

Job Stress in Working Women-Indian Perspective

¹Dr.Monica Agarwal, ²Dr. Nimmi Agarwal & ³Saumya Kumar

^{1,2,3}Assistant Professor, Sharda University, Greater Noida, Delhi (India)

ARTICLE DETAILS

Article History

Published Online: 15 April 2019

Keywords

Working Women, Job stress, task demands, career growth demands, role demands, female friendly policies, personal life style habits & work family conflict, IT (information technology) sector.

Corresponding Author

Email: monica.agarwal[at]sharda.ac.in

ABSTRACT

Job stress is a phenomenon of modern lifestyle. Everyone is under stress- men and women. It was found that a lot of women talk about stress & its effects. However, lot of research needs to be conducted on the factors in Indian context to determine how these might impact the women employees' performance due to the comprehensive economic changes along with the change in the social and demographic structure of the society and family. This paper focuses on the stress in working women in India in information technology sector. The Indian IT-BPO industry has emerged as the largest private sector employer in the country. Based on the research of around 300 women working women in Delhi-National capital region, six variables have been identified which were assumed to lead to stress, namely task demands, career growth demands, role demands, female friendly policies, personal life style habits & work family conflict. The research was carried out using both secondary and primary data. Item response theory was used to analyze the data. On an average, women tend to maintain good relations at work but this may sometimes lead to carrying work pressure from office to home. Acceptance of female boss by male subordinates is still not easy. Office politics, harassment, may add on to stress levels. Non availability of flexi hours, pressure to keep oneself updated, performance pressure, fear of losing the job are some of the stressors Also, organizations mostly do not entertain maternity leave requests beyond the statutory ones, which raise concern among female workers, who are mothers too. Many of the times, provision of child care is not available on board, which simply results in stress increment. It was found that women are discriminated against the male counterparts in areas like promotions, selections into the top management levels and networking.

1. Introduction

The world economy is changing. With the process of globalization in 1990s, which focused on the development of economies like India also led to the change in status of women. Women education, empowerment and employment received greater attention in the government circle and aimed to eradicate discrimination. A lot of research has been going on women related issues. The economic, social and demographic structure of the country is changing. A lot of women are entering the workforce. With this the concern for understanding the boundary between work and home is also increasing at one place but also leading to stress on the other. Only 27% of the women in India had a job in 2012. India ranks 120 among 131 countries in female labor force participation rate. The contribution of women is less than half the global average. India could boost its growth by 1.5 percentage points to 9 percent per year if around 50% of women could join the work force. Indra K. Nooyi, the CEO of PepsiCo, (July 2014) also agreed on Anne Marie's (first woman director of policy planning at the State Department, US) statement that "women can't have it all" .According to Indra "women can't have it all. We pretend we have it all. And every day we have to make a decision about whether we are going to be a wife or a mother, in fact many times during the day we have to make those decisions. And we have to co-opt a lot of people to help you. We co-opted our families to help us. We plan our lives meticulously so we can be decent parents. And we try all kinds of coping mechanisms."The study done by Nielsen (2011) reveals Indian women are the most stressed in the world today. An overwhelming 87% of Indian women said they felt stressed most of the time, and 82% had no time to relax. The

reasons for stress include missing social support lack of physical infrastructure (crèches, reliable house help, etc) .The atmosphere in companies is both of equality somewhere and discrimination somewhere? Networking and business travel are important but returning home on time is also important.

2. Literature Review

Stress is part of today's complex life. Fast growing technologies, urbanization, un employment, unsatisfied needs and desires also part of modern life area a precursor to stress. According to Selye, H (1956) "stress is the nonspecific response of the body to any demand, whether it is caused by, or results in, pleasant or unpleasant conditions." Stress which makes us upset is called distress and which makes us feel good is called eustress. Eustress has also been positively correlated with life satisfaction and well being. (O'Sullivan, Geraldine 2010).

Job related stress occurs when there is a misbalance between the individual and the individual's work environment (French, et al., 1974). This stress can cause both physical and physiological problems (Stein, 2001).This job stress occurs due to conflict between amount of work and time or job and role or when there is work in office and someone is sick at home. Balancing all this leads to stress (Halpern, 2005).

2.1) Women and Stress

The participation of women in the workforce has increased .But there is also increase in role overload and work-family conflict (Elloy and Smith, 2003).Though both men and women feel stressed Lawless (1991) reported that women suffered

fifteen percent more stress related illnesses than men. This had led them many a times to leave the job. The reasons may also be unequal pay scales and a failure of organizations to adopt policies sensitive to family issues they are mainly at lower levels of authority, status and pay (Morrison and Von Glinnow 1990) recent job change, perceived pay inequity, and work overload Gallup survey (2013). Other reasons of stress included unwelcome physical or verbal advances from men, financial worries and family illness for which they had to frequently take leaves.

2.2) Sources of Stress

Lawless (1991) identified the five most common causes of worker stress: 1) too much rigidity in how to do a job, 2) substantial cuts in employee benefits, 3) a merger, acquisition, or change of ownership, 4) requiring frequent overtime, and 5) reducing the size of the work force. Losing job (Leana and Fledman, 1990), change of workplace (Martin, 1996), arising conflict between workplace and home (Anderson et al., 2002:801) and increase in organizational strategies (Cropanzano et al., 1997), are some potential stressful stimulants which are related to organizational structure. Pestonjee (1991) has identified three important sectors of life in which stress originates. These are: job and organization, the social sector, intra psychic sector. For further research the stressors have been put under six broad categories namely task demands, career growth demands, role demands, female friendly policies, personal life style habits and work family conflict.

2.3) Task Demands

Women suffered largely in terms of lack of learning opportunities and monotonous work (Mathews, S, 2006), face difficulties in their relationships at work, had stress because of working with superiors (Harlan and Weiss 1980

Many a times, women feel isolated as they are not allowed in the male domains (Marshall, 1995). Other job stressors include dull, monotonous work or having to work under time pressure and conflicting demands (Barnett, R, C, and Shen, Y, C. 1997). Women are not able to be a part of networking and get fewer opportunities for growth due to corporate politics (Nelson D, 1985). Politics may take the form of behavior which is informal, trying to influence others, and struggles for control of information and resources. .

Thus review of literature on task demands leads to hypothesis 1 which has eight constructs (independent variables) that lead to stress (dependent variable). These include relation with seniors and peers, acceptance by male subordinates, facility of flexible timings, training and development, layoff, office politics and unrealistic job expectations.

2.4) Female Friendly Policies

The concept of female friendly policies including features like flexi time, job sharing, work sharing, home working, variable working hours, compressed working week, part time work, day care facility for children ,leaves for upbringing of children, voluntary reduced hours have been widely practiced in developed countries for several decades and has gained

momentum as a popular issue of discussion. Organizations stand out in terms of staff morale and commitment, if it values its employees and recognizes the importance of work-life balance (Nadeem and Hendry, 2003). Women now realize the link between health and stress and are more inclined towards gaining steady balance between work and rest. (Matuska and Erickson 2008) Thus review of literature on female friendly policies leads to hypothesis 2 which has four constructs (independent variables) that lead to stress (dependent variable). These are availability of transport facility, child care facility, number of days of maternity leaves and provision of leaves for upbringing/studies of children.

2.5) Career Growth

Job stress is felt by both males and females. Female managers and male managers do not differ on overall promotions and career satisfaction (Cox and Harquail 1991) but the female manager's experienced lower salary increases, limited advancement opportunities (Stroh, Brett, and Reilly, 1996), lower hierarchical levels (Kanter 1976), and turnover intentions (Stroh et al. 1996), less satisfaction with their promotional or career opportunities at their current organizations (Lefkowitz, 1994) Everyone wants to grow and many a times changing job gives better opportunities but men are more benefited by changing companies than women (Brett and Stroh, 1996). Women feel more frustrated as they are generally found clustered in low status management and their career is generally blocked. Women also want to achieve and grow yet their motivation and career is many a times hindered. (White, Cox and Cooper, 1992). Thus review of literature on career growth opportunities leads to hypothesis 3 which has four constructs (independent variables) that lead to stress (dependent variable). These are discrimination in receiving monetary and non monetary compensation, non involvement in decision making, discrimination in getting promotions and non inclusion in meetings and parties important for networking.

2.6) Role Demands

Managerial work is more prone to stress owing to role overload, role ambiguity and role conflict. (French, Caplan, 1972; Caplan, Cobb, French, Van Harrison, Pinneau, 1980). Women in top management experience maximum of stress owing to conflicting role demands in terms of time and energy Ritzer (1977). Influence on mental health is attributed to quality of experience gained on a role rather than quality of roles held. (Piotrkowski, C. S. 1998.). Thus review of literature on role demand leads to hypothesis 4 which has four constructs (independent variables) that lead to stress (dependent variable). These are work load, clarity about scope and responsibilities of the job, training and preparation for the future.

2.7) Personal Lifestyle Habits

Women feel job stress. To some extent this is also dependent on what lifestyle they live. Some do work, take proper sleep and go out with friends and family. Others get angry on small things. Stress is a part of life. To some extent it can be reduced by how we deal in our day to day life. Their personality affects their level of stress. Some remain relaxed and can balance different things but there are many who set

self imposed standards that are often too unrealistic, ambitious and inflexible. They get a sense of guilt while on vacation or relaxing, an unrelenting urge for recognition of power, and a competitive attitude. They try to do many things at a time and fall in the category of Type A personality-- a coronary-prone behavior pattern (Rosenman and Friedman (1974)).Thus review of literature on personal lifestyle habit leads to hypothesis 5 which has six constructs (independent variables) that lead to stress (dependent variable). These are feeling proud of the work, hours of sleep every day, feeling fatigued even after sleep, change in appetite, mood swings and trying to do two things at a time

2.8) Work-Family Conflict

Career-family conflict is one of the major contributors of stress among working women (Nelson and Quick 1985). Despite of working for fewer hours, women managers are experiencing increased stress levels as a result of workload and responsibilities at home and family front. (Lundberg and Frankenhaeuser,1999).Also, working women are stressed out with guilt regarding disorganized household work, poor performance of children at school (Sulleret ,1971) Women face more career interruptions as compared to men. (Schneer and Reitman, 1990) Thus review of literature on female friendly policies leads to hypothesis 6 which has fourteen constructs (independent variables) that lead to stress (dependent variable). These are family demands making it difficult to take additional job responsibilities ,little energy left after work, changing plans with family members due to demands of job, events at home leading to tension and irritation, feeling to change job, other interests neglected, marriage affecting career ,help of husband/partner in household affairs, job more stressful than partner, managing work home balance, bringing work home from office ,spending weekends, going on holidays and thinking about change in mindset of men.

2.9)Effect of stress on women

The effect of stress on men is physical in nature as compared to the mental-ill health witnessed as the effect of stress on women (Walters,1996). It also affects stress-coping abilities and results in anxiety, depression, high blood pressure, and headaches. This then leads to poorer work performance; drinking habits, changed sleeping habits: poor interpersonal relationships with colleagues and frequent absenteeism.

2.10)Information Technology Industry

Over the past decade, India has emerged as one of the fastest growing IT markets in the Asia Pacific region. The Indian IT-BPO industry has emerged as the largest private sector employer in the country, with direct employment of 3.1 million professionals and indirect employment of over eight million people in different industry sectors (Nasscom 2014). Delhi –NCR has been one of the top regions in terms of ICT (information communication technology). Because of investments and production, it has emerged as a hub for software, hardware Rand D. The number of Indian and multinational organizations present in this area is a testimony to this (Nasscom-McKinsey report 2013).Similar to women in other professions, women in IT face social barriers that restrict their career persistence and advancement (Ahuja, 2002). A

career in IT is increasingly marked by struggles against deadlines, rapid mobility in projects, and frequently differing reporting relationships, collapsing inter-personal relationships at work, and the shock style of conflict management, temporal dissociation, the 'night here, morning there' syndrome (since most Indian software companies are clients of US-based concerns, they have to work at night in India whereas it is day in the US), misuse of free time, and growing infectious cynicism that can lead to despair, distress, pressure, and stress. Studies conducted on Indian women in various occupational settings have highlighted the prevalence of high occupational stress among working women (Srivastava and Srivastava 1985; Tharakan, 1992.) Some of the stressors affecting information technology professionals are common to other professional groups; still some stressors are unique to this occupational group.

2.11) Stress in working women and India Scenario

India still lacks the infrastructure for supporting telecommuting and work from home arrangements. Regressive social and workplace mindsets, culture of rewarding the effort rather than the result, rigid and inflexible work policies are some unique features in India which further worsen the situation (Hema Ravichandar, human resources adviser and formerly the global head of HR at Infosys. Indian middle class working women face a lot of unavoidable physical and psychological stress while catering to the dual burden of work A lot of research has been done in the area of work and family but that too in western societies. (Yang, Chen, Chio, and Zou, 2000). Research in India on this perspective is still at a nascent stage.

Against this backdrop, the following objectives were proposed for the present study

1. To explore the causes that lead to job stress among the working women in NCR in IT sector and its impact on organization and society at large.
2. To identify the variables that are the main reasons of stress in women.
3. To suggest measures and practices to reduce the job stress among the working women and encourage their participation in development of society and country.

To attain these objectives, following six hypothesis were proposed

Hypothesis 1: Working women have significant stress due to task demands in the organization.

Hypothesis 2: Working women have significant stress due to non existence of female friendly policies in the organization.

Hypothesis 3: Working women have significant stress due to career growth demands in the organization.

Hypothesis 4: Working women have significant stress due to role demands in the organization.

Hypothesis 5: Working women have significant stress due to personal lifestyle habits.

Hypothesis 6: Working women have significant stress due to work-family conflict.

3. Research Methodology

The design applied in this theory is conclusive type of descriptive research design. Both secondary and primary data is used to attain the objectives. The secondary data includes information from previous studies about stress in working women in different countries among various sectors. Specific readings were done for IT sector in India.

The variables of stress were measured through a questionnaire developed with the help of American Psychological Association Stress Survey (2012), Health and Safety Executive Management Standards indicator Tool (2010), Organizational Role Stress by Udai Pareek (2005). Relevant changes were made in the above according to the literature review and Indian circumstances. A pilot study has been conducted from 30 respondents. Finally 45 questions were selected. Five point Likert scale was used within the tool. Random sampling was done with a sample size of 380. The questionnaire was sent to working women in various IT firms in NCR region. The purpose of the questionnaire was explained to them and their involvement in the study is their choice. Out of 380 questionnaires sent 262 responded back. Therefore the response rate was approximately 68%.

The data was analyzed with the help of R software. Pie chart and bar diagrams were drawn for each question to represent the proportion of respondents in each category. But these numerical proportions may not bring out the respondent's relative understanding of the questions. In order to bring out the latent traits in the responses Item Response theory (IRT) has been used which plots item response characteristics curve (ICC) for our latent trait variables. It was used to bring out the response variation according to ability. The purpose of a measurement model is to describe how well the observed indicators serve as a measurement instruments for the constructs, also known as latent variables. Item response theory (IRT) also known as latent trait theory, strong true score theory, or modern mental test theory, is a paradigm for the design, analysis, and scoring of tests, questionnaires, and similar instruments measuring abilities, attitudes, or other variables.

IRT entails three assumptions:

1. A uni dimensional trait denoted by θ ;
2. Local independence of items
3. The response of a person to an item can be modeled by a mathematical item response function (IRF).

The trait is further assumed to be measurable on a scale (the mere existence of a test assumes this), typically set to a standard scale with a mean of 0.0 and a standard deviation of 1.0. Unidimensionality is to be interpreted as homogeneity, a quality that is defined or empirically demonstrated in relation to a given purpose or use, but not a quantity that can be measured.

'Local independence' means

(a) The chance of one item being used is not related to any other item(s) being used

(b) The response to an item is each and every test-taker's independent decision, that is, there is no cheating or pair or group work.

4. Results and Analysis

This study on stress in working women was done with the help of six independent variables namely task demands, career growth demands, role demands, female friendly policies, personal life style habits and work family conflict. The results were obtained from the questionnaire used to study these variables and their analysis with the help of pie chart, bar diagrams and item response theory.

Item characteristics curve (ICC) is a mathematical function that relates the probability that a respondent will answer a question correctly according to his or her underlying ability or skill. Here ICC curve of each categorical response i.e. from "strongly agree" to "strongly disagree" based on scale rating scale is plotted against continuous latent score as task demand with mean zero and variance constant. Scaling is done as: (Strongly agree =5; Agree=4; Neutral=3; Disagree=2; Strongly disagree=1; missing value=0). X axis represents continuous latent score task demand with mean zero and variance constant=1 which is an assumption in "Item response theory". Y axis represents probability

4.1) Task Demands

Task demands is related to everyday conditions in the organization that affect the general working and productivity of employees in the organization. These include relation with seniors and peers, acceptance by male subordinates, facility of flexible timings, training and development, layoff, office politics and unrealistic job expectations. As discussed in the literature review, these are some of the factors that lead to stress in employees specifically women.

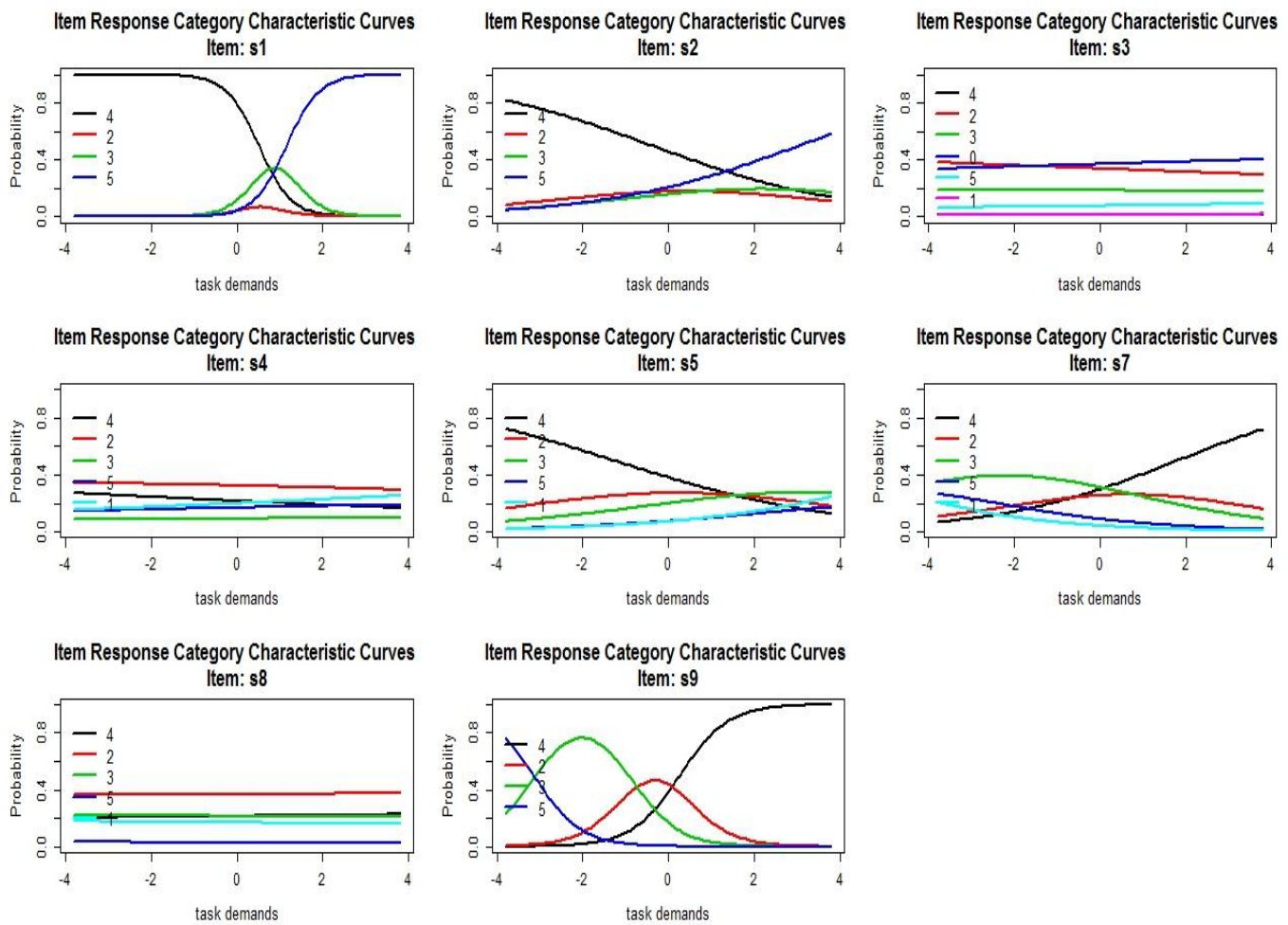


Figure 1: Graph panel showing “ICC” for ‘Task demands’ as latent trait variable

Table 1: Table analyzing ICC graph for task demands

Item No.	Construct	%	Average latent trait value	With increase in latent trait value	Analysis and Conclusion
Item1	Good relations with peers and have their support	66% agree	Agree	Agree decreases but Strongly agree increases	Working women have good relations with their peers
Item2	Can rely on immediate seniors	46% agree	Agree	Agree decreases but Strongly agree increases	They can rely on their seniors for support
Item3	Acceptance by male subordinates	37% neutral 34% agree	Neutral		Acceptance by male subordinates in general
Item4	Organization gives flexible timings	32% disagree	Disagree	Disagree	Non availability of flexible timings is a reason of stress.
Item5	Regular training and development programs	38% agree	Agree	Agree decreases .Neutral increases followed by increase in disagree	Though there are training programs but this need to be more focused with proper care of special needs of women employees.
Item7 Q.6	Worry about layoffs	31% agree 31% neutral	Agree	Agree increases	Layoffs is a reason of stress
Item8 Q.7	Not subject to office politics	37% disagree	Disagree	Disagree	Women are regularly subject to office politics
Item9 Q.8	Unrealistic expectations from the job	43% agree	Agree	Agree increases	The expectations from job are unrealistic and lead to stress

Thus it is concluded that task demands lead to stress in working women with non availability of flexible timings, layoffs, office politics and unrealistic job expectations being the important factors.

4.2)Female Friendly Policies

With many women joining the work force organizations are adopting female friendly policies to make them adjust to the work environment. These include transport facility for staying late hours, maternity leaves, child care facility and leaves for upbringing of children. These, if not properly available may be a cause of concern for women and lead to stress.

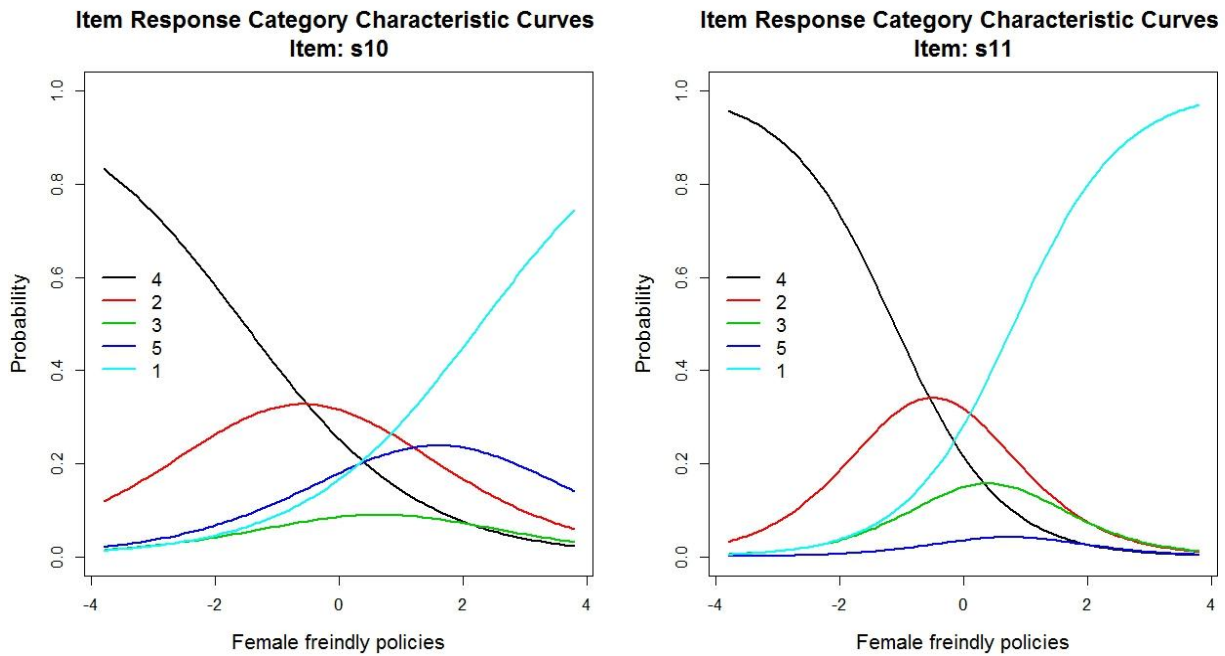


Figure 2: Graph panel showing “ICC” for female friendly policies as latent trait variable

Table 2 : Table showing analysis of ICC graph for female friendly policies.

Item No.	Construct	%	Average latent trait value	With increase in latent trait value	Analysis and conclusion
Item10	Transport facility available on staying late	76%disagree	Disagree	disagree decreases but Strongly disagree increases	Women not provided transport on staying late and is a point on concern in this insecure environment
Item11	Child care facility available in the organizations	26%agree 26%disagree	Disagree	disagree decreases but Strongly disagree increases	No proper child care facility available which leads to stress.
Item12	Number of days of maternity leaves	75% times 1-3months			Minimum Maternity leaves available. no extra leaves for further care
Item13	Provision of leave for upbringing/studies of children	85%none			No leaves available for upbringing of children and become a cause of concern.

Thus it is concluded that non existence of female friendly policies leads to stress. The important ones include non availability of transport facility on for staying late hours, non availability of child care facility and leaves for upbringing of children.

4.3) Career Growth Demands

Career growth is a journey that is never complete. It is essential for long term job satisfaction and advancement.

Women working in different sectors aspire to grow but they face several challenges. Men do face challenges but those are different from women. The challenges faced by women in IT sector include discrimination in compensation and promotion. They are sometimes not involved in decision making and are tried to be kept out of networking. These factors are important for growth in career.

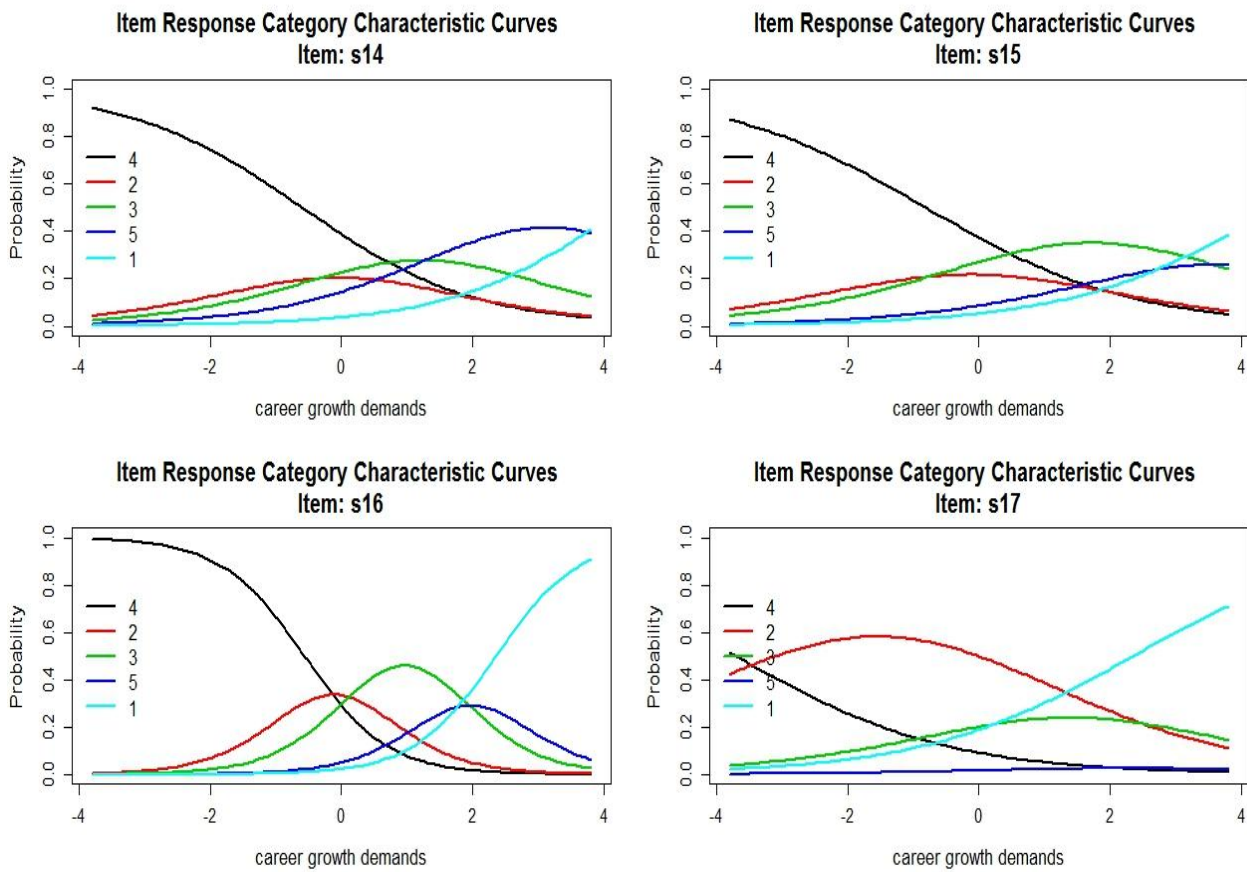


Figure 3 : Graph panel showing “ICC” for career growth demands as latent trait variable

Table 3 : Table showing analysis of ICC graph for career growth demands.

Item No.	Construct	%	Average value latent trait	With increase in latent value	Analysis and conclusion
Item14	Not discriminated in receiving monetary and non monetary compensation	40%agree	Agree	Agree decreases, Strongly agree increases but not very high	Women in general get equal compensation.
Item15	Involved in decision making	38%agree	Agree	agree decreases, Strongly disagree increases but not very high	Women are involved in decision making up to some extent
Item16	Not being discriminated in getting promotions	35% agree	Disagree	Disagree decreases but strongly disagree increases	Women are discriminated in getting promotions.
Item17	Included in meetings and parties. Have a good professional and social networking.	49%disagree	Disagree	Disagree decreases but strongly disagree increases	Women not included in meeting for networking which effects their professional growth

From the above analysis, it is concluded that career growth demands leads to stress in women. The important factors among career growth demands leading to stress include discrimination against women in getting promotions and their exclusion from meetings and parties which is important for networking required for their professional growth.

4.4) Role Demands

Role demands are the pressures that one undergoes due to the different roles that one has to perform in organizations. People assume a role based on their expectation of the self and others at work. For working women these include work load, clarity about scope and responsibilities of the job, training and preparation for the future.

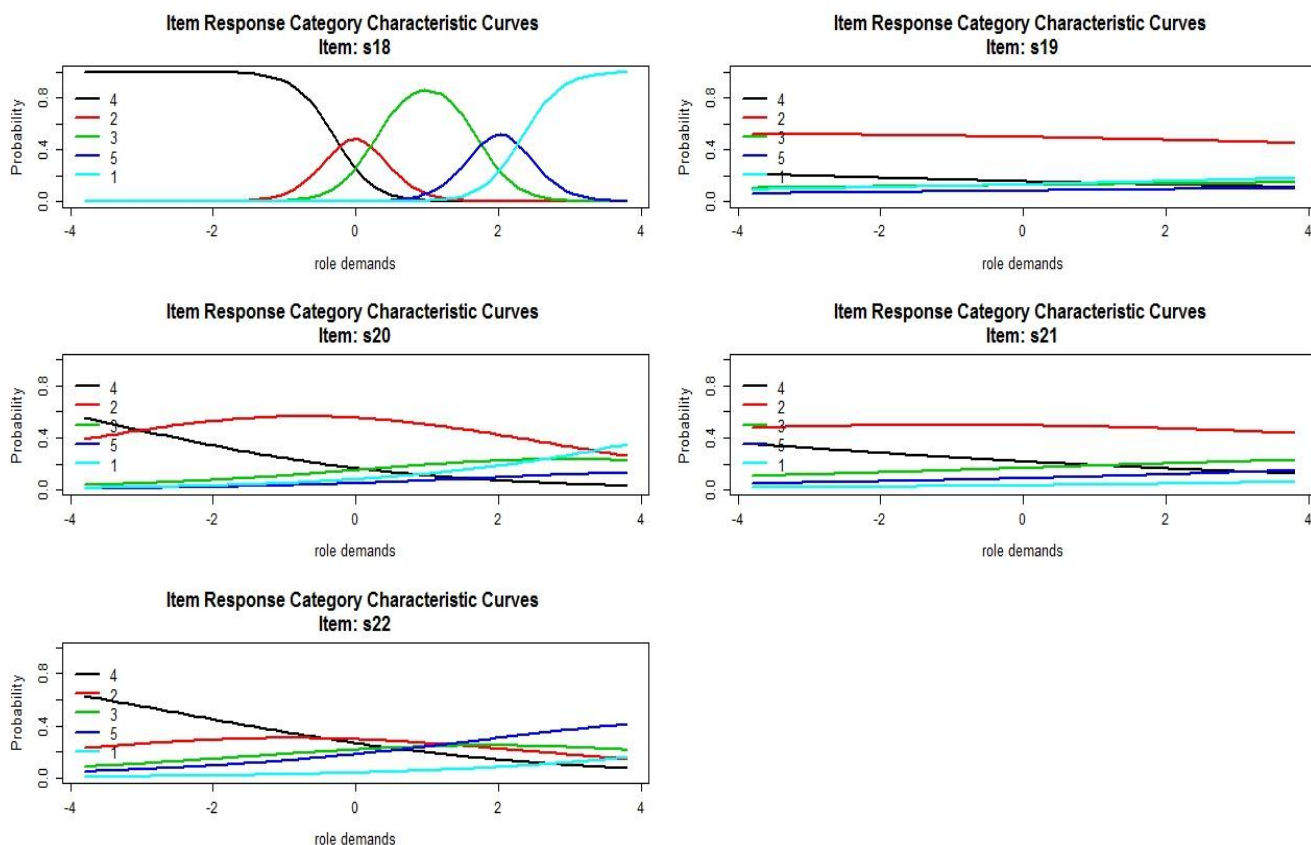


Figure 4 : Graph panel showing “ICC” for role demands as latent trait variable

Table 4 : Table showing analysis of ICC graph for role demands.

Item No.	Construct	%	Average latent trait value	With increase in latent trait value	Analysis and conclusions
Item18	Work load is too heavy	38%agree	disagree	disagree decreases, neutral increases	Women on an average do not feel work overload.
Item19	Clear on scope and responsibilities of the job	54%disagree	disagree	disagree	Women are not made clear what they have to do and this leads to stress
Item20	Have the information to carry out responsibilities	55% disagree	Disagree	disagree decreases but others not high enough	Women do not get sufficient information about their job
Item21	Not able to use training and expertise in the given role	52%disagree	Disagree	Disagree	Women are able to use their training.
Item22	Do not have time and opportunities to prepare for the future	31%disagree 28%agree	Disagree	Disagree decreases , agree increases but not too high	Women sometimes have time and opportunities to prepare for future

Thus from the above analysis of it is concluded that role demands lead to stress. The important factors leading to stress include non clarity on roles and responsibilities and lack of information to carry out the given responsibilities.

4.5)Personal Lifestyle Habits

A healthy body is necessary for proper output at workplace. To meet out various challenges of job, one needs

to be fit and take proper rest. Here we are trying to analyze, how working women fair in maintaining a healthy lifestyle and what are the factors that cannot be controlled and lead to stress. These include feeling proud of work, hours of sleep, feeling tired even after proper sleep, change in appetite, mood swings and trying to do two things at a time.

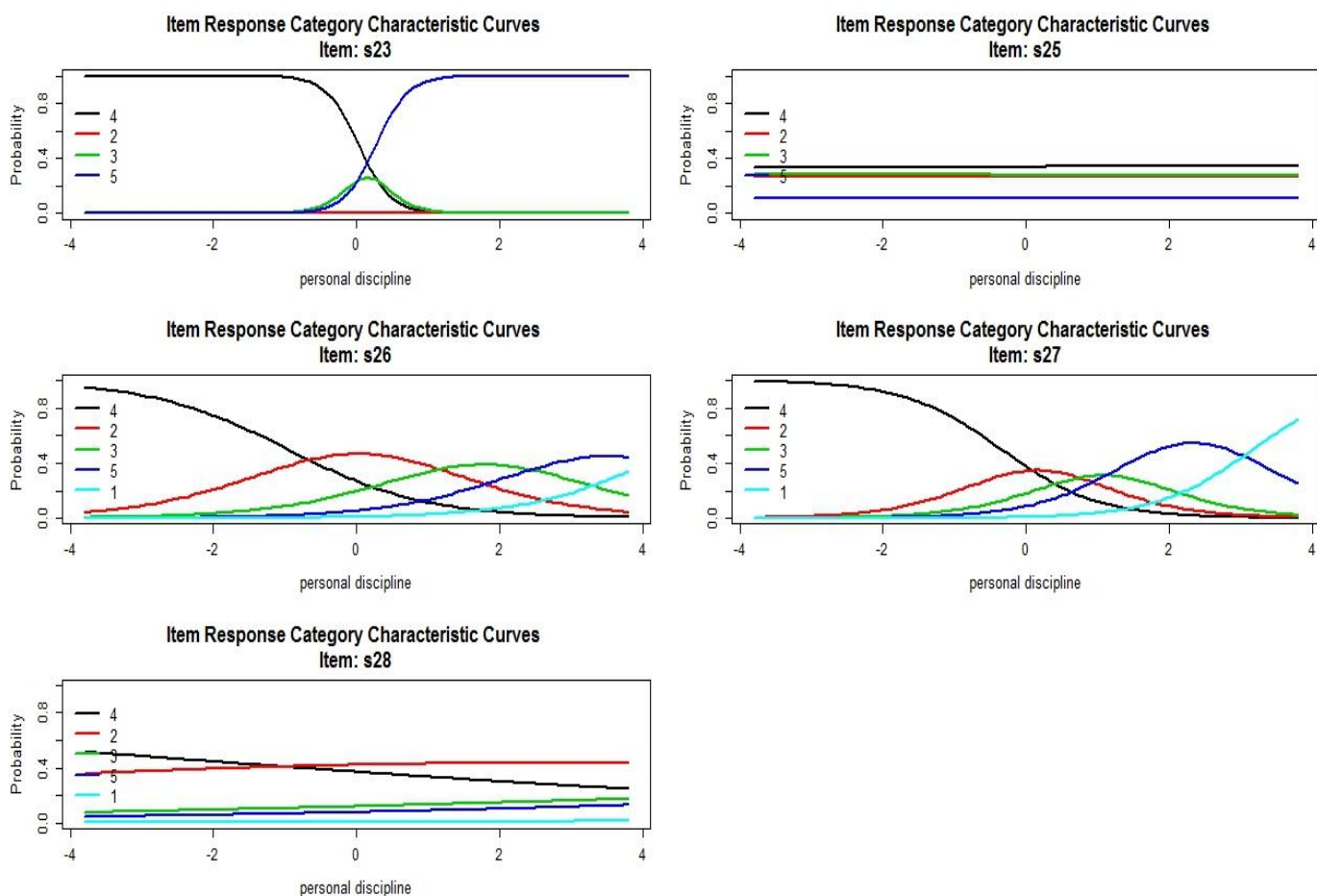


Figure 5: Graph panel showing “ICC” for personal life style habits as latent trait variable

Table 5: Table showing analysis of ICC graph for personal life style habits.

Item No.	Construct	%	Average latent trait value	With increase in latent trait value	Analysis and conclusion
Item23	Feel proud of my work	43%strongly agree, 43%agree	Agree	agree decreases, Strongly agree increases	Working women are proud of their work.
Item24	Get hours of sleep everyday	69% 6-8 hours			They gat approximate 6-8 hours of sleep everyday
Item25	Feel fatigued even after sleep	34% agree	Agree	agree	But feel fatigued even after sleep
Item26	Change in appetite	35%agree 34%disagree	Disagree	Disagree decreases, agree increases but not too high	Women are somewhat able to manage their appetite
Item27	Problems at workplace cause mood swings, headaches	38%agree	Agree and Disagree	agree decreases, disagree decreases and strongly agree increases	Problems at work sometimes do cause mood swings
Item28	Try to do two things at a time	48%agree	Disagree	Disagree	Women are able to manage their work and do not do two things at a time

Thus it is concluded that women try their best to lead a healthy life style but are still stressed. They feel tired even after proper sleep and are prone to mood swings.

4.6)Work Family Conflict

Working women need to manage both work and family. There are various factors that lead to stress. These include

family demands making additional job responsibilities difficult, energy left after work, changing plans with family members due to demands of job, events at home lead to tension, feeling of changing to part time or leaving job, other interests neglected because of scarcity of time, marriage affecting career, help in household affairs from partner, weekends and holidays spend and thinking about change in mindset of men.

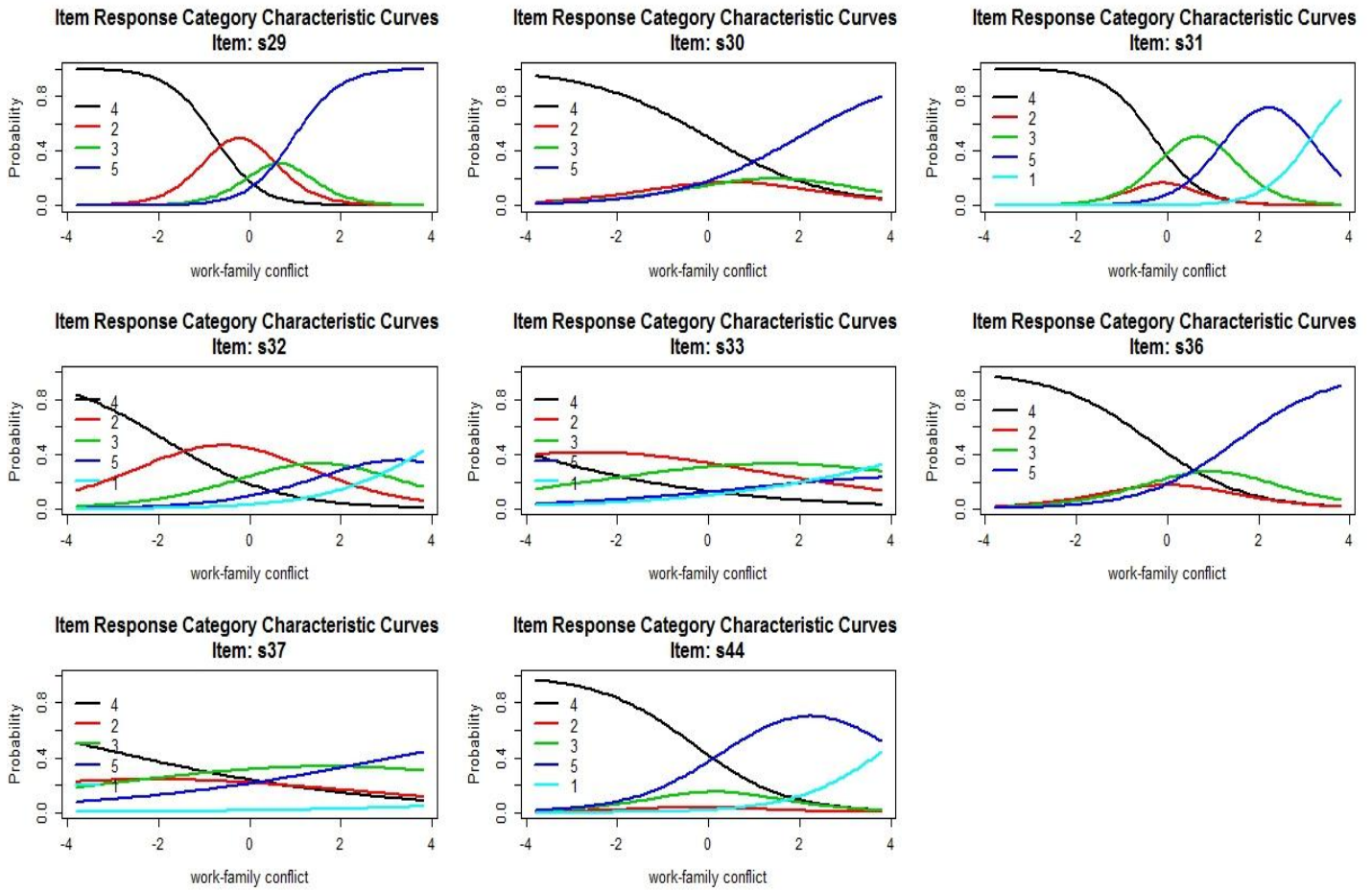


Figure 6: Graph panel showing “ICC” for work family conflict as latent trait variable

Table 6: Table showing analysis of ICC graph for work family conflict.

Item No.	Construct	%	Average latent trait value	With increase in latent trait value	Analysis and conclusion
Item29	Family demands make it difficult to take additional job responsibilities	32%disagree	Disagree	disagree decreases, Strongly agree increases	With increase in job responsibilities ,family demands are affected
Item30	After work little energy left to do things at home	51%agree	Agree	Agree decreases, strongly agree increases	Work pressure leaves little energy for house chore activities
Item31	Change plans with family members due to demands of job	42% agree	Neutral followed by agree	Strongly agree increases	Working women have to change plans with the family due to when there is increase in demands of the job.
Item32	Events at home lead to tension and irritation on the job	42%disagree	Disagree	Disagree decreases, others increase but not high	Home affairs do not lead to tension
Item33	Never felt like changing to part time job or leaving the job	34%disagree	Disagree followed by neutral	No significant change	Women are satisfied doing a full time job
Item36	Other interests neglected because of scarcity of time	43%agree	Agree	Strongly agree increases	Women are not able to give time to their social and religious interests
Item37	Marriage affects career	31%neutral 25%agree	Neutral followed by agree	No significant change	Women feel that marriage do sometimes affects career growth
Item38	Husband/partner helps in household affairs	28%agree			Some partners help their women in household affairs
Item39	Job more stressful than partner/husband	45%No			The job of women is stressful like their partner
Item40	How is work home balance	83%fairly well			Women are able to manage work and home properly.

Item41	Bring work home from office	63%sometimes			Women have to sometimes bring office work home
Item42	Weekends spend	29%cleaning the house			Weekends are spent in taking care and cleaning the house.
Item43	Go on holidays	54% once a year			Women do go on holidays almost once a year
Item44	There is a long way to change the mindset of men at work and expectations of family and society at large	43%agree 38%strongly agree	Strongly agree	Strongly agree	Women strongly feel that there is a long way they have to cross to change mindset of men, family and society regarding parity of working women

Thus, it is concluded that work family conflict is a reason of stress in working women. There are various factors that lead to stress. These include little energy left after work, changing plans with family members due to demands of job, other interests neglected because of scarcity of time, marriage affecting career and a general thinking that it will take years to about change the mindset of men towards working women stress.

5. Conclusions

On an average, women tend to maintain good relations at work but this may sometimes lead to carrying work pressure from office to home. Acceptance of female boss by male subordinates is still not easy. Office politics, harassment, may add on to stress levels. Non availability of flexi hours, pressure to keep oneself updated, performance pressure, fear of losing the job are some of the stressors. Further to this, the unsafe streets of NCR do not cater to the willingness of females to work for late hours and organizations usually fail to provide transportations at such times. Also, organizations mostly do not entertain maternity leave requests beyond the statutory ones, which raise concern among female workers, who are mothers too. Many of the times, provision of child care is not available on board, which simply results in stress increment. Another grave area of concern is the feeling among women that they are discriminated against the male counterparts in areas like promotions, selections into the top management levels, networking, etc. At times, the women managers have to turn down the opportunities to travel for work, off shore assignments, owing to their non- work related commitments and responsibilities. Such repeated refusals may leave a black mark on their career growth. It is expected from women to follow the male model for successful careers, but again, when women do not fit with the male based theories, they are considered to be deficient. All this cumulatively affects the self confidence and career growth prospects among women.

Talking about the differentiating features of women, they are hard workers and they take pride in calling themselves as a part of work force. They perform meticulously at work place and try to meet the responsibilities at home also. But this renders them stressed between expectations at work and that at home. It is a usual notion that family affects work. But this research has led to the conclusion that it's the work pressure that builds stress.

Organizations require understanding that families are a part and parcel of all employees whether males or females and that being an Indian society, women have been allotted the responsibility to take care of the family also. The TCS-People Matters Gender Inclusion Survey 2010-11, found that though women are relatively well represented in the services and the IT sectors, they are mostly concentrated at the entry levels. It is true that with time social realities are changing and more and more women are joining the workforce. But it is also true that the changing social dynamics has its fallouts as well. The joint family structure is dismantling rapidly, particularly in cities, and giving way to nuclear families. This has, on the one hand, given more choices and freedom to women but on the other hand certainly increased burden, particularly, familial responsibilities. Despite two decades economic renaissance, India is the worst among the 6 top Asian economies (including China, Hong Kong, India, Japan, Malaysia, and Singapore) when it comes to representation of women in the workforce at junior and middle-level positions, according to the Gender Diversion Benchmark of Asia 2011 report. Worse, at 48 percent, India has the most significant drop from junior to middle level positions. These numbers means that the pipeline is either leaking or is stuck.

As such, Indian women have special needs apart from for supporting provisions work and family. Women are also required to cater to the social and religious interests. Making way for supporting provisions are only going to make women managers happy and reduce stress. Organizations need to include women and their needs at their policy inception stage.

References

1. American psychological association Harris Interactive March 2012
2. Caplan, R, D., Cobb, S., French Jr., J, R, P., Van Harrison, R, and Pinneau Jr., S, R, (1980), 'Job demands and worker health main effects and occupational differences'. *Research Report Series*, Institute for Social Research, Ann Arbor, Michigan,
3. Cox TH, Harquail CV. Career paths and career success in the early stages of male and female MBAs. *Journal of Vocational Behaviour*, 1991: 39: 54-75.
4. Cox, Taylor H., Harquail, Celia V. (1991/08)."Career paths and career success in the early career stages of male and female MBAs." *Journal of Vocational Behavior* 39(1): 54-75.
5. Cropanzano, R., Howes, J.D., Grandey, A.A., Ant Toth, P. (1997). The relationship of organizational politics and support to work behaviours, attitudes, and

- stress. *Journal of Organizational Behavior*, Vol. 18, pp. 159-80.
6. Elloy,D.F.,Smith.C.R,2003. Patterns of stress,work family conflict,role conflict,role ambiguity & overload among dual career & single career couples: An Australian study. *Cross cultural management*,10,55-56
 7. French, J, R, and Caplan, R, D, (1972), 'Organizational stress and individual strain'. In: Morrow, A, J. (Ed.) *The Failure of Success*, AMACOM, New York, pp, 30-66,
 8. French.J.,Rogers, W.& Cobb.S.,(1974)A model of person environment fit .In Ceolho,G.,Hamburg,D.,& Adams.J.(Eds) *Coping & adaptation*,basic books,New York. NY.
 9. Halpren,D.F(2005) How time flexible work policies can reduce stress, improve health & save money, *Stress & health* 21,157-168
 10. Harlan, A, and Weiss, C, (1980), *Moving Up: Women in Managerial Careers: Third Progress Report*,Wesley Centre for Research on Women, Wesley, Mass,
 11. J Marshall (1995)- **Working at senior management and board levels: some of the issues for women** ,*Women in management review*, 10 (3) 21-25
 12. JM Brett, LK Stroh (2003) Working 61 plus hours a week: Why do managers do it? *Journal of Applied Psychology* 88(1):67-78
 13. Joel Lefkowitz (1994) Sex-Related Differences in Job Attitudes and Dispositional Variables: Now You See Them, *The Academy of Management Journal* 37(2):323-349
 14. Kanter, R.M. (1976), "The impact of hierarchical structures on the work behavior of women and men",
 15. Lawless, P. 1991. *Employee Burnout: Amerca's Newest Epidemic*. Minneapolis, MN: Northwestern National Life Employee Benefits Division.
 16. Leana, C. R., and Feldman, D.C. (1990). Individual responses to job loss: empirical findings from two field studies. *Human Relation*, Vol.43, pp. 1155-81.
 17. Linda K. Stroh, Jeanne M. Brett, Anne Reilly (1996) Family Structure, Glass Ceiling, and Traditional Explanations for the Differential Rate of Turnover of Female and Male Managers ,*Journal of Vocational Behavior* 49(1):99-118
 18. Lundberg, U. & Frankenhaeuser, M. (1999) Stress and workload of men and women in high-ranking positions. *Journal of Occupational Health Psychology*. 4 (2), 142-151.
 19. Martin, J. K. (1996). Unrewarding work, co-worker support, and job satisfaction: A test of the buffering hypothesis. *Work and Occupations*; 27(2), 2237243.
 20. Mathews, J. A. 2006. Dragon multinationals: New players in 21st century globalization. *Asia Pacific Journal of Management*, 23: 5-27.
 21. Matuska, Kathleen M and Christiansen, Charles H. (2008). A Proposed Model Of Lifestyle Balance. *Journal of Occupational Science*. April. 15(1), 9-19.
 22. Morrison, A. M., & Von Glinnow, M. A. (1990). Women and minorities in Management. *American Psychologist*, 45(2), 200-208.
 23. Nadeem, S., and Hendry, C. (2003). Power Dynamics In The Long Term Development Of Employee-Friendly Flexible Working, *Women In Management Review*, 18(½), 32-49.
 24. Nasscom McKinsey report 2013, www.nasscom.in/sites/default/files/annual_report_2012-13.pdf retrieved 31st may 2014
 25. Nelson, D, and Quick, J, C, (1985), 'Professional women: are distress and disease inevitable?' *Academy of Management Review*, 10 22, 206-218.
 26. O'Sullivan, Geraldine (18 July 2010). "The Relationship Between Hope, Eustress, Self-Efficacy, and Life Satisfaction Among Undergraduates". *Social Indicators Research*101 (1): 155–172.
 27. Pareek, Udai (2005), *Training Instruments in HRD and OD*, Tata McGraw-Hill, New Delhi, pp. 536-547
 28. Pestonjee, D M (1991). "Top Management Stresses: Suggested HRD Interventions." *Abhigyan*, Spring, pp 22-31.
 29. Piotrkowski, C. S. 1998. Gender harassment, job satisfaction and distress among white and minority women. *Journal of Occupational Health Psychology*, 3: 33-42.
 30. Robbins, S., P. (2001). *Organizational Behavior* .Upper Saddle River: Prentice-Hall
 31. Rosalind C. Barnett, Yu-Chu Shen (1997) Gender, High and Low-Schedule-Control Housework Tasks, and Psychological Distress A Study of Dual-Earner Couples, *Journal of Family Issues* 18(4):403-428
 32. Rosenman RH, Friedman M(1974): Type A Behavior and Your Heart, New York, Knopf, 1974.
 33. Schmeer, J. A., & Reitman, F. (1990). Effects of employment gaps on the careers of M.B.A.'s: More damaging for men than for women? *Academy of Management Journal*, 33(2), 391-406.
 34. SE Anderson, BS Coffey (2002) **Formal organizational initiatives and informal workplace practices: Links to work-family conflict and job-related outcomes**, *Journal of management*, 28(6) 787–810
 35. Selye, H. (1956). *The stress of life*. New York:McGras-Hill.
 36. Stein.F (2001). Occupational stress, relaxation therapies, exercise & biofeedback. *Journal of prevention, Assessment & rehabilitation* 17(3),235-246
 37. Sulleret, E.(1971): *Women, Society and Change*. World University Library, London .
 38. Sulleret, E: *Women, Society and Change*. World University Library, london (1971)
 39. Walters, V., Lenton, R., French, S., Eyles, J., Mayr, J, & Newbold, B. (1996). Paid work, unpaid work and social support: A study of the health of male and female nurses. *Social Science and Medicine*, 43(11), 1627-1636.
 40. White, B., Cox, C., Cooper, C. (1992), *Women's Career Development: A Study of High Flyers*, Blackwell Business, Cambridge, MA,
 41. Yang, N., Chen, C. C., Choi, J., & Zou, Y. (2000). Sources of work-family conflict: A Sino-U.S. comparison of the effects of work and family demands. *Academy of Management Journal*, 43, 113–123.