

**OCCUPATIONAL STRESS AMONG THE EMPLOYEES OF PUBLIC AND  
PRIVATE SECTOR**



**Supervisor**

**Dr Asghar Ali Shah**

**Submitted by**

**Sajid Mehmood Alvi**

**10-FSS/MSPSY/F08**

**DEPARTMENT OF PSYCHOLOGY  
INTERNATIONAL ISLAMIC UNIVERSITY ISLAMABAD**



Accession No. TH-8448

MS  
158-72  
SAO

- 1 - Job stress
- 2 - occupational stress


DATA ENTERED

Aug 17/01/13

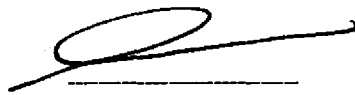
**OCCUPATIONAL STRESS AMONG THE EMPLOYEES OF PUBLIC AND  
PRIVATE SECTOR**

**By  
Sajid Mahmood Alvi**

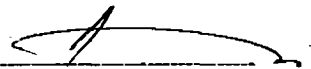
**Approved by**



**Supervisor**



**Dean FSS**

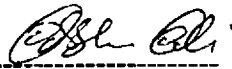


**External Examiner**

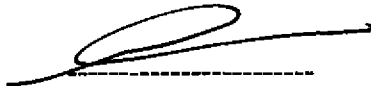
## **CERTIFICATE**

Certified that the MS dissertation on “**Occupational Stress Among The Employees Of Public And Private Sector**” prepared by **Sajid Mahmood Alvi** has been approved for submission to International Islamic University, Islamabad for the fulfillment of the Master of Science in Psychology.

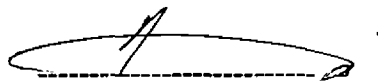
**Approved by**



**Supervisor**



**Dean FSS**



**External Examiner**

**OCCUPATIONAL STRESS AMONG THE EMPLOYEES OF PUBLIC AND PRIVATE  
SECTOR**

A handwritten signature in black ink, appearing to read 'O.S. Ali', is written above a horizontal dashed line.

**Incharge**  
**Department of Psychology**

## TABLE OF CONTENTS

List of tables	i
List of annexure	ii
Acknowledgement	iii
Abstract	iv
<b>Chapter 1: INTRODUCTION</b>	<b>1</b>
Stages of Stress	9
Level of Stress	10
Causes of Workplace Stress	11
Consequences of Stress	13
Symptoms and Signs of Stress	17
Literature Review	20
Occupational Stress	20
Theories of Occupational Stress	21
The Kurt Lewin person Environment Fit model	21
Beehr and Newman's facet Model	22
Lazarus Transaction Model	22
Occupational Stressors	22
Role stress as stressor	22
Role Ambiguity	23
Role Conflict	24
Role Overload	25
Shift Work and Long Hours	25

Interpersonal Relations	26
Work-family Conflict	27
Workplace Aggression	27
Economic Stressor	28
Job insecurity	28
Correlates of Occupational Stress	29
Occupational Stress and Health Problem	29
Occupational Stress and Job Satisfaction	29
Professional Burnout	30
Rationale	32
<b>Chapter 2: METHOD</b>	33
Hypotheses	33
Definition of variables	33
Instruments	34
Occupational Role Questionnaire	34
Sample	35
Procedure	35
<b>Chapter 3: RESULTS</b>	37
<b>Chapter 4: DISCUSSION</b>	42
Summary	45
Conclusion	46
Suggestions and limitations	47
<b>Chapter 5: REFERENCES</b>	48

## **LIST OF TABLES**

Table 1: Demographic Table	37
Table 2: Alpha Reliability coefficient of Occupational Role Questionnaire (N=120)	37
Table 3: Occupational Stress among the employees of Public Sector and Private Sector (N=120)	38
Table 4: Occupational Stress among the Public Sector and Private Sector Employees showing Gender differences	39
Table 5: Occupational Stress showing differences among the employees of Public Sector and Private Sector employees according to experience (N=120)	40
Table 6: Occupational Stress showing differences among married and unmarried employees of Public and Private Sector (N=120)	41



## **LIST OF ANNEXURE**

Occupational Role Questionnaire

## ACKNOWLEDGEMENTS

*Praise to Allah, who blessed me with this opportunity to learn and work.*

To begin with the name of Almighty ALLAH, the most benevolent and merciful, the Creator of the universe, Who inculcated the consecration upon us to fulfill the requirement for this project.

I acknowledge my profound gratitude to my supervisor Dr. Asghar Ali Shah for his sympathetic guidance and valuable suggestions helped me a lot in completing the thesis. Thanks are also due to the participants in this study who gave their time to complete the questionnaires.

Words wane in expressing my veneration for my loving parents; I owe myself heartiest gratitude for their assistance and never ending prayers for our success.

Sajid Mahmood Alvi

### INTRODUCTION

Stress, commonly and Occupational Stress, particularly, is a reality of recent time that appears to be on the raise. So the subject is still accepted, even though it takes up academic's as well as practitioner's consideration currently for more than fifty years. Mainly from the medical, psychological and sociological view numerous researches have investigated stress. With regard to the industrial point of view, investigators dealing through the subject of Occupational Stress, as work/profession make grounds for a enormous tension to current workers.

Occupational Stress, one of the most discussed and studied concept in industrial psychology is an inevitable by product of our societies and its environment. Job stress can be called as a requirement from any feature of the responsibility in work that has noxious or highest attributes that might concludes in gentle influences such as job dissatisfy. Role conflict, role overload, low status, powerlessness are examples of such job stresses. Stress in organization is often regarded as a price of successes or a necessary evil of work (in organizations stress may be inevitable). It is increasingly becoming a focus of a variety of empirical investigations due to the human and economic costs attached to it.

The current investigation was designed to explore the amount of Occupational Stress among the employees of public sector as well as private sector. Stress, usually, may be stated as the response of person to challenges forced on them. It refers to

circumstances wherever the health of person is damagingly influenced by their collapse to manage the challenges of their surroundings stress, particularly, is the incapability to manage the stress in work, as of a deprived fit among individual's capabilities and their job demands and situations. It is a physical as well as psychological situation that effect person's efficiency, productivity, quality of work and individual health. Occupational Stress is a mental condition which result's from person's awareness of inequality among job demands and their capabilities to cope with those demands.

It was hypothesized that public sector employees will score less on Occupational Role Questionnaire than the private sector employees. Alpha reliability coefficient of the questionnaire indicated that it is a quite adequate measure of Occupational Stress. Results found that employees of the public sector experienced less Occupational Stress than the employees of the private sector. Regarding gender it was hypothesized that female employees will suffer more from Occupational Stress than the male employees. Results regarding gender differences it was found that female employees had more Occupational Stress than the male employees. Regarding marital status it was hypothesized that married employees will experience more Occupational Stress than the unmarried employees and the result support this hypothesis. Relating to experience it was hypothesized that more experienced employees will experience less Occupational Stress than the less experienced employees. This hypothesis was rejected. No significant differences were found according to experience of the employees.

Occupational Stress is a topic that has produced a tremendous volume of research in a surprisingly short period of time (Beehr,1985;Jex ,1998).furthermore, despite the considerable progress that has been made over the year on the stress in working settings, we still have to learn about the dynamics of the stress in organization (Ivanceich & Matteson,1980).there is an evidence that Occupational Stressors might direct to diversity of pessimistically results that contains suggestions for the workers and the organization all together. Consider e.g., that the amount if money extracted from the U.S economy due to Occupational Stress has been estimated in the billions of dollars (Ivancevich & Mattesson, 1980). Study of stress is also important because of its impact on society as a whole because it is unlikely that a person experiencing constant stress on a job will function effectively in his or her other roles, such as husband/wife, parents, neighbors and community members. Karasek (1990), a prominent contributor in the field of Occupational Stress, stated that job stress happens since the requirements of job go beyond the ‘regulations’ of the person required to relate with those requirements. Thus Occupational Stress is clearly not the “cause of all social ills”, but it does have an important and real impact on individual, organization and society (Jex, 2002).

Stress is basically a word derived from Latin word” Stringer”, meaning “to draw light”. The phenomenon of stress is commonly conceptualized in physiological and psychologist perspective and is being studied by medical men psychiatrist and psychologist. However, the word stress did not appear in the index of psychological abstracts until 1944, because prior to that time, the concept of anxiety was the dominant

in psychology and was regarded as the major source of influence upon human thought. (Coffer & Appley, 1964).

In historical review of stress literature, Mason (1975a, 1975b) noted that regardless of the not having conformity in the meaning of stress, the word was extensively used in clinical, educational and lay location. Perhaps, the term stress has been pointed out by Coffer and Appley (1964). However, the concept of stress is furnished with such a variant psychological meaning that the term has pre-empted an area formerly shared by numerous further notions including apprehension, disagreement, annoyance, sentimental trouble, shock, estrangement and anomic.

The history of the usage of the concept "stress" showed that there is no such formulation of definition of stress that can satisfy even a majority of stress researches (Elliot and Eisdorfer, 1982). However, a variety of stress definitions have been offered. (Appley & Trumbull, 1967; Hinkle, 1974; Howard, 1979; Mason, 1975). But recently for most contributions, stress involves psychological and physiological reactions to peripheral stressors that exceed what is acknowledged as usual. The First most define explanation of stress was given by Selye, (1976). He defined stress as "a process of adjusting to or dealing with circumstance that disturb or threaten to disturb an individual's physical or mental functioning."

Another definition of stress as a response to external stimuli was presented by Ivancevich & Matteson, (1980). They describe stress as "the interaction of the individual with the environment"; later on they gave an additional comprehensive description of stress, "a flexible reaction, arbitrated by personal variations or mental processes which are outcomes of any outer (surroundings) act, condition and /or physical demands upon a

person". Likewise, Luthans (1992) defined stress as a flexible reaction to a peripheral condition that fallouts in psychological, substantial and /or behavioral variations for participants.

Apprehensions regarding the influence of stress upon individuals have its roots in medicine and particularly in the revolutionary effort of Selye (1956), the known founder of stress. During his exploration for a new sex hormone, he by chance discovered the tissues damage is a non definite reaction to almost all harmful stimuli. He called this occurrence the General Adaptation Syndrome and about ten years later he initiated the word "stress" in his researches. Later he defined stress as a "process of adjusting to or dealing with conditions that disturb or intimidate to disturb a person's psychological or physical functioning" (Selye, 1976).

Most definitions of job stress consist of withdrawal and decreasing participation in the job, particularly by person's who have been highly concerned in their work (Sonnetag, Brodbeck, Hetenbokel & Stolte, 1994). For example, according to Beehr & Newman (1986), "job stress is a state coming up from the contact of individuals and their occupations are distinguished through variations in individuals which compels them to move away from their usual working conditions". Likewise, Beehr, Jex & Roberts (1992) defined Occupational Stress as a " a situation that is acknowledged when definite variable in the work place (stressor) are seemed as challenging and are beyond the employees possessions, thus creating a elevated level of apprehension, worry and pessimistically affected the individuals ordinary actions or achievement."

In literature, typically job stress is thought to taken as both negative/ Positive terms. In case of negative meaning, it is thought to be cause by something bad (e.g., death

of some loved one, serious illness, unemployment) is a form of suffering, where as, positive stress in a meaning, caused by some good things (e.g. an employee is offered a job promotion at another place), a form of eustress. However it's very necessary to look over the cases or antecedents of stress or the so called "Stressors". It is obvious from the research literature that job stress is not just restricted to things that happens inside the organization, during working hours. There are some additional organization stressors such as societal/technological modification, the family, rearrangement, economic and financial state, class, race, residential and community conditions. However, some medical researchers have confirmed that particularly sudden life changes do impact and have a very stressful of life changes and the subsequent health of people and as well as the job performance (Luthans, 1992).

People differ in their reaction to external stressors. Therefore, they display different degree of susceptibility. Deary, et. al (1996) clarified that responsibilities such as, in information expertise, that required a definite but restricted amount of and is discovering complexity by managing. It might too turn into stressful to keener, provoked workers that with no trouble acquire the skillfulness, however for a contradictory reason, in that inventiveness and organization over the programmers being dealing with.

It is usually accepted that in any case little levels of stress can improve job achievement. e.g., single current investigation revealed that low stress, for instance having a novel manager of being unwillingly shifted, might conclude into an amplified exploration for instruction at work. This might guides workers to fresh and improved ways of doing their jobs. In addition low stress might find employees "juices" curving and guide amplified doings, alteration and in general improved achievement. Individuals



in some job, such as in sales or creative fields might appear to gain as of a low level of stress. In other jobs the individuals, such as police officers or physicians, may not gain from constant mild stress. The troubles because of elevated levels of stress may be displayed physically (e.g. rage, nervousness, despair, tetchiness, nervousness, worry and tediousness) or behaviorally (Excess of eating, less eating, insomnia, more smoking, drug abuse and drinking) by the individual (Collins Essential English Dictionary, 2009). Research is also rising that indicates the level of difficulty and nature of the achievement of several tasks is in reality powerfully influenced by stress and achievement frequently fall off harshly while stress increases to elevated levels.

Occupational Stress, one of the most talked and studied concept in industrial psychology is an inevitable by product of our societies and its environment. Job stress can be expressed as a demand from any perspective of the job role that has noxious and extreme qualities that might end in low effects e.g., job discontentment. Role overload Role conflict, low status, powerlessness, etc are examples of such job stresses. (Bharati, Nagarathnamma & Reddy, 1991).

Stress in organization is often regarded as a price of successes or a necessary evil of work (Quick & Quick, 1984) in organizations stress may be inevitable; it is increasingly becoming a focus of a variety of empirical investigations due to the human and economic costs attached to it (Ahmed, Bharadwing & Narula, 1985)

As regard the avoidance of Occupational Stress two poles of attitude exists. One pole that mostly exists is to center on person behavior by suggestion and support, to facilitate managing through the stress. The further is to recognize circumstances that include possible stressors, evaluate the hazard of stress and then taking measures to

decrease the stressors in order to decrease the stress. Work-related wellbeing experts must contemplate and center employer's as well as employee's concentration on this final perspective. Khaled & Jefri (1995) investigated Occupational Stress in diverse Saudi Arabian organizations. Nine sources of stress were examined in this study in workers functioning in diverse Saudi organizations. Results indicated that insufficient information regarding performance assessment estimated a good deal advanced as a basis of stress in semi-private and private organizations than it do in public organizations.

A common propensity subsists in the writings consistent with which women suffer elevated levels of Occupational Stress concerning sex specific stressors and contain diverse modes of inferring and dealing with troubles interrelated with their job situation (Anthoniou et al., 2006). For instance, Sharpley et al. (1996) that males encompass statistically significant lesser work stress scores. (Davidson et al. 1997: Fotinatos-Ventouratos & Cooper, 2005) investigated that woman managers are in more stress as compared to man counterparts. Anthoniou et al. (2006) investigated that woman educators suffered considerably elevated levels of Occupational Stress than their man counterpart. Ganster and Schaubroeck (1991) revealed that females suffer the superior level of stress as they are more susceptible to the challenges of job to the degree that they frequently encompass more non-work challenges as compared to males. Gregory (1990) reports that, for the women specialized, sex labeling in the place of work attached to the stress experiences of role conflict, whereas Comish and Swindle (1994) give details that task difficulty for instance that of being mother, spouse as well as specialized aggravate role disagreement. Lastly, the consequences of the two dimensional analysis established by Fotinatos, Ventouratos and Cooper (2005) discovered considerable variations in

conditions of psychological and physical health between the men as well as women groups.

As the majority of researches on Occupational Stress were carried out on sample of both males and females in the foreign countries and there is not any research proof on the issues of Occupational Stress particularly on the sample of workers of public and private sector in Pakistan. So the plan of present investigation is to explore the Occupational Stress among employees of the public and private sector in context of Pakistani culture.

### **Stages of Stress**

The response to stress was primarily explained by Seyle (1974) and was titled as General Adaptive Syndrome (GAS), which comprises tri-dimensional stages (Seyle, 1974):

1. Alarming stage
2. Resistance Stage
3. Exhaustion Stage

#### **1. Alarming Stage**

The alarm stage is the sudden psycho-physiological reaction and at this moment of the first upset, confrontation to stress is reduced. This procedure comprises the release of hormones from the glands of endocrine system, originating for instance, and amplified rate of blood pressure, heart beat, muscle strain and a decline in preservation purpose, e.g. digestion. In cases wherever the stressor is nonstop, the confrontation stage begin wherever the body activates the desirable physical organization to manage the stressor.

The body is prepared and turns on and levels of stress are at its maximum throughout this phase.

## **2. Resistance Stage**

This phase is distinguished by a revised reaction of the body that is obvious with “flight or fight” reactions. The body responds to heal the damage originated by the stress and to go back to the body’s homeostasis. If stressors keep on, the body continues in protecting itself, so hindering any opportunity of repair and rest.

## **3. Exhaustion Stage**

In this phase, there is a confrontation to a sustained stressor and where the altered reaction and come back to steadiness reinstate the reaction of alarm. If the reaction of alarm is brought out more powerfully or more constantly over an extensive phase of occasion, the power necessary for adjustment develop into exhaustion and the last phase of tiredness, disintegration or death happens. It is through this phase that mental and physical collapse happens, the performance of the person tumbles and sickness extends.

### **Level of Stress**

It is an interesting fact that stress is not altogether dangerous but controllable; There may be three level of stress.

- a. Modest level of stress
- b. Severe level of stress (high/low)
- c. Optimal level

Actually numerous investigators have discussed that modest level of stress improves health and performance. Severe level of stress can be upsetting since they provide moreover to over stimulate or under stimulate. Most favorable level of stress

could be demanding and create somewhat than grief. So stress has to be handled so that an appropriate equilibrium is shaped which permits for best possible performance for organizations and individuals.

### **Causes of Workplace Stress**

Job strain comes from the communication of the employee and the circumstances of job. Observation varies on the significance of working conditions versus employee attributes as the most important source of work related stress. The conflicting points of view propose diverse behaviors to avoid stress at job. Consistent with one school of thought, dissimilarities in person attributes for instance coping skills and personality are extremely significant in forecasting whether definite work situations might produce in stress. What is demanding for one individual might not be a trouble for somebody else. This point of view causes escaping approaches that centers on employees and behaviors to assist them manage with challenging work circumstances.

Even though the significance of personal dissimilarities can't be unnoticed, systematic proof recommends that definite operational circumstances are demanding to the majority of people. Such proof quarrels for a better importance on functioning circumstances as the vital causes of work related stress and for work revamp as a main avoidance approach. Big examinations of working circumstances, together with circumstances documented as hazard aspects for work related stress, were carried out in associate European Union states. Results demonstrated a moment drift suggestive of an raise in employment strength. In 1990, the fraction of personnel showing that they work at elevated momentum as a minimum one-quarter of their functioning occasion was forty

eight percent, rising to fifty four percent in 1995 and to fifty six percent in 2000. Likewise, fifty percent of personnel showed they work in opposition to firm time limit no less than one-fourth of their functioning occasion in 1990, rising to fifty six percent in 1995 and sixty percent in 2000. Nevertheless, no modification was prominent in the phase 1995 in the fraction of employees showing adequate occasion to complete responsibilities.

A considerable fraction of Americans do job for lengthy hours. By an approximation, further than twenty six percent of males and more than eleven percent of females served fifty hours for every week in 2000. These statistics symbolize a substantial boost above the earlier thirty years, particularly for females. Consistent with the Labor Department, there had been a rising tendency in hours served amongst working females, a raise in comprehensive serving weeks by males and a substantial raise in joint operational hours amongst functioning couples, particularly couples with adolescent Childs.

An individual's position in the place of work could too influence intensity of stress. Whereas stresses at place of work have the prospective to influence workers of all groupings while those who are having very small control to those who are making most important judgments for the corporation. Nevertheless, fewer powerful workers are more possibly to experience stress as compared to potent employees. Administrators in addition to other types of employees are susceptible to job burden (Primm, 2005).

Financial aspects that workers have to face in the 21st century had been related to enlarged levels of stress. Social commentators and researchers have indicated that the

communications and computer revolutions have prepared corporations more competent and prolific than before. This benefit in efficiency nevertheless, has originated superior anticipations and greater rivalry, laying further stress on the workers (Primm, 2005).

### **Consequences of Stress**

Stress creates a series of unwanted, expensive as well as intolerable penalties, which influence both persons and companies. Stress in these days becoming a main contributor to wellbeing and performance troubles of persons, costs for organizations and unnecessary happenings and organizational setting.

### **Lesser protection to sicknesses**

Stress utilizes abundant power that is very important to maintain our body resistance elevated against sicknesses. When the power is all gone for stress, the body comes into a state in which it is only partly prepared to deal the external sicknesses as well as illnesses for instance cancer. Cancer cells could simply large quantity when there's not sufficient power to demolish them.

### **Weight gain/ Weight loss**

In the most of the cases stress originates increase in weight, but several persons suffer loss of weight. It all depends on how one reacts to circumstances of stress. Although one doesn't eat too much when one turn out to be in stressful situation, one might still increase weight since the power that could be utilized to absorb one's food is currently utilized to manage stress.

### **Reduce capability to heal**

When the body experiences a considerable amount of stress or is in a constant stress, the body's secondary purpose (to restore itself) is provisionally closed. This avoids rapid healing and the body is weakened.

### **Depression**

If one experience a great amount of stress this might create exhaustion and roots one to drop passion for existence. One might observe only the pessimistic part of any circumstances and this might lead one to upsetting situation or even unhappy. When one is constantly stressed, one teaches oneself to center on the objects that creates an upsetting condition or creates angriness.

### **Reduced need for novel experience**

It is a famous reality that when the individuals are stressed, they have a propensity to back away to the known experiences/surroundings. For instance, it's very general that when a deprived individual triumph a great deal of money, he expectedly lose it all very rapidly since the unforeseen winnings reasoned a great deal of stress. It's now systematically confirmed that stress constantly demolish the element of the mind that build us desire to understand novel things.

### **Hair loss**

Stress decelerates hair development and constant stress could cause loss of hair. Stress in addition causes hair to become thinner and causes gray hair. This once more



occurs since the power for maintaining hair healthy and strong and is used to battle current or imaginary stressor.

### **Poorer functioning of internal organs**

Heart, kidneys, lungs and other organs acquire little power when one gets stressed. Due to this they function in an inferior mode that could then originate sicknesses, upset stomach, annoyance and other pessimistic conclusions.

### **Living in continued existence mode**

Invariable stress might make one center on how to exist rather than how to thrive. When one live in a continued existence manner one might for all time have a smaller amount of money, less wellbeing and a smaller amount of everything which ought to come unsurprisingly to someone. Since this is one discards any imaginative judgments and just responds to what is occurring in the external environment.

### **Greater possibility of miscarriage**

If a lady is pregnant and she get stressed frequently, the power that ought to be utilized for the well growth of mother's baby is used as an alternative to respond to the object that had stressed her out. This could deteriorate pregnancy or sicknesses/feeble resistant organization in mother's child.

### **Infertility**

Both women and men could become sterile if continuously experiencing stress.

### **Incapability to sleep**

Stress causes individuals to for all time be attentive for actual or possible threat. This probably influences person's sleep, the sleep might not be profoundly sufficient or one could not asleep in any way. If one could get to sleep, every noise might awaken one up and it might be very complicated to get to sleep subsequent to this annoyance.

### **Heart problems**

When a person gets stressed, the adrenaline secreted for the battle or running away reaction makes one's heart to beat at a faster rate than natural. When this occurs frequently one's heart is enforced to work too hard and this could cause several diverse heart troubles and sicknesses.

### **Muscle pains**

When one get stressed; the power that ought to be utilized to transmit blood into certain components of one's muscles is utilized up to respond to the actual/probable threat. Due to this, some muscles do not get sufficient blood and it causes nervousness and muscle ache.

### **Emotional inequity**

Stress changes the chemical equilibrium in the blood in addition to one's nervous system. This could cause every type of sentimental problems, mood fluctuation, anxieties and phobias.

## **Symptoms and Signs of Stress**

When we are suffering stress we might build up a broad range of psychological, physical and behavioral indications. These indications are not a symbol of sickness since stress is not a sickness; they are carried about by the body's Flight- Fight reaction that has been intended to provide us additional power and pace to manage the threat.

While experiencing stress we might experience a throbbing, rapid heart beat. It's not a signal of heart sickness; however it is in reality, due to the stress hormones that stimulates the heart to push harder and beat quicker to acquire additional oxygen to essential muscles as well as organs thus we can fight or flight. On one instance the stressful happening has conceded, the stress hormone's levels in our blood flow will drop once more and our heart will be returned to its usual beat.

The rest of our body's organs, heart and other systems could manage this rate up and functioning harder; they are planned to be capable to accomplish this, presently as a car could pace up or slow downward with additional force on the accelerator and fewer force on the brake. Our parasympathetic and sympathetic nervous systems that deal with the flight/fight reaction exerts in a same approach. Stress arouses the sympathetic nervous system (the accelerator) and boosts the levels of hormones of stress in the blood flow, while relaxation arouses the parasympathetic system that decreases the levels of hormones of stress in the blood flow.

One of the problems with stress is recognizing it. Once you are aware of it we can take action. Nevertheless stress could be sneaky; it could gradually move stealthily up on us devoid of being instantly conscious of it.

There are many symbols and indications of stress that a lot of of us are uninformed of it. Not everyone build up accurately the similar indications and investigation has indicated that, even though there are general indications of stress, persons differ in the indications they show, several of us might have mostly physical indications for instance muscle tension/ ache, others might show indications for instance weeping or irritation.

### **Behavioral Symptoms of Stress**

Stress is apparent as indications on a behavioral stage. Stress can be knowledgeable in a variety of diverse traditions. Here are a few of the general behavioral possessions of stress.

#### **1. Meaningless activities:**

When one is under the control of stress, one may get misplaced in actions like viewing television, although one is not concerned about the program or playing video games for hours.

#### **2. Alcohol, cigarettes, Drugs and sedative consumption:**

A widespread behavioral indication is the enlarged use of leisure drugs, alcohol, tranquilizers and cigarettes that directs to physical indications. The consequence of these

drugs on levels of stress will simply ever be temporary and with the physical after effect one might be no equipped sufficiently to deal with stress.

### **3. Sarcasm:**

One's response towards individuals around the others might be highlighted by intolerance and sarcasm. Things which formerly did not troubled someone as much will at present be not easy to agree with or hold.

### **4. Nervous habits:**

One may knowledge the agitation that demonstrates up in nervous routines for instance swiftness, stirring the legs up as well as down or biting of nails.

### **5. Isolation:**

One may favor to reside home and be less liable to meet people.

### **6. Inability to carry out tasks:**

One may think confronted or not capable to perform usual responsibilities similar to going shopping, doing the dishes or performing housework.

### **7. Behavior in general:**

Odd patterns of action might emerge that one don't usually employ in. This guides to low self-esteem, dissatisfaction in self and low self-assurance.

### **8. Changed eating habits:**

One might eat in excess or not sufficient as a consequence of stress. Additionally one's hunger may be reduced for which usually would be one's preferred foodstuff.

### **9. Low sex drive:**

One may think little or be deficient of sexual desire or not be concerned to be engaged in closeness.

### **10. Responsibilities:**

One may adjourn performing work or ignore one's liability overall. The indications revealed are able to come into view in some patterns however will very frequently be delicate at the start and become further serious and comprise various indications when stress is not be able to coped or the reasons are not tackled.

## **LITERATURE REVIEW**

### **Occupational Stress**

According to Cox (1993), Occupational Stress is a psychological conditions that fallout from individual's awareness of an inequality between occupational challenges and their capabilities to manage with those demands. In another definition, Murphy and Sauter (1999), Occupational Stress is considering as the dangerous sentimental and physical reactions which take place when the necessities of the work don't are not equivalent with the abilities, needs and resources of the employee. However the most recent definition of Occupational Stress was given by Malta (2004). In which he states

that Occupational Stress as “an uneasiness that is felt at an individual level and activated by occurrences, proceedings or circumstances that are also severe and recurrent in environment in order to go beyond an individual’s managing abilities and possessions to manage them efficiently”.

### **Theories of Occupational Stress**

Review of literature in Occupational Stress suggests that there are different models to explain how individuals are subjected to stress in work settings.

#### **The Kurt Lewin Person Environment Fit model**

The historical roots of the Person Environment (P-E) Fit approach may be found in Lewin (1951) work and his idea of interactional psychology. Lewin (1951) believed that human activities are a function of the contact between attributes of the condition. One feature of this among the person and the situation According to Lewin Person environment fit model, a worker, perceives the job situation as demanding when there is a need of fit (Caplan, 1987).

#### **Beehr and Newman’s facet Model**

Beehr and Newman (1979) projected a form of the job stress method. Consistent with this, Occupational Stress can be broken down into four facets. The first facet is his Personal facet; it refers to stable characteristics and personality etc. second facet is environmental facet which refers to those motivations which are there in the surroundings and workers must face with them e.g. attributes of job performed and nature of work-related interpersonal associations. Third is the procedure aspect; that refers to the contact of attributes of person and characteristics of situations. This is a position wherever an individual perceived as stressful, there may be a range of consequences for both the

individual and the organization as well. Fourth aspect is the time aspect; which show that the processes of individual's perception of stressor in the environment are fixed with chronological situation.

### **Lazarus Transaction Model**

This model is proposed by Lazarus and Folk man (1984). According to this paradigm pressure is an association among the individual and his surroundings which is well thought-out by the individual as appropriate to their benefits and in which the individual's belongings are gone beyond and excised where the further presumptions of environmental demonstration consider as just people. This demonstration identifies challenging situations as well as in that manner the stresses are creatively estimated through the individual.

### **Occupational Stressors**

Occupational Stressors according to Nelson, Hurrell and Simmons (1998) are known to be as the working situations which have prospective to reduce the well-being and health of the employees.

### **Role stress as stressor**

A role, therefore, a result of assumed influence and anticipations other has about how one has to behave on a task in a given situation. These expectations and influences usually have been reinforced through past communication or role messages sent by others not necessarily to the target person and implied by the actions taken by those who have had similar roles (McGrath, 1976). Hence, a role is based on influences made from others expectations for attitudes and behaviors.



According to role theory, a "Sender" is one who communicates messages or places demands on an employee (Beehr, 1985). Sometimes, the "receivers" of the role messages perceive it as overly demanding of their time and skills, vague and /or excessively challenging. When workers perceive messages in a negative light, a person's role at work is often studied as a source of job-related stress (Sloan & Cooper, 1986). According to Beehr (1995) and Robertson, Cooper and Williams (1990) role over load, role conflict and role ambiguity are the majority of terms studied as Occupational Stressors.

### **Role Ambiguity**

Kahn, Wolfe, Quinn, Snoek and Rosenrhal, (1964) were among the first researchers to define these role stressors as an explanation of relabeled strain. They, Beehr (1976), and Schuler (1980) conceived role ambiguity as to be short of expectedness and specificity relating to a worker's occupation or role purpose as well as liabilities. Other (Beehr, 1985; Cooper, 1981; Terborg, 1985) subsequently added that role ambiguity is an purposeful condition at job in which there is insufficient, deceptive, or limited stream of information relating to one's work role ( Pearce, 1981), but it should not be operationalized in term of the person's reaction of uncertainty regarding what action are to be taken ( Beehr & Bhagat, 1985).

Ideally, environmental role ambiguity differs from the individual's uncertainty in that uncertainty has to do with the inability to predict what is expected of oneself ambiguity has to do with a lack of information in the environment (Beehr, 1995). Therefore, role ambiguity is the lack of clarity about duties, objectives, and responsibilities needed to fulfill one's role --- often due to an inadequate understanding of

colleagues, work expectation of jobs behaviors (Cooper, Cooper & Eaker, 1988). Role ambiguity is often perceived when there are changes in technology, social structure, new personnel entering the organization (McGrath, 1976), changes in jobs (e.g., new jobs, transfer, or promotion), new supervisor, or new workplace ( Ivancevich & Matteson, 1980). In essence, role ambiguity is a situation in which there is lack of clearly defined role expectations (Kemery, 1991).

### **Role Conflict**

It is defined as two or more than two sets of unequal stresses relating to job problems (Bamberger, Bacharach & Conley, 1990; Beehr, 1995; Kahn, Wolfe, Quinn, Snoek, Rosenthal, 1964; Katz & Kahn, 1978; Kemery, 1991). Particularly, incompatible demands may be between the anticipations placed on a worker by concerned parties or by the interface between two or more roles of the same person (Cooper, Cooper, & Eaker, 1988; Peterson et al, 1995). The latter is referred to as inter role conflict (Beehr, 1995; Cooper et al, 1988). Role conflict also exist when organizational requirements conflicts with personal values and compulsion to others (Rizzo, House & Lirtzman, 1970, it is referred as person-role conflict.

Role conflict can be experienced as one tries to executing or behaving according to the same role sender's other set to anticipations. This represents intra sender role conflict (Beehr, 1995; Cooper et al., 1988). However, role conflict is more widespread when two or more people or group anticipate or demand of the message receiver different kinds of behaviors. This is referred to as inter sender role conflict (Beehr, 1995). This can even occur because the person all together holds multiple roles. A commonly studied type of inter role conflicts deals with work and family roles. Gupta

and Jenkins (1985), wrote that people in such relationships can experience many types of conflicts, depending on whether the conflicts are with one's spouse (or family role), One's work role, or between the two.

### **Role Overload**

Role overload can be visualized either as imbedded in role conflict or as separate from role conflict (Beehr, 1995). As a distinct construct, role overload is considered to be caused by excessive work, time demands and target (Sofer, 1970) and not having sufficient individual possessions required to accomplish commitments, responsibilities and obligations (Peterson et al.; 1995), in other words, it is an inaptness among job stresses and time existing to assure the burden (Kahn,1980). This is the definition for quantitative overload, which relates to time-based demands or limitations (Newton & Keenan, 1987; Beehr, 1985).

Researchers also think that role overload comes in a qualitative form. Qualitative overload occurs when employees do not have the qualifications (qualities) to do the task well regardless of how much time they have (Bheer, 1985; French & Caplan, 1973). That is regardless of the amount of time available, the worker does not have the necessary knowledge, skills, and abilities to accomplish the tasks (Beehr, 1985).

### **Shift Work and Long Hours**

The psychological and physical wellbeing of employees depends not only on what they do at work but also on when and how long they work. Workings rotary shifts stable or in a shift in night time job concludes in a disturbance of circadian rhythms of physiological and disturbed community actions and have been recognized as stressors at work. For instance, workers that work overtime or working at nights accounts that it

influences their physical and mental conclusions (Ettner & Grzwacz, 2001). Shift work is another common job stressor, shown to affect blood pressure, metabolic rate, blood sugar level, mental efficiency, and motivation to work (Hurrell & Murphy, 1995).

Long working hours have been found to be linked with coronary heart disease leading at times to death. Use of overtime (or extended hours) usually increases during the initial stages of economic upturn when employees are uncertain of the strength of upturn. Over and above hours are more common for men (19%) than women (4%) for middle age (31% of 30-39 –Years-Olds) than younger workers (5% of 20-24-Years-olds), and in managerial positions (22%) (Beswick & White, 2003).

### **Interpersonal Relations**

Bad interpersonal relations in the place of work are constantly recognized as a foundation of constant worry on the other hand; encompassing well recognized causes of societal assistance (getting assistance from supervisors and colleagues) might in fact decrease the effect of additional stressors (House, 1981). Leaders that are rude, hostile or retaliatory are obvious causes of strain for persons in the place of work. Nevertheless, the actions like this by an administrator might additionally guide to persons becoming lonely or discarded by the workgroup. i.e., consecutively to triumph act of kindness with or keep away from as being a sufferer of an rude administrator, colleagues may annoy, exclude or fit into place in swarming coworkers (Schuster, 1996). Administrators might also influence comfort by their interactional inequality; Interactional inequality submit to the awareness of substandard interpersonal handling knowledgeable by persons inside an occupation atmosphere (Bies, 2001).

### **Work-family Conflict**

It is a type of inter role disagreement in which the responsibility of taking stress from the family and employment areas are equally mismatched in several terms. i.e. contribution in the job role is prepared further complicated by high caliber of contribution in the role of family (Greenhaus & Beutell, 1985).

Work-family conflict likely effects physical health through its influence on both mental health-related behaviors. For example, Work-Family conflict has been shown to cause psychological strain or distress, which has been found to cause physiological effects that can lead to physical health problems (Landsbergis, et al., 2001).

### **Workplace Aggression**

Workplace aggression is a serious occupational health problem that has produced a great deal of media attention. Baron and Newman (1998) define it as “effort by individuals to harm others with whom they work, or have worked, or the organizations in which they are currently, or were formerly, employed”. In addition to physical aggression, there are a variety of other behaviors that are non-physical but still aggressive in nature. Example includes shouting, swearing, insult, cynicism and spreading rumors (e.g. Keashly, 1998; Baron & Newman, 1997). Negative mood and fear, symptoms of depression and anxiety had been established to be linked by workplace aggression (LeBlane & Kelloway, 2002; Life Insurance Company of Northwestern National, 1993; Rogers & Kelloway, 1997, Schat & Kelloway, 2000. Job related psychological consequences of aggression have also been observed and include negative work-related

affect negative work-related affect (Schat & Kelloway, 2003), job dissatisfaction (e.g.; Budd, Arvey, & Lawless, 1996), are reduced affective obligation.

The suffering that may result from workplace aggression can be physiologically apparent in the form of somatic trouble and illness. Symptoms include sleep difficulties, headaches, respiratory infection and gastrointestinal problems (Rogers & Kelloway, 1997; Schat & Kelloway, 2000). Research on other work-related stressors has revealed that may result in other physical symptoms, such as musco-skeletal disorders, increased blood pressure and cardiac problems as well and it remains for future research to look at whether they are also envisaged by exposure to workplace aggression.

### **Economic Stressor**

According to Voydanoff (1990), economic stressors refer to features of economic life that are potential stressors for employees and their families and consists of subjective and objective components reflecting the employment and income aspects of the worker-earner role. Objective indicators of economic stress includes employment unsteadiness (e.g., the frequency and length of unemployment versus employment) and monetary deficiency (income loss or low income), while service ambiguity (ones evaluation of the likelihood of job) are subjective indicators of economic stress (Kinnunen & Pulkkinen, 1998).

### **Job insecurity**

Greenhalgh and Rosenblatt (1984) described job insecurity as “a perceived helplessness to preserve desired continuity in a threatened job state”. Barling and Kelloway (1996) found that job uncertainty is related with pessimistic as stresses in a

place of work is highlighted by observation that the momentary or dependent labor force is quickly mounting and that work term has been turned down for a lot of employees.

### **Correlates of Occupational Stress**

#### **Occupational Stress and Health Problem**

Research attempted to investigate the outcome of Occupational Stress on the physical health of people, for example cardiovascular diseases. Heslop, Smith, Hart and Metcalfe (2002) find that Occupational Stress may be associated to the development of cardiovascular disease (CVD). Results of the study prove that there is an inverse association between Occupational Stress and cardiovascular diseases.

Additionally to being related by a diversity of physical sickness together with hypertension (Bennt, Lowe, Matthews, Dourali, & Tattersall, 2001) find that elevated levels of work related stress could have a harmful consequence on emotional health. On the organizational level, elevated levels of work related stress have been connected to small levels of output (Blix, Cruise, Mitchell, & Blix, 1994).

#### **Occupational Stress and Job Satisfaction**

Burke and Richardson (1980) investigated associations between job satisfaction, Occupational Stress and a variety of personality attributes and work-related variables in a sample of 303 female doctors. Investigation demonstrated that instant stress and danger of mismanagement proceedings were causes of strain and that on the whole contentment was associated to contentment by both social and professional features of the occupation. Females who suffered elevated pressure and reduced contentment were more probable to have pessimistic observations of the performance of the wellbeing care scheme.

TH-8448

Bennett, Lowe, Matthews, Dourali, and Tattersall,(2001) inspected the association among job satisfaction and Occupational Stress in a group of one hundred and thirty three technical and industrial instructors. Correlation investigation showed a well-built opposite association among the construct through stresses associated to be short of assistance by the organization being further powerfully related with work contentment than stresses associated to the work itself. There were too important variations in associations among occurrence of stressors and work contentment and associations among work contentment and strength of stressors signifying that occurrence of stressors have a better brunt on member's work contentment than do strength of the stressors.

In another research Marie (1999) uncovered Occupational Stress for contentment and situation of wellbeing in nurses of Brazil and the association of such variables to a productive were accepted wisdom managing approach. Occupational Stress is related with definite condition, attributes of the job location as well as person's awareness and responses in the background of the place of work. Result suggests that nurses encompassed smaller amount of mental wellbeing troubles and in a similar way work contentment match up to other executive works of Brazilian government. Occupational Stress was in a straight line related with condition of wellbeing as well as oppositely related through worldwide productive thoughts and work contentment.

### **Professional Burnout**

Researchers also tried to explore the association among Occupational Stress and burnout. The present study showed that positive association among them was found. In a study conducted by Anthoniou, Polychroni and Vlachakis, (2006) recognized the definite causes of professional burnout and Occupational Stress suffered by educators serving in



primary and secondary schools in Greek. Women educators suffered considerably superior levels of Occupational Stress, especially by regard to communication with scholars and classmates, student's progress, workload and sentimental tiredness. Youthful educators suffered superior degrees of burnout, especially in provisions of sentimental tiredness and detachment from the occupation, whereas elder educators suffered superior degrees of strain in provisions of the assistance they experience and they obtain from the government.

---

## **Rationale**

It is evident from the literature review that job stress is an adaptive response to external situations that results in physical, psychological and behavioral deviations for participants. It is very important construct and has direct and indirect impact on a person and society as a whole. Researches on Occupational Stress are related with job performance physical and psychological health and professional burnout etc,(Anthoniou ,Polychroni & Vlachakis, 2006; Abu AlRub & Fawrzi, 2004; Helsop, Smith, Hart,& Metcalfe,2002 ).

This study will provide us the information about the factors that play casual roles in the development of Occupational Stress among working people of public and private sector.

# **METHOD**

**METHOD**

**Objective of the study**

The purpose of this research is to investigate Occupational Stress among employees of public and private sectors.

**Hypotheses**

1. The employees of the private sector will have more Occupational Stress as compared to public sector employees.
2. Occupational Stress will be more in females than male employees.
3. More experienced employees will suffer less stress than the less experienced employees.
4. Married employees will experience more Occupational Stress than unmarried employees

**Definition of variables**

**Occupational Stress**

According to Cox (1993) Occupational Stress is a psychological condition that result's from people's observation of an imbalance between job demands and their abilities to manage with those demands.

Occupational Stress is an expression utilized to label continuing stress which is associated with the place of work. The stress might contain to do with the duties related with the job itself or cause with situations that are supported in the commercial civilization or individuality disagreement. Like the other forms of nervousness,

Occupational Stress could ultimately influence both emotional and physical health if not controlled efficiently.

### **Public sector employees**

The element of the economy concerned with giving basic government services. The public sector is that section of the general public proscribed by state, countrywide or local and provincial governments. The public sector includes worldwide, significant services like state protection, motherland defense, law enforcement defense, city development, rectifications, fire fighting, excise as well as different community plans.

### **Private sector employees**

The element of the economy that is not controlled by the government and is governed by persons and corporations for revenue. This subdivision includes all for revenue industry that are not possessed or run by the government. Corporations and companies that are run by government are element of what is recognized as the public sector, whereas nonprofit organizations and charity are element of the charitable segment.

### **Operational definition of Occupational Stress**

Occupational stress is a pattern of reactions that occurs when workers are presented with work demands not matched to their knowledge, skills or abilities and which challenge their ability to cope and there is a perceived imbalance between demands and environmental or personal resources.

### **Instruments**

#### **Occupational Role Questionnaire**

Osipow and Spokane (1987) initially developed Occupational Role Questionnaire. Occupational Role Questionnaire (Urdu version) translated by Saliq in 2006 was used in

the present research and alpha coefficient reliability was found to be 0.85. This questionnaire consists of 60 items. The Occupational Stress inventory is a concise measurement of three dimensions. The alpha coefficient reliability of Occupational Role Questionnaire for the current study was 0.91. The scale items are scored on a 5-point rating scale with the “never” allocated a score of 1, “sometimes” allocated a score of 2, “often” assigned a score of 3, “mostly” allocated a score of 4 and “always” allocated a score of 5. Option 1 shows a low level of Occupational Stress and option 5 shows high level of Occupational Stress.

### **Sample**

Sample consisted of 120 employees, 60 from public (30 males and 30 females) and 60 from private sectors (30 males and 30 females) of POF Wah Cantt, Taxila and industrial state of Hattar ranging from 24 years age to 53 years. Convenient sampling procedure was used.

### **Procedure**

The scale was administered to the sample of public and private sector employees. We approached the subjects individually. The subject's consent was taken for participation in the study. Brief instructions were given to the subject. It was made clear to them that all the information will be kept confidential and would be utilized for research purpose only. They were requested to complete the questionnaire. In the end they were expressed thanks for their cooperation.

### **Data analysis**

In order to find out the mean differences among the employees of public and private sector, t-test was carried out by using the SPSS (Statistical Package for Social Sciences) package.

# **RESULTS**



## RESULTS

Table 1

*Demographic Table*

Sector		Age		Gender		Marital Status	
Public Sector	Private Sector	24-35	36-53	Male	Female	Married	Unmarried
60	60	60	60	60	60	50	70

Table 2

*Alpha Reliability of Occupational Role Questionnaire (N=120)*

Scale	No. of Items	Alpha reliability coefficient
<i>Occupational Role Questionnaire</i>	60	.91

**Table 3: Occupational Stress among the employees of Public Sector and Private**

**Sector (N=120)**

Scale	Sector				<i>t</i>	<i>p</i>
	Public		Private			
	(n=60)		(n=60)			
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>		
Occupational Questionnaire	177	23.79	197	28.99	4.137	.000
<i>df</i> =118						

Table 3 shows that Public Sector employees differ significantly than the private sector employees i.e., Private sector employees show more Occupational Stress than the Public sector employees.

*Table 4: Occupational Stress among the Public Sector and Private Sector Employees showing Gender differences*

Scale	Sector				<i>t</i>	<i>p</i>
	Male		Female			
	Public Sector		Private Sector			
	(n=60)		(n=60)			
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>		
Occupational Role Questionnaire	176.8	28.16	197	24.6	4.232	.000

*df*=118

Table 4 shows that female employees differ significantly than the male employees. i.e., female employees show more Occupational Stress than the male employees.

**Table 5: Occupational Stress showing differences among the employees of Public Sector and Private Sector employees according to experience (N=120)**

Scale	Sector				<i>t</i>	<i>p</i>
	Less Experienced Age group 24-35 (n=60)		More Experienced Age group 36-53 (n=60)			
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>		
Occupational Role Questionnaire	188.4	27.68	180.2	30.62	1.212	.228

*df*=118

Table 5 shows that more experienced employees do not differ significantly than the less experienced employees.

**Table 6: Occupational Stress showing differences among married and unmarried employees of Public and Private Sector (N=120)**

Scale	Marital Status				<i>t</i>	<i>p</i>
	Unmarried (n=50)		Married (n=70)			
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>		
Occupational Role Questionnaire	177	29.46	200.9	19.41	5.017	.000

*df*=118

Table 6 shows that married employees differ significantly on Occupational Stress level than the unmarried employees i.e., married employees show more Occupational Stress than the unmarried employees.

# **DISCUSSION**

## DISCUSSION

The current investigation was designed to explore the level of Occupational Stress in the employees of public sector and private sector. A sample of 120 employees from public sector and private sector were taken from the public sector organizations and private sector organizations. Hypothesis no. 1 was that public sector employees will score less on Occupational Stress than the private sector employees. Results found that employees of the public sector experienced less Occupational Stress than the employees of the private sector. Lehal (2007) worked on "A Study of Organizational Role Stress and Job Satisfaction among Executives in Punjab". It was found that in case of Occupational Role Stress, the results of public sector executives are better than private sector executives. It means that the executives in public sector are less stressful in their organizations. In the same sector, female executives are more stressful. In private sector, where overall stress level is very high, male executives are more under stress than females.

Wlodarski (2010) investigated moderate levels of Occupational Stress in working people. More people experience very high stress levels (22.6%) in the private sector than in the public sector (13.5%) significantly. The sectors showing the highest levels of stress are skilled trades (45% of workers), cleaning (36%), hotels, restaurants and catering, and retail (both 32.4%). In those sectors, two to three times as many people experience high stress levels compared with other areas, such as manufacturing (13.1%), teaching (13.8%), the public sector (14.3%) or financial services (15.5%). A very low level of educational attainment is closely related to the experience of high stress levels.

Hypothesis number 2 was that female employees will experience more Occupational Stress than the male employees. Results showed that female employees had more Occupational Stress than the male employees. Pološki and Bogdanić (2007) worked on "Individual differences and Occupational Stress perceived: a Croatian survey". It was found that female employees experienced more Occupational Stress than the male employees. It was also found that marital status was significantly associated with the level of Occupational Stress seemed to wedded individuals, possibly ever since of their home/work disagreement, suffer advanced levels of strain than non married ones.

Wlodarski (2010) surveyed on 'moderate' levels of Occupational Stress in working people. It was found that Women were twice as likely as men to be affected by very high levels of stress (29.4%, compared with 15.2% for men). Those in blue-collar jobs are nearly three times as likely to be subject to very high stress levels as senior managers (24.6%, compared with 8.6%).

Results of a study done by Aditya & Sen (1993) have shown that the male executives who were predominantly masculine in their sex role orientation faced greater stress an anxiety in their job situation than the female executives who were predominantly androgynous in their sex role orientation. However, female executives found it more difficult to combine their organizational and family roles together as seen by their high scores on inter-role stress.

Men have always faced stressors in the job situation but for women who have recently entered the job market, the experience of stressors is some what new. Majority of the urban working women prefer a combination of 2 different roles via, the role of the house wife and that of the wage earner. Both these roles are important and demanding,



and in order to perform them efficiently they feel torn b/w their loyalty to their profession and their home. This exposes them to stressful situations on two fronts; the home and the workplace (Aditya & Sen, 1993)

Nearly thirteen hundred employees working as full time in United States a group of private corporations, it was revealed that sex, including other factors contributes for variations in work related stress at the place of work. The study revealed that females are more affected from stress than males and that they are considerably more appropriately to demonstrate burnout, stress-related sickness or a wish to leave jobs. The researchers recommended many causes for this. In her priority, females are paid less than man several times for their job, although they posses degrees. Several organizations too aggravate strategies that react to issues of family (Ugon, 2001).

Hypothesis number 3 was that more experienced employees will experience less Occupational Stress than the less experienced employees. Our results do not support this hypothesis. Jones (2008) worked on Organizational Commitment: Buffer of Work Stress Relationship to Health, Gender and Age. There was no main effect of age found neither for the control stressor nor for affective commitment in terms of control, however, the interaction proved to be significant. A Scheffe follow up was performed to indicate where the differences occur in the conditions, however, was found to be not significant.

Hypothesis number 4 was that married employees will experience more Occupational Stress than the unmarried employees, the result support this hypothesis. Pološki & Bogđanić (2007) worked on person's variations and Occupational Stress perceived. Matrimonial condition was considerably linked to the level of Occupational

Stress experienced. Wedded persons, perhaps due to their home/work disagreement, suffered advanced stress levels as compared to the unmarried.

## **SUMMARY**

The present study aimed at examining the Occupational Stress among the employees of the public and private sectors. Occupational Role Questionnaire was used for the present study. Statistical analysis of the instruments indicates that the instruments are reliable measures (see Table 2). Results indicate that Occupational Stress was more in the employees of private sector than the employees of the private sector (see Table 3).

It was hypothesized that public sector employees will show more occupational stress than the employees of the private sector. Results revealed that employees of the public sector experienced less Occupational Stress than the employees of the private sector. Lehal (2007) conducted a research on "A Study of Organizational Role Stress and Job Satisfaction among Executives in Punjab". It was found that in case of Occupational Role Stress, the results of public sector executives are better than private sector executives. It means that the executives in public sector are less stressful in their organizations. In Saudi Arabia Khaled, Al-Shammari & Jefri (1995) investigated Occupational Stress in different organizations. Nine sources of stress were explored in this investigation among employees working in different organizations of Saudi Arabia. Results revealed that deficiency of information regarding performance assessment graded much elevated as a cause of stress in semi-private and private industries than it did inside public industries.

Regarding to gender it was hypothesized that female employees will experience more Occupational Stress than the male employees. Results revealed that female

employees experienced more Occupational Stress than the male employees. Pološki Vokić and Bogdanić (2007) conducted a research on “Individual differences and Occupational Stress perceived: a Croatian survey”. It was found that female employees experienced more Occupational Stress than the male employees.

Regarding to marital status of the employees it was hypothesized that married employees will experience more Occupational Stress than the unmarried employees, the result support this hypothesis. Pološki and Bogdanić (2007) conducted a research on “Individual differences and Occupational Stress perceived: a Croatian survey”. It was revealed that marital status was notably linked to the level of Occupational Stress experienced. Matrimonial persons, most likely due to their conflict in work/home, suffer superior stress levels than non married ones.

It was also hypothesized that more experienced employees will experience less Occupational Stress than the less experienced employees. Our results do not support this hypothesis. Jones (2008) conducted a research on Organizational Commitment: Buffer of Work Stress Relationship to Health, Gender and Age. There was no main effect of age found neither for the control stressor nor for affective commitment in terms of control, however, the interaction proved to be significant. A scheffe follow up was performed to indicate where the differences occur in the conditions, however, was found to be not significant.

## **CONCLUSION**

It has been concluded from this research that Occupational Stress is more in private sector employees as compared to the employees of the public sector. Female employees differ significantly than the male employees. i.e., female employees show

more Occupational Stress than the male employees. More experienced employees do not differ significantly than the less experienced employees. Also the married employees differ significantly than the unmarried employees. i.e., married employees show more Occupational Stress than the unmarried employees.

### **SUGGESTIONS AND LIMITATIONS**

Each study has its boundaries that are talked about to assist in upcoming researches. This research has too a few limits. Firstly the size of sample was not too much large. Several questionnaires of this study were not given back by the employees. This investigation was performed in two areas, in upcoming time this research can be spread to other urban regions of the state. The sample of the study were public and private sector employees, in future it can include educators, physicians, other mental wellbeing occupations.

# REFERENCES

## REFERENCES

- AbuAlRub, R. F. (2004). Job stress, job performance, and social support among hospital nurses. *Journal of Nursing Scholarship*, 36(1), 73-78.
- Aditya, S. M & Sen, A. K. (1993). Executives under stress: a comparison between men and women. *Journal of the Indian Academy of Applied Psychology*. 19(1-2): 1-6.
- Ahmad, S. Bharadwaj, A. & Narula, S. (1985). A study of stress among executives. *Journal of personality and clinical studies* 1 (2), 47-50.
- Anthoniou, A. S., Polychroni, F., & Vlachakism A., N. (2006). *Journal of Managerial Psychology*. 21, 7, 682-690.
- Appley, M.H., & Trumbull, R. (Eds). (1967). *Psychology stress*: New York: Appletion. Country Crofts.
- Bamberger, P, Bacharach, S.B & Conley, S. (1990). Work Processes, Role conflict, and role overload; the case of nurses and engineers in the public sector: *work and Occupations*, 17, 199-228.
- Barling, J. and E.K. Kelloway. 1996. "Job Insecurity and Health: The Moderating Role of Workplace Control." *Stress Medicine* 12:253-259.

- Baron, R.A., & Newman, J.H. (1997). Aggression in the workplace. In R.A Giacalone & Greenberg (Eds). *Antisocial behavior in organization* (pp. 37-67). Thousand Oaks, CA: Sage.
- Baron, R.A., & Newman, J.H. (1998). Workplace violence and workplace aggression: Evidence concerning specific forms, potential causes, and preferred targets. *Journal of Management*, 24,391-419.
- Beehr, T. A. (1976). Perceived situational moderators of the relationship between subjective role ambiguity and role strain. *Journal of Applied Psychology*, 61, 35-40
- Beehr, T.A., & Newman, J. (1979). Job stress and employee health and organization effectiveness, a facet analysis model and literature review. *Personal Psychology*, 31,655-667.
- Beehr, T.A., & Bhagat, R.S., (Eds.). (1985). *Human stress and Cognition in Organization: An Integrated perspective*. New York: Wiley.
- Beehr, T. A. (1995). *Psychological stress in the workplace*. New York: Routledge.
- Bennett, P., Dourali, M., Lowe, r., Mathews, V., & Tattersall, A. (2001) Stress in Nurses: Coping, managerial support, and work demand. *Stress and Health: Journal Of the International Society for the investigation of stress*, 17(1), 55-63.

Beswick, J., & White, j. (2003). *Working long hours*. Sheffield: health and safety Laboratory.

Beutell,N.T., Greenhaus, M.M.(1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10. 76-88.

Bharati T; Nagarathnamma B; Viswanatha Reddy S, "Effect of Occupational Stress on job satisfaction". 1991 Jan-Jul *Journal of the Indian Academy of Applied Psychology* 17(1-2): 81-5.

Bies, R.J.(2001). Interactional (in) justice: the sacred and the profane. In J. Greenberg & R. Cropanzano (Eds.), *Advances in organization justice*(pp. 89-118). Palo Alto, CA: Stanford University Press.

Blix, A.G., Blix.G.G., Cruise, R,J., Mitchell, B.M.(1994). Occupational Stress among university Teachers. *Education Research*, 36,157-169.

Budd, J.W., Arvey, R.D. & Lawless, P.(1996). Correlates and consequences of workplace violence. *Journal of Occupational Health Psychology*, 1,197-210.

Burke, R.J., & Richardson, A.M. (1980). *Organization Behavior/ Industrial Relations*, Faculty of Administrative Studies, York University, Ontario. Canada.



Caplan, R.D., & French, J.R.P.(1973). *Organizational stress and individual strain*. In A. J. Marrow (Eds). *The failure of success*. New York: AMACOM.

Caplan, R.D. (1987). Person-Environment Fit theory and organizations: Commensurate Dimensions, time perspectives, and mechanism. *Journal of Vocational Behavior*, 31, 264-267.

Cofer, C.N., & Appley, M.H. (1964). *Motivation: Theory and research*. New York: Willey.

Collins essential English dictionary /*Strain*, Retrieved from [http/ google.com](http://google.com) 2<sup>nd</sup> feb, 2009.

Comish, R., Swindle, B. (1994), Managing stress in the workplace, *National Public Accountant*, 39(9): 24-28.

Cooper, C.L. (1981). *The stress check: Coping with stress of life and work*. Englewood cliffs, NJ: Prentice Hall.

Cooper, C.L. Cooper, R.D & Eaker, L.H. (1988). *Living with stress*. London: Penguin.

Cooper, C, L., & Sloan, S.J. (1986). *Pilots under stress*. London: Routledge & Kegan Paul.

Cox, T. (1993). *Stress research and management: Putting theory to work* CRR. London: HMSO.

Davidson, H., Folcarelli, P.H., Crawford, S., Duprat, L.J., and Clifford, J.C. (1997) "The effects of health care reforms on job satisfaction and voluntary turnover among hospital-based nurses", *Medical Care*, Vol 35 No 6, pp. 634-645.

Deary, I. J., Blenkin, H., Agius, R. M., Endler, N. S., Zeally, H., & Wood, R. (1996). Models of job-related stress and personal achievement among consultant doctors. *British Journal of Psychology*, 87, 3-29.

Elliot, G.R. & Eisdorfer, C. (1982). *Stress and human health: Analysis and implication of Research*: New York: Springer- Verlag.

Ettner, S.L., & Grzwacz, J.G.(2001). Worker's perceptions of how jobs affect health: A Social ecological perceptual strain. *Journal of Applied Psychology*, 86, 418-424.

Fotinos-Ventouratos, R., Cooper, C. (2005). The role of gender and social class in work stress, *Journal of Managerial Psychology*, 20(1): 14-23.

French, J. R. P., Jr., Caplan, R. D., & Harrison, R. V. (1982). *The mechanisms of job stress and strain*. London: Wiley.

Ganster, D. C., Schaubroeck, J. (1991), Work Stress and Employee Health, *Journal of Management*, 17(2): 235-271.

Gregory, A. (1990), Are Women Different and why are Women Thought to Be Different? Theoretical and Methodological Perspectives, *Journal of Business Ethics*, 9(4/5): 257-266.

Greenhalgh, L., Rosenblatt, Z. (1984). Job Insecurity: Towards conceptual clarity: *Academy of Management review*, 9, 438-498.

Gupta, N., & Jenkins, G.D., (1985). Dual Career Couples: Stressors, strain and strategies. In T.A. Bheer & R.S. Bhagat (Eds). *Human stress and cognition in organization* (pp.144-176). New York: Wiley.

Heslop, P., Smith, G.D., Metcalfe, C., Macleod, J., & Hart, C. (2002). Change in job satisfaction, and its association with self-reported stress, cardiovascular risk factors and mortality. *Social Science and Medicine*, 54, 1589–1599. John, U., Riedel, J., Rumpf, H.J., Hapke, U., & Meyer, C.

Hinkle, L.E.(1974). *The effect of exposure to cultural change, social change and changes in interpersonal relationship in health*. In B.S. Worehwend and B.P Dohrenwend (Eds). *Stressful life events: Their nature and effects*. New York: Willey.

House, J.S. (1981). *Work stress and social support*. Reading, M.A: Addition-Wesley.

Howard, J.A.(1979). Person situation interaction models. *Personality and Social Psychology Bulletin*, 5191-195.

Hurrell, J.J., Murphy, L.R.(1995). Psychological job stress. *Journal of Human Stress*, 58,112-130.

Ivancevich, J. M.& Matteson, M(1980). *Stress and Work: A managerial perspective*. Glview, IL;Scott, Foresman.

Jex, S. M., Beehr, T. A., & Roberts, C. K. (1992). The meaning of occupational "stress" items to survey respondents. *Journal of Applied Psychology*, 77, 623-628.

Jex, S.M. (1998) *Stress and Job performance: Theory, Research and implications for managerial practice*. Thousand Oaks, CA: Sage.

Jex, S.M. (2002). *Organizational Psychology: A Practitioner approach*. New York: Willy.

Jones, L. (2008). Organizational Commitment: Buffer of Work Stress? *The Plymouth Student Scientist*, Vol. 1, No 2.

Kahn, R .L, Wolfe D.M., Quinn, R.P Snoek, J.D. & Rosenthal, R, A. (1964). *Organizational stress: Studies in role conflict and ambiguity*. New York: Willey.

Kahn, R. (1990). Health risk with increased job control among white-collar workers. *Journal of Organizational Behavior*, 3,172-185.

Karasek, R. (1990). Job demands, job decision latitude, and mental strain. *Administrative Science Quarterly*, 38, 245-254.

Katz, D., & Kahn R.(1978). *The social psychology of organizations*. New York: Willey.

Keashly, L.(1998). Emotional abuse in the workplace: Conceptual and empirical issues. *Journal of Emotional Abuse*, 1, 85-115.

Kelloway, E.K.(1996). Job insecurity and Health: The moderating role of workplace control. *Stress Medicine*, 12,253-260.

Kemery, E. R. (1991). Affective disposition, role stress, and job withdrawal. In P.L. Perrewe(Eds) Handbook on job stress{Special issue}. *Journal of behavior and personality*, 6,331-349.

Kelloway,E.K.,& Leblance M.M (2002). Predictors and outcomes of workplace violence and aggression. *Journal of Applied Psychology* 87, 444-453.

Kelloway E.K & Schat, A.C.H(2003). Reducing the adverse consequences of workplace aggression and violence: The suffering effects or organization support. *Journal of Occupational Health Psychology*, 8 110-112.

Khaled A. Ben-Bakr; Id S. Al-Shammari; Omar A. Jefri (1995). Occupational Stress in different organizations: a Saudi Arabian survey. *Journal of Managerial Psychology*. pp.24 – 28.

Kinnunen A., Newton, T.J.(1987)Role stress reexamined: An investigation of the stress predictors. *Organizational Behavior and Human Decision Processes*, 40, 346-368.

Kinnunen, U. & Pulkkinen, L. (1998), Linking economic stress to marital quality among Finnish marital couples.Mediator effects. *Journal of Family Issues*. 19, 705-724.

Landsbergis, P. A, Belkic, K.L., Baker, D.,, Schnall, P.L., Schwartz, J., & Pickring, T.G. (2001). work stressors and cardiovascular disease. *Work*, 17,191-208.

Lazarus, R.S. (1983). Psychological stress and coping in aging: *American psychologist*, 38, 245-254.

Lazarus,R.S.,& Folkman, S.(1984). *Stress appraisal, and coping*. New York: Springer.

Lehal, R (2007). A Study of Organizational Role Stress and Job Satisfaction among Executives in Punjab. *Indian Management Studies Journal*, 67-80.

Lewin, K. 1951. *Field theory in social science*. New York: Harper.

Luthans, F. (1992). *Organizational behavior* (8 Ed). Irwin McGraw-Hill.

Marie, J. (2004). Occupational Stress and constructive thinking: health and job satisfaction. *Journal of Advance nursing*. Vol. 46, pp 480-487.

Mason. J.W.(1975b). A historical view of the stress field. *Journal of Human Stress*, 11, 6-12.

McGrath, J.E.(1976). *Stress and behavior in organizations*. In M.D. Dunnette (Eds). *Handbook of industrial and organizational psychology* (pp. 1351-1396). Chicago: Rand McNally.

Malta, (2004). *Stress at work. A concept in stress.* Human Factors Limited. Business Psychology and Strategy Development.

Mital, P & Akhilesh K.B (1993). Group related issues and concerns of Indian managers on team building, *Organizational Management*, Apr - Jun, pp.39-42.

Murphy, S.L Sauter.(1999). *Occupational Stress issues & Development in research* New York: McGraw-Hill.

Nelson, D.L., Hurrell ,J.J & Simmons,B.L(1998) Measuring job stressors and strains: Where have we been, Where We are, and where we need to go. *Journal of Occupational Health Psychology*, 3, 368-389.

Poloski, N., & Bogdanic, A. (2007). Individual differences and Occupational Stress perceived: a Croatian survey, *E.F.Z.G Working Papers Series*, Faculty of Economics and Business, University of Zagreb, Number. 0705. pp. 12.

Northwestern National Life Insurance Company. (1993). *Fear and violence in the workplace: A survey documenting the experience of American Workers.* Minneapolis, MN: Author.



Osipow, S.H., Spokane, A.R.(1987). *Occupational Stress Inventory*. Odessa, FL. Psychological Assessment Resource.

Pearce, J.L., (1981). Bringing some clarity to the role ambiguity research. *Academy of Management Review*, 6,665-674.

Peterson, M. F., Smith, P. B., Akande, A., Ayestaran, S., Bochner, S., Callan, V., Cho, V. G., Jesuino, J. C., D'Amorim, M., Francois, P. H., Hofmann, K., Koopman, P. L., Leung, K., Lim, T. K., Mortazavi, S., Munene, J., Radford, M., Ropo, A., Savage, G., Setiadi, B., Sinha, T. N., Sorenson, R., & Viedge, C. 1995. Role conflict, ambiguity, and overload: A 21-nation study. *Academy of Management Journal*, 38(2): 429-452.

Primm, D. (2005)"*What Workplace Stress Research is Telling Technical Communication*."Technical Communication52449-455

Quick,J.c & Quick ,J.D (1984) Preventing stress management at organizational level. *Personnel*. 63, 24-34.

Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly*, 15, 150-163.

Robertson, I. T., Cooper, C, L., & Williams, J. (1990). The validity of the Occupational Stress Indicator. *Work & Stress*, 4, 29-39.

Rogers K, Kelloway EK. 1997. Violence at work: Personal and organizational outcomes . *J. Occup. Health Psych.* 2: 63 - 71.

Schat, ACH, Kelloway EK. 2000. The effects of perceived control on the outcomes of workplace aggression and violence. *J. Occup. Health Psych.* 4:386 - 402

Schat A.C.H, Kelloway E.K. 2003. Reducing the adverse consequences of workplace aggression and violence: The buffering effects of organizational support. *J. Occup. Health Psych.* 8:110 - 22

Schuler,R.S.(1980). *Definition and conceptualization of stress in organizations.* Organizational Behavior and Human Performance, 25, 184-215.

Schuster, B.(1996). Rejection, Exhaustion, and harassment at work and in school. *European psychologist*, 1(4), 293-309.

Selye, H. (1956). *The stress of life* New York: McGraw-Hill.

Selye, H. (1974). *Stress without distress.* New York: J.B. Lippincott Company.

- Sen, A.K, & Aditya, S.M (1993). Executive under stress: A Comparison between men and women *Journal of the Indians Academy of Applied Psychology*, 19(1-2),1-6.
- Sharpley, C. F., Reynolds, R., Acosta, A., Dua, J. K. (1996), The presence, nature and effects of job stress on physical and psychological health at a large Australian university, *Journal of Educational Administration*, 34(4): 73-86.
- Sofer, C. (1970). *Men in mid career*. London: Cambridge University Press.
- Sonnentag, S, Brodbeck, F. C, Hetenbokel, T & Stolte, W (1994). Stress-Burnout relationship in software development teams, *Journal of occupational and Organizational Psychology*, 67, 327-341.
- Taylor, R. (1992). *Case studies in stress* In R. Jenkins & N.Coney (Eds). Prevention of Mental Health at work. London, HMSO.
- Ugon, D. ( 2001): “Collegamenti e interdipendenze tra stress da lavoro, consumo di alcool, sostanze stupefacenti e violenza”, in *Rivista Italiana di Medicina Legale*, Vol. 23.
- Voydanoff, P. (1990). Economic distress and family relations: A review of the eighties. *Journal of Marriage and family*, 52, 109-145.

Wlodarski, O. (2010). Luxembourg: EWCO Comparative Analytical Report on WORK-RELATED STRESS. *European Working Conditions Observatory*.

# **ANNEXURE**

# Occupational Stress Inventory

## ہدایت

ملازمت کرنے والے خواتین و حضرات کو مختلف قسم کے ذہنی اور نفسیاتی دباؤ کا سامنا کرنا پڑتا ہے۔ جس کا اثر اگلے کام، ذہن، صحت، اور لوگوں سے تعلقات پر پڑتا ہے۔ اگلے صفحات پر آنے والے جملوں میں انہی اثرات کو دیکھنے کی کوشش کی گئی ہے۔ آپ ان جملوں کو غور سے پڑھیں اور اپنے تجربے کی بنیاد پر ایک (1) سے پانچ (5) تک کے نمبروں میں جو نمبر آپ کے اپنے تجربے اور کیفیت کو ظاہر کرتا ہے۔ اس پر نشان لگائیں جب آپ کے تجربے میں ایسا ”کبھی نہیں“ ہوا نمبر (2) پر ایسی صورت میں نشان لگائیں جب آپ کے تجربے میں ایسا ”کبھی کبھار“ ہوتا ہے۔ نمبر (3) پر ایسی صورت میں نشان لگائیں جب آپ کے تجربے میں ایسا ”اکثر“ ہوتا ہے۔ نمبر (4) پر ایسی صورت میں پر نشان لگائیں جب آپ کے تجربات میں ایسا ”زیادہ تر“ ہوتا ہے۔ نمبر (5) پر ایسی صورت میں نشان لگائیں جب آپ کے تجربے میں ایسا ”ہمیشہ“ ہوتا ہے۔

نوٹ: ہر جملے کے لیے صرف ایک ہی خانے میں نشان لگائیں۔

Occupational Role Questionnaire

۱	کام کے دوران مجھ سے توقع کی جاتی کہ میں بہت کم وقت میں مختلف نوعیت کے بہت سے امور کو انجام دوں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۲	میں محسوس کرتا/کرتی ہوں کہ میری ملازمت کی ذمہ داریاں بڑھتی جا رہی ہیں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۳	ملازمت میں مجھ سے ایسے امور سرانجام دینے کی توقع کی جاتی ہے جن کی مجھے تربیت نہیں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۴	مجھے کام گھر رسا تھلے جانا پڑتا ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۵	اپنے کام کو سرانجام دینے کے لئے جن وسائل کی ضرورت ہے وہ مجھے حاصل ہیں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۶	میں محسوس کرتا/کرتی ہوں کہ میں جو کام کرتا/کرتی ہوں اس کی قابلیت مجھ میں نہیں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۷	میں انتہائی مقررہ وقت کے اندر کام کرتا/کرتی ہوں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۸	میری خواہش ہے کہ کام کے تقاضوں کو پورا کرنے کے لئے مجھے زیادہ مدد مل پاتی۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۹	میری ملازمت کا تقاضا ہے کہ میں بیک وقت یکساں اہمیت کے کئی کام سرانجام دوں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۱۰	مجھ سے مناسب سے زیادہ کام کی توقع کی جاتی ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۱۱	میں محسوس کرتا/کرتی ہوں کہ میرا کیریئر ایسا ہی ترقی کر رہا ہے جیسی میں امید کرتی ہوں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۱۲	میں محسوس کرتا/کرتی ہوں کہ میری دلچسپی اور مہارت کام کے مطابق ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۱۳	میں اپنی ملازمت سے بور ہو چکا/چکی ہوں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۱۴	میں محسوس کرتا/کرتی ہوں کہ میری ملازمت کی مجھ پر کافی ذمہ داری ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۱۵	میں محسوس کرتا/کرتی ہوں کہ میری صلاحیتیں میری ملازمت میں استعمال ہو رہی ہیں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۱۶	میں محسوس کرتا/کرتی ہوں کہ میری ملازمت کا مستقبل اچھا ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۱۷	میں ملازمت میں کامیابی اور پیمانے کے لئے اپنی ضروریات کو پورا کرنے کے قابل ہوں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۱۸	میں محسوس کرتا/کرتی ہوں کہ میری کوالیفیکیشن میری ملازمت سے زیادہ ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۱۹	میں اپنے کام میں نئی مہارتیں سیکھتا/سیکھتی ہوں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۲۰	مجھے اپنی قابلیت سے کم معیار کے امور سرانجام دینا پڑتے ہیں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۲۱	میرا افسر میری کارکردگی کے بارے میں کارآمد آگاہی دیتا ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۲۲	مجھ پر واضح ہے کہ آگے بڑھنے کے لئے مجھے کیا کرنا ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۲۳	مجھ سے کام کی تکمیل کے بارے میں رکھی جانے والی توقعات غیر یقینی ہیں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۲۴	جب کئی امور پیش ہوں تو میں جانتا/جانتی ہوں کہ پہلے کسے کرنا چاہیے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۲۵	میں جانتا/جانتی ہوں کہ نئے سونے گئے راجیکٹ کو کہاں سے شروع کرنا ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ

۲۶	میرا سپردا نذر مجھ سے کہتا کچھ اور ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۲۷	میں سمجھتا/ سمجھتی ہوں کہ میری ملازمت میں لباس اور باہمی تعلقات کے بارے میں کس کا طرز عمل قابل قبول ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۲۸	میری ملازمت کی ترجحات مجھ پر واضح ہیں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۲۹	مجھ پر بالکل واضح ہے کہ میرا افسر کیا چاہتا ہے کہ میں کیسے وقت گزاروں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۳۰	میں جانتا/ جانتی ہوں کہ مجھے کن بنیادوں پر جانچا جاتا ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۳۱	میرا افسر مجھ سے کیا چاہتا ہے اور میں کیا صحیح سمجھتا/ سمجھتی ہوں اس بارے میں کنکشن محسوس کرتا/ کرتی ہوں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۳۲	کام کے دوران میں خود کو مختلف گروہوں میں بھسنانا ہوا محسوس کرتا/ کرتی ہوں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۳۳	مجھے ایک سے زائد افراد بتاتے ہیں کہ مجھے کیا کرنا ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۳۴	میں محسوس کرتا/ کرتی ہوں کہ میں اپنے افسر یا کمپنی کی کامیابی میں دلچسپی رکھتا/ رکھتی ہوں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۳۵	میں اپنے کام کے بارے میں اچھا محسوس کرتا/ کرتی ہوں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۳۶	میرے سپردا نذر میرے کام کے بارے میں متضاد خیالات رکھتے ہیں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۳۷	مجھے اپنے ذریعہ معاش پر فخر ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۳۸	جہاں میں کام کرتا/ کرتی ہوں وہاں بالکل واضح ہے کہ حقیقتاً اختیارات کس کے پاس ہیں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۳۹	ملازمت میں میری ذمہ داریاں بٹی ہوئی ہیں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۴۰	میں محسوس کرتا/ کرتی ہوں اس کا مجھے اتنا ہی فائدہ ہے جتنا میرے افسر کو۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۴۱	میں محسوس کرتا/ کرتی ہوں کہ دن میں جتنا میں چاہتا/ چاہتی ہوں ایک سے زیادہ لوگوں کو برتنا پڑتا ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۴۲	میں کام ہڈا من مسائل کو حل کرنے میں وقت گزارتا/ گزارتی ہوں جو دوسرے میرے پاس لے کر آتے ہیں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۴۳	میرے ماتحتوں کی فلاح و بہبود کا/ کی ذمہ دار ہوں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۴۴	کام پر لوگ قیادت میں میری طرف دیکھتے ہیں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۴۵	میں ملازمت میں دوسروں کی سرگرمیوں کا ذمہ دار ہوں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۴۶	مجھے اس بارے میں پریشانی ہوتی ہے کہ میرے لیے/ ساتھ کام کرنے والے صحیح طریقے سے کام کو کر پائیں گے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۴۷	جو لوگ میرے ساتھ کام کرتے ہیں ان کے ساتھ پیش آنا واقعی مشکل ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۴۸	اگر دوران کام مجھ سے کوئی غلطی ہو جائے تو اس کے نتائج دوسروں کے لیے بہت بُرے ہو سکتے ہیں	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۴۹	میری ملازمت کا تقاضا ہے کہ مشتعل عوام کو قابو میں رکھوں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۵۰	میں اپنے کام کرنے والوں کو پسند کرتا/ کرتی ہوں۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ



۵۱	ملازمت میں مجھے بہت شور کا سامنا ہوتا ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۵۲	ملازمت میں مجھے بہت زیادہ گیلے پن کا سامنا ہوتا ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۵۳	ملازمت میں میرا سامنا بہت زیادہ درجہ حرارت سے رہتا ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۵۴	ملازمت میں مجھے بہت گرد و غبار کا سامنا ہوتا ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۵۵	ملازمت میں مجھے بہت تیز روشنی کا سامنا ہوتا ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۵۶	ملازمت میں میرا سامنا بہت کم درجہ حرارت سے رہتا ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۵۷	میرے کام کا شیڈول بے قاعدہ ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۵۸	ملازمت میں مجھے تنہائی کا سامنا ہوتا ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۵۹	ملازمت میں مجھے ناگوار بو کا سامنا ہوتا ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ
۶۰	ملازمت میں مجھے زہریلے مادوں کا سامنا ہوتا ہے۔	کبھی نہیں	کبھی بکھار	اکثر	زیادہ تر	ہمیشہ