.

All of the above studies indicate that there is a close relationship between P-E fit and stress.
If a person experiences stress, then he cannot fit in his environment that leads to job dissatisfaction. In other words, it can also be concluded that if the person is fit in his environment, he will be satisfied with his job.

Of greater interest is a study by Holdorf and Peter (1976). The study was conducted to find out the relationship between stress and role in an organization. Most of the research conducted on the stress experience has focused on two issues; First indentifying the types of stress individual’s experience and second identifying the impact of that stress on the individual. Very little research has been undertaken identifying the adjustment processes individuals use to cope with their experiences of stress. The results indicate that in conditions of role conflict, individuals primarily experience detoriation of the quality of their interpersonal relationships and tend to cope most often through the use of complaint behaviour. These include the casual relationship between role conflict, strains and coping behaviour as well as the casual relationship which determine the rationale for choosing a particular type of adjustment strategy.

Burke & Ronald (1976) investigated the relationship between occupational stresses and job satisfaction.
To best the hypothesis that some occupational stresses are desirable and some are not, the relationship between 14 sources of occupational stress and 12 aspects of job-satisfaction was studied in 228 males who were employed full time and members of 1 of 3 professional associations: Professional engineers, industrial accountants or chartered accountants. The occupational stress index was significantly related to the job satisfaction index. But when the specific item interrelations were examined, a more complicated picture emerged. For instance about 30% of the correlation were in the opposite direction and 4 of the occupational stress items correlated in the opposite direction with all or nearly all of the job-satisfaction items. Thus, certain types of occupational stresses, primarily associated with enlarged demanding jobs, were positively related to employee job satisfaction.

McMichael (1978) reported that coping with stress is not solely affected by the individual concerned or the P-E fit but may be mediated by outside events, e.g. life-events, financial situation and support from others.

There is usually a high level of congruency between a person's personality profile and the job he/she does. Mounts & Muchinsky, Doty & Betz (1979) Hener & Meir (1981) described professional nurses in
different sub occupations and found a strong correlation between congruence and job satisfaction.

Another study by Jagdish and Srivastava (1984), 25-58 years old 1st level technical supervisors were administered an occupational stress index and an employee inventory to examine the relationship of role stress to on and off the job contributors in subjects' job satisfaction. Results indicated that subjects role stress was negatively correlated with job-satisfaction resulting from both on and-off the job determinants. A significant inverse relationship was observed between job satisfaction and role stress.

Sutton et al. (1984) conducted an evaluation of teacher stress and job satisfaction. They examined teacher stress and job satisfaction in 10 special education teachers (average age 31.8 years) A 36 items stress profile for teachers was used to assess subjects job stress, subjects also related their level of job satisfaction. Results indicated that there were no differences between groups in sources of stress or in how subjects coped with stress. However, special education teachers reported slightly more satisfaction with their jobs than did regular education teachers. An inverse relationship was found between job satisfaction and level of stress, suggesting a tendency for teachers
to report higher levels of job-satisfaction when stress levels are low. It is concluded that the sources of teacher stress in public schools are related to individual differences, the transitory nature of stressors in the environment and the coping methods that the teachers use.

Nair and Kulkarni (1984) found job satisfaction as a function of adjustment. They investigated the effect of adjustment to home, health, social and emotional aspects on the job satisfaction of 80, 21-59 years old white collar workers. Subjects were administered the Bell Adjustment Inventory and the Index of job satisfaction. ANOVA showed that subjects low in home, social and emotional adjustment were also low in job satisfaction.

Furnham and Schaeffer (1984) has also provided evidence for the proposition that job satisfaction can be interrelated as a function of the person-environment interaction. In this study there has been some work on P-E fit and job satisfaction, and P-E fit and stress, few studies have looked at the relationship between P-E fit, job satisfaction and mental health. It was predicted that those people with a poor P-E fit would have higher levels
of mental distress and lower levels of job satisfaction than those who experienced a good P-E fit.

Mishra and Singh (1986) examined the relationship of occupational stress, ego strength and job satisfaction to the job involvement of 400 1st level industrial supervisors in India. Four Psychometric devices were used; an occupational stress index, an ego strength scale, an employee inventory of job satisfaction and a job involvement scale. Results indicated that job-involvement and job satisfaction were positively related that job involvement and occupational stress were negatively related and that supervisors with high ego strength found greater stress in the job.

Savery Lavson (1986) perceived excessive stress in employees of a local government employer in Western Australia, using a self administered questionnaire. Results indicated that there was a significant drop in job satisfaction with an increase in perceived stress and length of the working week.

Blay and Gary (1987) using a sample of 90 registered nurses from a large Urban hospital, a longitudinal study was conducted which tested
the applicability of a P-E fit model for predicting job involvement and organizational commitment. Personal variable were the protestent work ethic and growth need strength and the environment variables are perceived job scope. Prior to testing the P-E fit model, the discriminant validity of job involvement and organizational commitment scales was empirically established through factor analysis. It was found that the proposed P-E fit model is useful for predicting job involvement but not organizational commitment.

There is a great controversy about the role of sex that is men are more stressful or women are more stressful. Some studies indicated that there is no effect of sex on stress and others indicated that in males, feeling of confidence, effort, and satisfaction with one's own performance tend to dominate, whereas females express more negative feelings, such as distress, worry, and dissatisfaction with one's performance.

Regarding this Dubinsky & Mattson (1980) stated that no significant differences exist between men and women in retail department stores in job satisfaction, job performance, organizational commitment or role conflict.
Gibson & Swan (1981-82) identifies that sex-role identities do not have significant influence on how salesmen and saleswomen value intrinsic rewards.

Himle, et.al. (1986) indicated that no consistent pattern of gender differences in the measurement of burnout and work stress has been reported in the literature. Data illustrating the effect of various work related stress variables on burnout and selected psychological strains related to gender differences are presented. The data were gathered from a national sample of 617 clinical social workers. Results of multiple regression analysis indicated gender differences in the prediction of burnout and psychological strains. Decreased emotional support from supervisors and coworkers was predictive of irritations, emotional exhaustion and depersonalization for females but not males.

Lagace (1988) reported few differences in retail department stores between salesmen and saleswomen were found when role stress dimensions were used to predict job satisfaction or job performance.
While reviewing, it is quite confusing to infer the role of sex in experiencing stress which ultimately affect the adjustment of the person to its environment.

At this level it would be of great interest to explore whether sex plays any important role on P-E fit while mediating through the occupational stress with the background, we may now pass on to next chapter dealing with Problem and Hypotheses.