

CHAPTER II

REVIEW OF LITERATURE

2.1 Stress

Allison (1997) examined the 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. Findings of the study revealed that the politics and support were

related to four work stress variables such as; 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.

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.

Shah (2003) examined role stress among employees in 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.

Nasurdin et. al. (2004) conducted a study to determine the influence of organizational variables such as 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 such as 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 such as Stomach pain, Headache, Sleep disturbances, Dizziness, Low back pain, Loss of appetite and Shoulder and neck pain were 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 for long hours.

2.2 COPING STRATEGIES

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

Lang and Markiwitz (1986) studied the relationship among personality dimensions, coping and strain in the context of naturally-occurring short-term role overload. The study tested three types of coping strategies like structural role redefinition, personal role redefinition and reactive role behavior, 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.

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.

Violanti (1992) conducted a 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 organizational 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.

Penley et. al. (2002) conducted a 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.

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.

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.

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.

2.3 Stress and Job Satisfaction

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.

Chaudhary (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.

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).

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

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 Fair brother

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.

Sebastian 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).

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.

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.

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.

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) 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 do affect organisational commitment. At the same time the occupational stress gives to the intent to leave.