CHAPTER II

REVIEW OF LITERATURE

2.1 Stress, job satisfaction and psychological empowerment

Esfandiar Azadmarzabadi , Manijeh Hoshmandja, and Majid Poorkhalil (2012) examined the relationship between organizational spirituality, psychological empowerment, creativity, spiritual intelligence, stress, and job satisfaction of employees of University. Research group consisted of all employees of the university among whom 308 were selected at convenience. They filled out research tools including Milliman's Organizational Spirituality Questionnaire, Spritzer's Psychological Empowerment Questionnaire, Jafari's Creativity Questionnaire, King's Spiritual Intelligence Questionnaire, Job Description Questionnaire, and HSE Job Stress Questionnaire. Data were analyzed using Pearson's correlation coefficient, independent t-test, one-way analysis of variance, and Scheffe's Post Hoc test. The study found that the relationship between organizational spirituality and psychological empowerment, creativity, and job stress was positive and significant.

Maria Engstrom , Bernice Skytt and Annika Nilsson (2011) conducted a study to compare caregivers with formal and no formal competence on job satisfaction, psychosomatic health, structural and psychological empowerment and perceptions of care quality. A further aim was to study relationships among study variables. A convenience

sample of 572 caregivers in elderly care were taken and results of the study was Caregivers with no formal competence perceived higher workload, more communication obstacles, less competence, poorer sleep and more stress symptoms than did their colleagues. Linear regression analyses revealed that the factor self-determination was an explanatory variable of stress levels among caregivers with no formal competence, and self-determination and impact among caregivers with formal competence. Linear regression analysis revealed that different dimensions in structural and psychological empowerment explained the variance in staff job satisfaction, perceived stress symptoms and quality of care.

Azman Ismail, Amy Yao, Nek Kamal Yeop Yunus (2009) conducted a study to measure the effect of occupational stress on job satisfaction using 80 usable questionnaires gathered from academic employees in private institutions of higher learning in Kuching City, Malaysia. Exploratory factor analysis and confirmatory factor analysis were used to assess the survey questionnaire data and found that the measurement scales met the acceptable standards of validity and reliability analyses. Next, a stepwise regression analysis was used to test the research hypotheses and the outcomes of this regression analysis showed two important findings: first, physiological stress significantly correlated with job satisfaction. Second, psychological stress insignificantly correlated with job satisfaction. Further, the study confirms that occupational stress does act as a partial determinant of job satisfaction.

Simoni PS, Larrabee JH, Birkhimer TL, Mott CL and Gladden SD (2004) conducted an experimental study to examine the influence of 3 interpretive styles of stress resiliency on psychological empowerment; psychological empowerment has been identified as a primary predictor of job satisfaction. The Subjects taken under study were 142 nurses, randomly selected from 4 units in 2 hospitals in a mid-Atlantic state. Measures used were Spreitzer's questionnaire for psychological empowerment and Thomas and Tymon's Stress Resiliency Profile for interpretive styles. Regression analysis identified the model predictive of psychological empowerment in which 24% of the variance was explained by skill recognition and deficiency focusing components of interpretive styles, suggesting that nurses who believe they are effective and who do not imagine their own failure add to their own empowerment.

Lynn Holdsworth and Susan Cartwright (2003) in a study explored the relationship between stress, satisfaction and the four dimensions of psychological empowerment (meaning, impact, self-determination and competence) within a call centre. The occupational stress indicator and Spreitzer's empowerment measures were used to collect data from the North West (UK) call centre. The study found that the call centre agents were more stressed, less satisfied and reported poorer mental and physical health than the general working population. In addition the sample perceived themselves as less empowered than other workers in a traditional office environment. The empowerment dimensions of meaning, impact and particularly self-determination, seem to directly influence job satisfaction.

Kode Ruyter, Martin Wetzels and Richard Feinberg (2001) investigated which forms of empowerment and leadership styles decrease role stress and how this subsequently effects job satisfaction, organizational commitment, performance, and turnover intentions. It was found that particularly the autonomy dimension of empowerment has a role-stress-reducing effect and substantive direct positive effects of empowerment competence and leadership consideration on job satisfaction were found. Job satisfaction was found to be conducive to job performance. Furthermore, it was found that job satisfaction reduces turnover intentions, directly and indirectly via organizational commitment.

Newbury-Birch, D and Kamali, F (2001) in their study measured stress, anxiety, and job satisfaction and the influence of personality factors on these in a group of preregistration house officers in the north east of England. A total of 109 preregistration house officers anonymously completed a lifestyles questionnaire designed to measure self rated psychological stress, state anxiety, job satisfaction, and personality characteristics. Results showed that 37.5% of women and 24% of men preregistration house officers suffered from possible psychological stress. Altogether 38.9% of women and 5.4% of men were suffering from possible anxiety and 8.3% of women and 2.7% of men were suffering from possible depression. The mean (SD) job satisfaction scores were 83.8(17.4) (range 52–127; median 86.5) for men and 80.5(16.7) (range 41–114; median 81) for women. Altogether 30.6% of men and 41.7% of women reported to be dissatisfied with the organisational processes in their job. There were significant negative correlations between stress and job satisfaction scores ($r = -0.508$; $p<0.0001$) and between anxiety

and job satisfaction scores ($r = −0.421$; p<0.0001), and significant positive associations between anxiety and stress scores ($r = 0.593$; p<0.0001). Stress, anxiety, and depression scores were significantly correlated with neuroticism scores in both men and women.

Timothy Bartram, Therese A Joiner and Pauline Stanton (2000) in a study examined two factors that may contribute to the job satisfaction and job stress of nurses: social support and empowerment. Using a sample of 157 registered nurses in a private hospital in Melbourne, Australia, they found that social support derived from the nurse's supervisor and work colleagues lowers job stress and at the same time increases job satisfaction. The presence of nurse empowerment, meaning, impact, competence and self-determination, also lowered job stress and increased job satisfaction.

Gretchen M. Spreitzer, Mark A. Kizilos and Stephan W. Nason (1997) examined the contribution of each of the four dimension of psychological empowerment in predicting three expected outcomes of empowerment: effectiveness, work satisfaction and job related strain. The expected relationship were tested on a sample of managers from diverse units of manufacturing organisation and then replicated on an independent sample of lower level employees in service organisations using alternative measures of the outcome variables. The result largely consistent across the two samples suggested that different dimensions are related to different outcomes and that no single dimension predicts all three outcomes. These result indicated that employees need to experience each of the empowerment dimensions.

Deborah J. Terry, Michelle Nielsen and Linda Perchard (1993) examined the relationships among levels of work stress, social support, and well-being. In the first instance, it was proposed that high levels of work stress (role ambiguity, role conflict, work overload, and underutilization of skills) would have a negative impact on job satisfaction and psychological well-being. Second, it was proposed that the perceived availability of support for work-related problems would have both direct and stress-buffering effects on levels of well-being. These hypotheses were tested in a study of 153 employees of a large public sector organisation. After control of the potential confounding effects of neuroticism, there was some support for the proposed affects of work stress and social support on well-being. Role ambiguity and role conflict emerged as significant predictors of both psychological well-being and job satisfaction. There was also some support for the proposed role of underutilization of skills; however, contrary to expectations, the experience of quantitative work overload did not have a significant main effect on either psychological well-being or job satisfaction.

Norbeck JS (1985) conducted a study to test the relationships among perceived job stress, job satisfaction, and psychological symptoms of critical care nurses. A self-administered questionnaire was sent to a sample of 180 critical care nurses from eight hospitals. The results supported the hypotheses that higher levels of perceived job stress are related to lower levels of job satisfaction ($r = -.24$, $p = .001$) and to higher levels of psychological symptoms ($r = .33$, $p = .000$). These effects remained even when years of experience in nursing and shift were controlled. Item analysis, however, showed that four of the five top-ranking stressors were not related to the outcome measures.

2.2 Psychological Empowerment and Job Satisfaction

Wang Jin-Liang, and Wang Hai-Zhen (2012) investigated the relationships between psychological empowerment, job satisfaction and organizational citizenship behaviors (OCB) in Chinese organizations. 500 employees from four small firms took part in the investigation. 350 valid questionnaires were collected with a response rate of 70%. The hypotheses were tested by a series of linear regression analyses. They found that psychological empowerment has a significant influence on both employees' job satisfaction and OCB. The predictive effect of psychological empowerment on OCB is mediated by job satisfaction. Future research should investigate whether the relationship between psychological empowerment and work attitude is affected by other factors, such as the tension between employees and supervisors, and whether job satisfaction mediate the relationship between psychological empowerment and work attitudes (for example, organizational commitment and professional commitment).

Abdullah Kaid Al-Swidi1, Mohd Kamal Mohd Nawawi, and Asma Al-Hosam (2012) examined the joint effect of employees' psychological empowerment and transformational leadership on the employees' job satisfaction. To achieve this purpose, responses of a sample of 160 employees from the Yemeni Islamic banks have been examined. The findings of this study confirmed the direct effect of employees' psychological empowerment and transformational leadership on the employees' job satisfaction. On the other hand, the moderating effect of transformational leadership on

the relationship between employees' psychological empowerment and the employees' job satisfaction was not supported.

Thamsanqa John Dhladhla (2011) examined the collective effects of perceived leader behaviour, psychological empowerment, satisfaction and commitment on turnover intention. In doing so, the study tested an explanatory structural model that suggests how these variables jointly influence turnover intention. Therefore, an ex post facto correlation study was conducted using a sample of military personnel ($n = 318$) in which study participants completed five questionnaires that measured the endogenous latent variables (i.e., psychological empowerment, job satisfaction and organisational commitment) and the single exogenous latent variable (i.e., leader behaviour) in the structural model. Item analysis and Confirmatory Factor Analysis (CFA) were used to assess the measurement properties of the respective measures. Leader behaviour had a strong direct effect on both psychological empowerment and organisational commitment, but not a unique effect on job satisfaction, while psychological empowerment had a strong direct effect on both job satisfaction and turnover intention than on organisational commitment.

Chun-Hsi Vivian Chen and Wei-Chieh Chang (2011) examined the effect of psychological empowerment on employee involvement, and the subsequent effect of employee involvement on employee job satisfaction, organizational identification, and psychological withdrawal behavior. The authors adopted a cross-level analysis to investigate the relationship between supportive organizational culture and psychological climate. The moderating effect of psychological climate on the relationship between

psychological empowerment and employee involvement was also explored. The authors found that psychological empowerment relates positively to employee involvement, which has a positive effect on employees' job satisfaction and organizational identification. They also found that employee involvement mediates the relationships between psychological empowerment and employees' job satisfaction as well as organizational identification.

Amarjit Gill, Alan B Flaschner, Charul Shah, and Ishaan Bhutani (2010) examined if transformational leadership and empowerment affect job satisfaction among Indian restaurant employees. This study utilized survey research (a non-experimental field study design). A total of 218 restaurant industry employees from the Punjab area of India were surveyed to assess their perceptions of transformational leadership, empowerment, and job satisfaction at their places of work. Positive relationships between i) employee perceived transformational leadership used by managers and employee perceived job satisfaction and ii) employee perceived empowerment and employee perceived job satisfaction were found.

Crystal-Jeanne Theron (2010) in a study examined the impact of psychological empowerment and job satisfaction on organizational commitment amongst employees in a multi-national organization. For the purpose of this study a quantitative; non-probability convenience sampling design was used to assess the three variables. The sample consisted of (N = 120) permanent employees were employed in the following departments namely: Administration, Engineering, Production, Quality and Commercial. Furthermore the results, showed employees at the multi-national organization are

relatively satisfied with the nature of the work that they perform, with the supervision that they receive, as well as with their co-workers. Opportunities for promotion and compensation appeared to be however, the main sources of dissatisfaction. With regards to organizational commitment employees express below average belief in the organization's goals and values, willingness to exert extra effort on behalf of the organization and desire to maintain membership of the organization. With the exception of gender, the relationship between race and tenure with job satisfaction was found to be significant. With the exception of race, the relationship between gender and tenure with psychological empowerment was found to be significant. Results indicated a significant and direct relationship between psychological empowerment and job satisfaction.

Janice L. O'Brien (2010) examined relationships between the independent variables, structural empowerment and the dependent variable burnout, as well as exploring the relationship between psychological empowerment and burnout and between the two independent variables structural empowerment and psychological empowerment. A mediation model was tested to explain the relationship between structural empowerment, Psychological empowerment and burnout. A correlational research design was used. A convenience sample of 233 staff nurses between the ages of 24 and 68 was attained from a national organization of nephrology nurses. Results indicated that structural empowerment was an independent predictor of burnout in this sample; however, psychological empowerment was not an independent predictor of burnout and did not mediate the relationship between structural empowerment and burnout.

Mohd Onn Rashdi Abd Patah (2009) examined the influences of psychological empowerment on overall job satisfaction of Front Office Receptionists in Kuala Lumpur 5-star hotels. A total of 210 questionnaires were distributed at 21 hotels in Kuala Lumpur, Malaysia. Results showed that psychological empowerment does have significant influences (through the dimensions of meaningfulness, competence and influence) on overall job satisfaction of the receptionists. The findings also suggested that receptionists' age and tenure affected their sense of overall job satisfaction.

Guangping Wang and Peggy D. Lee (2009) investigated the interactive effects of the psychological empowerment dimensions on job satisfaction. Using data collected from employees of multiple organizations, the authors found intriguing three-way interactions among the dimensions. Choice has a weak but negative effect on job satisfaction when both competence and impact are high or low but has a strong positive effect when one of the two dimensions is low and the other is high. Impact has no effect on job satisfaction when choice and competence are both high and both low. The effect of impact is positive only when one of the two dimensions is high and the other is low. In addition, high levels of choice and competence reinforce the positive effect of meaning on job satisfaction.

Kevin E. Dickson and Alicia Lorenz (2009) examined relationships between psychological empowerment and job satisfaction of temporary and part-time nonstandard workers. Data were collected from undergraduate students employed in short-term jobs outside their field of study. This study found two cognitions of psychological empowerment (meaning and impact) to be positively associated with job satisfaction. This study also tested the relationships between organizational tenure and psychological

empowerment and organizational tenure and job satisfaction for temporary and part-time nonstandard workers. The results indicate a positive relationship between organizational tenure and psychological empowerment and a negative relationship between organizational tenure and job satisfaction.

Marayart Vacharakiat (2008) examined the relationships between empowerment, job satisfaction, and organizational commitment among Filipino and American registered nurses (RNs) working in the United States. A descriptive correlational design was used. The convenience sample of 176 participants of both Filipino and American RNs returned either online or paper and pencil surveys. The study found correlations between structural empowerment, psychological empowerment, job satisfaction, affective and normative commitments among Filipino and American RNs (r ranged from .26 to .68, p<.05).The study confirmed the relationships between empowerment, job satisfaction, and organizational commitment among two RN groups. The study concluded that structural and psychological empowerment in the work environments appear to be significantly related to improved job satisfaction and commitment among RNs.

Heather K. Spence Laschinger, Joan E. Finegan,Judith Shamian, and Piotr Wilk (2004) in a study with longitudinal predictive design tested a model linking changes in structural and psychological empowerment to changes in job satisfaction. Structural equation modeling analyses revealed a good fit of the data from 185 randomly selected staff nurses to the hypothesized model. Changes in perceived structural empowerment had direct effects on changes in psychological empowerment and job satisfaction. Changes in psychological empowerment did not explain additional variance in job satisfaction

beyond that explained by structural empowerment. The results suggested that fostering environments that enhance perceptions of empowerment can have enduring positive effects on employees.

Mamorena Margaret Moeletsi (2003) in a study focused on the relationship of these four constructs psychological empowerment, job satisfaction, organisational commitment and job insecurity to other variables like gender, age, length of service, years in current job position and grade. A correlation design was used to determine the relationship between the constructs of psychological empowerment, job satisfaction, organisational commitment and job insecurity. Data from the sample population of employees at the packaging industry (n=119) was gathered and explained in terms of descriptive statistics (means and standard deviations). A significant relationship was found between job satisfaction and sub-dimensions of psychological empowerment. Practically significance and statistical significance correlations were found between psychological empowerment and organisational commitment. Combination was also found between psychological empowerment, job satisfaction, organisational commitment and job insecurity. This confirms what is expected that if levels of psychological empowerment, job satisfaction and organisational commitment are high then job insecurity level should be low or vice versa.

Boudreaux E, Mandry C and Brantley PJ (1997) presented the results of two studies. Study I investigated the relation between job-related stressors, job satisfaction, and psychological distress and Study II investigated how coping is related to occupational burnout, job-related stress, and physiological arousal. A significant portion of an

(emergency medical technicians) EMT's job satisfaction and psychological well-being is associated with the degree to which they are experiencing job-related stress. This implies that in-service programs and psychological support services designed to help EMTs manage their job-related stress may improve job satisfaction and decrease psychological distress. The coping styles most consistently associated with maladaptive outcomes were: Accepting Responsibility, Confrontive Coping, and Escape/Avoidance. Thus, subjects who were more likely to handle stress with self-blame, aggression, hostility, and risk taking or with wishful thinking, escape tendencies, and avoidance were more likely to endorse more negative outcomes.

2.3 Psychological empowerment and Stress

Boudrias, J.-S., Morin, A. J. S and Brodeur, M.-M (2012) investigated the role of psychological empowerment as a protective factor for burnout among workers exposed to work-related stressors (e.g. daily hassles, overload, and job changes). A cross-sectional questionnaire study was conducted, with a convenience sample of 401 healthcare workers. Hierarchical multiple regressions were performed to test main and moderating effects of empowerment cognitions. Results revealed partial support for the hypotheses. Only the job meaningfulness cognition exerts a beneficent main effect on all burnout symptoms beyond the effect of stressors. Some moderating effects differing according to burnout dimensions were also found. Most interestingly, high levels of empowerment cognitions accentuate the effect of change-related resources in the reduction of emotional exhaustion.

Chuan Li, DNS (2007) used a cross-sectional design to understand the relationship between work empowerment, including both organizational and psychological empowerment, and work stress among nurses in Taiwan. A total of 178 nurses participated in the study. Organizational empowerment measures included a range of components made up of formal power, informal power and perceived access to the work empowerment structures of opportunity, information, support and resources. Psychological empowerment measures included components made up of meaning, competence, self-determination and impact. The results of this study showed that there was a moderate level of organizational and a slightly higher level of psychological empowerment among the nurses studied. A moderate level of work stress was found among the subjects. Both work empowerment and psychological empowerment were significantly associated with total work stress (r = -0.44 and r = -0.46, $p < 0.001$, respectively). The age, length of time that the subject had worked at the facility, resources and impact variables were significant predictors of job satisfaction ($R^2=.345$, $F=12.24$, $p < 0.001$). Based on these results, it is clear that nurses need to be provided with more resources within their work environment; such improvements would result in subsequent important impacts on their work.

Edward C. Chang (2002) used an interactive model of optimism–pessimism and stress was examined in predicting psychological symptoms and life satisfaction in a group of younger (n = 340; M= 20.4 years) and a group of older adults (n= 316; M=46.6 years). For each group, results of conducting a series of regression analyses indicated that optimism–pessimism and stress appraisal accounted for a significant amount of the

variance in each of the adjustment measures. Moreover, a significant optimism–pessimism Stress Appraisal interaction was found in predicting each of the outcomes for both younger and older adults, even after controlling for the main effects of optimism–pessimism and stress appraisal. However, no significant interaction was found in predicting life satisfaction in older adults. For both younger and older adults, post hoc analyses of the significant interactions indicated a consistent pattern in which pessimism exacerbated the association between appraised stress and poor psychological adjustment.

Christina Mann Layne (2001) examined Occupational stress, psychological strain, coping resources, and turnover intentions in relationship with various demographic variables collected from a national sample of 982 members of the American Rehabilitation Counselors Association (ARCA). Demographic variables included age, gender, ethnicity, certification status as a Certified Rehabilitation Counselor (CRC), years of experience, practice setting, the number of clients on a counselor's caseload, and the amount of hours worked per week. Data were collected through a mail survey. The results suggested that the turnover intentions of rehabilitation counselors are meaningfully accounted for by variables contained in the model. Occupational stress produced the largest significant effect (B=.404) and had the most influence on turnover intentions. This indicates that it is occupational stress inherent in the job functions of rehabilitation counselors, and not individual coping resources or demographic variables that account for turnover in the field of rehabilitation.

2.4 Stress and Job Satisfaction

Nural Ain Bt Syed Alwee (2012) examined the relationship between occupational stress, job satisfaction, and intent to leave towards organisational commitment. A convenience sample group of 130 employees of North Port (Malaysia) Bhd were selected over 2272 of total population at year 2009. A self-administrated survey instrument was developed to measure and test the employee's external environment occupational stress, job satisfaction, and intent to leave towards organisational commitment. Using SPSS 16.0 two statistical tests were employed to test study hypotheses. First by measuring correlation a Pearson correlation coefficient analysis was used to identify the relationship between predictor and criterion variables. Likewise multiple regressions were used to determine the effect between external environment, occupational stress and job satisfaction among related variables. The findings revealed that job satisfaction, occupational stress and intent to leave does affect organisational commitment. At the same time the occupational stress gives to the intent to leave.

Ashok Pratap Singh and Ashish Kumar Dubey (2011), at Banaras Hindu University, conducted a study on 210 managers from different private sector organizations to examine the role of stress (role stress) and locus of control on job satisfaction. For measurement of role stress, Occupational Stress Index (Srivastava and Singh, 1981) was used; for measurement of locus of control, Social Reaction Inventory (Rotter, 1966) was used; and for measurement of job satisfaction, S-D Employees' Inventory (Pestonjee, 1979) was used. The results of correlation indicated that role overload was significantly negatively correlated to satisfaction with management and total satisfaction; role

ambiguity was significantly negatively correlated to satisfaction with management; and role conflict was significantly negatively correlated to satisfaction with management and total satisfaction. Overall stress was significantly negatively correlated to satisfaction with management and total satisfaction. The results of step-wise multiple regression analysis showed that total stress contributed 7.4% variance in explaining satisfaction with management, and role conflict contributed 7.1% variance in explaining total satisfaction.

Anita Sharma, Shweta Verma, Chandraprabha Verma, and Dalip Malhotra (2010) conducted a study to determine the impact of burnout and psychosocial stressors on the job satisfaction among male and female lawyers from different courts of Himachal Pradesh. Three subscales of burnout and psychosocial stressors were used as predictors of job-satisfaction among 150 equal numbers of male and female lawyers. The statistical treatments included Pearson's product moment co-efficient of correlation along with descriptive data (means, standard deviation and t-test (for gender difference). Regression analysis was also computed to find out the best set of predictors of job satisfaction. The factors causing job dissatisfaction were (1) emotional exhaustion (2) depersonalization (3) reduced personal accomplishment (4) stress (5) strained interpersonal relationship (6) over-expectation (7) poor economic position (8) jealousy (9) poor social position (10) competition and (11) conflict between values and practice for male and female lawyers. The stepwise regression analysis indicated that emotional exhaustion, stress due to clients, work underload and economic position have turned out to be the significant predictors of job-satisfaction showing 45% variance for males and 55% variance for females. The t-test analysis revealed higher job-satisfaction for male lawyers as compared

to their female counterparts. Female lawyers experienced significantly greater psychosocial stressors and burnout as compared to males.

Mark G. Borg and Richard J. Riding (2010) conducted a study among a sample of 150 school administrators in state primary and secondary schools in Malta. Participants completed a self-administered questionnaire on their perceptions of role-related stress. About one-fifth of the respondents found their job as school administrators either very stressful or extremely stressful; 80 per cent indicated that they were fairly satisfied or very satisfied with their job. Some of the demographic characteristics of the sample were related to the level of job stress and satisfaction. Results also showed that respondents who reported greater levels of stress were least satisfied with their role as school administrators. A principal components analysis of 22 listed sources of stress revealed four major stress factors, labeled "lack of support and resolving conflicts", "inadequate resources", "workload" and "work conditions and responsibilities".

Chris Gibbons, Martin Dempster and Marianne Moutray (2010) conducted a study to explore the relationship between sources of stress and psychological well-being and to consider how different sources of stress and coping resources might function as moderators and mediators on well-being. A questionnaire was administered to 171 final year nursing students in 2008. Questions were asked to measure sources of stress when rated as likely to contribute to distress (a hassle) and rated as likely to help one achieve (an uplift). Support, control, self-efficacy and coping style were also measured, along with their potential moderating and mediating effects on well-being, operationalized using the General Health Questionnaire and measures of course and career satisfaction.

Roland P. Chaplain (2006) conducted a study among a sample of 267 teachers, drawn from primary schools in the North and Eastern regions of England, using a self-report questionnaire. A picture of the sources of stress and job satisfaction was established. Teachers scored the frequency and intensity of 18 items on a stress scale. A principal components analysis was carried out and three factors were identified: professional concerns, pupil behaviour and attitude and professional tasks. The strongest correlations were found between professional concerns and occupational stress. Biographical factors were examined and significant differences were found between men and women, and teachers of different ages and length of teaching experience. Men reported more stress than women on professional tasks and pupil behaviour and attitude. Women scored higher than men on professional concerns. Just over one-third of teachers were satisfied with their job. When specific facets of job satisfaction were examined, teachers were most satisfied with their professional performance and least satisfied with teaching resources. Stress and job satisfaction were found to be negatively correlated. High reports of occupational stress were related to low levels of job satisfaction. Attention was drawn to the likely significance of including a frequency as well as intensity measure when considering the experience of stress and to the complex nature of job satisfaction.

Applied research indicates strong connections between dimensions of the work place, stress and job satisfaction. There is an absence of theory to provide conceptual understanding of these relationships. In 1999, Sparks and Cooper advocated using job-specific models of stress as a way of developing a better understanding of the

relationships. It was adopted by Kerry Fairbrother and James Warn (2003), in their research and investigated a specific job context, specifically, naval officer trainees undergoing their sea training. The results have indicated that a general model of stress is unhelpful in identifying the predictors of stress and job satisfaction in specific job contexts. Instead, the authors recommend identifying salient workplace dimensions rather than a broad-brush approach when seeking workplace associations with stress.

Ernest Brewer (2003) examined the relationship between job stress and job satisfaction among a random sample of 133 industrial and technical teacher educators. Correlational analysis revealed a strong inverse relationship between the constructs, with stressors related to lack of organizational support being more strongly associated with job satisfaction than stressors related to the job itself were. There also were significant differences ($p \leq .05$) in correlations between job satisfaction and frequency of stressors and correlations between job satisfaction and intensity of stressors, suggesting that frequency of stressors had a greater impact on participants' job satisfaction than did intensity of stressors. These results have implications for addressing job stress and job satisfaction in higher education.

Chandraiah, K., Agarwal. S.C., Marimuthu, P., & Manoharan, N. (2003) investigated the effect of Age on Occupational stress and job satisfaction among managers of different age groups. A sample of 105 industrial managers working in different large-scale organizations was selected randomly for the present study. The Occupational Stress Index (OSI) developed by Srivastava and Singh (1983) and Job Descriptive Index (JDI) by

Smith Kendal (1963) were used to assess the level of job stress and job satisfaction of the sample. The findings of the study revealed higher levels of job stress and less job satisfaction among managers of 25-35 years age than their counterparts in the middle age (36-45 years) and the old age groups (46-55years). The study also found that the age found to be negatively correlated with occupational stress and positively with job satisfaction.

Sebastiaan Rothmann (2000) investigated the relationship between job satisfaction, occupational stress, and burnout and work engagement as dimensions of work-related wellbeing in a sample of members of the police force in South Africa. A survey design was used. Stratified random samples of members of the police force ($N = 677$) were taken in the North West Province of South Africa. The Minnesota Job Satisfaction Questionnaire, Police Stress Inventory, Maslach Burnout Inventory – General Survey and Utrecht Work Engagement Scale were used as measuring instruments. The results provided support for a four-factorial model of work-related wellbeing consisting of the following dimensions: job satisfaction (indicating pleasure vs. displeasure), occupational stress (indicating anxiety vs. comfort), burnout (indicating fatigue vs. vigour), and engagement (indicating enthusiasm vs. depression).

In another study, Ahmad and Khanna (1992) investigated the relationship between job stress, job satisfaction and job involvement among 50 middle level hotel managers. The analysis of the data revealed a significant negative relationship between job stress and job satisfaction irrespective of the subjects' sex, marital status, education and experience. Occupational stress was reported to be negatively correlated with job involvement, and

the high job involvement group was more satisfied with their job than the low job involvement group

Ahmad et al. (1991) examined the relationship between organizational role stress and job satisfaction and personality dimensions of neuroticism – stability and extraversion – introversion. The sample consisted of 50 middle managers of a large industrial organization. The ORS Scale (Pareek, 1983), the Employee Satisfaction – Dissatisfaction Inventory (Pestonjee, 1973) and the Maudsley Personality Inventory (Eysenck, 1959) were used to collect the data. Results indicated that ORS was significantly but negatively correlated with all the four factors of job satisfaction (nature of job, management, personal adjustment, and social relations).

Chaudhary.A (1990) examined the relationship between role stress and job satisfaction among bank officers. The sample consisted of 100 bank officers. Half of the respondents belonged to the higher age group (above 35 years) and the other half belonged to the lower age group (below 35 years). The ORS Scale (Pareek, 1983) and the Employees' Satisfaction – Dissatisfaction Inventory (Pestonjee, 1973) were administered to the sample. Results indicated that role stress and job satisfaction were negatively correlated in higher as well as lower age groups of bank officers.

Cooper, Rout, and Faragher (1989) conducted a study to identify the sources of job stress associated with high levels of job dissatisfaction and negative mental wellbeing among general practitioners in England. Multivariate analysis of large database of general

practitioners compiled from results of confidential questionnaire survey was undertaken. Data obtained on independent variables of job stress, demographic factors, and personality. Dependent variables were mental health, job satisfaction, alcohol consumption, and smoking. One thousand eight hundred seventeen general practitioners selected at random by 20 family practitioner committees in England participated. Women general practitioners both had job satisfaction and showed positive signs of mental wellbeing in contrast with other normative groups. Conversely, male doctors showed significantly higher anxiety scores than the norms, had less job satisfaction, and drank more alcohol than their women counterparts. Multivariate analysis disclosed four job stressors that were predictive of high levels of job dissatisfaction and lack of mental wellbeing; these were demands of the job and patients' expectations, interference with family life, constant interruptions at work and home, and practice administration.

2.5 Psychological Empowerment

Sumi Jha (2011) examined the linkages between psychological empowerment and factors of organizational commitment. The sample size for the study comprised 332 Indian IT executives. The data were collected during the time when organizations were trying to overcome recession. Descriptive and inferential statistics like correlation, regression and canonical correlation were used to analyze the data. The results of this study confirmed that the psychological empowerment influences affective and normative commitment positively. However, no relationship was found between psychological empowerment and continuance commitment. The feeling among employees that the job done by them

has significant impact on the day-to-day work activity will generate high degree of affective commitment.

Gilad Chen, Payal Nangia Sharma,Suzanne K. Edinger and Debra L. Shapiro (2010) used cross-cultural laboratory and field studies with samples of leaders, employees, and students from the United States and the People's Republic of China. They examined how team-level stimuli, including empowering leadership and relationship conflict, combine to influence individual members' motivational states of psychological empowerment and affective commitment. As predicted, they found that these motivational states are individually and jointly influenced by teams' level of empowering leadership and relationship conflict and that these motivational states mediate the relationships between team stimuli and team members' innovative and teamwork behaviors and turnover intentions.

Ussahawanitchakit Phapruke, Sumritsakun Chaiyot (2008) examined the influences of organizational change on psychological stress and job performance through organizational communication and support as moderators. The accountants in Thailand are samples of the study. Surprisingly, results showed that the organizational change has significant negative relationship with psychological stress and has significant positive association with job performance. Psychological stress also has significant negative influence on job performance. Both organizational communication and support do not moderate the relationships. Theoretical and managerial contributions are provided.