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WORK STRESS IN WOMEN AS COMPARED WITH MEN: A STUDY OF HOTEL EMPLOYEES.

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ABSTRACT:

Stress is a universal element and persons from nearly every walk of life have to face stress. Employee stress is a notable issue in the hospitality industry, and it is expensive for employers and employees alike. Hotels are an important component of the hospitality sector as every tourist wants a comfortable and secure stay. Present research paper has tried to analyze the responses of employees towards occupational stress on various dependent variables like Group Cohesiveness, Consistent Role Demands, Role Autonomy, Managerial Support, Fair Compensation, Adequate workload and so on. The study describes the occupational stress among employees of five stars hotels available in Asia, Pacific region. A randomly selected sample of 282 associates in the age group ranging from 25-45 years from five star International Hotel Groups has been collected for study, out of which 194 were males and 88 females. To identify group comparison based on a number of independent and dependent variables, the technique of Multivariate Analysis of Variance (MANOVA) has been used to bring out systematic behavioral differences among the groups. For the purpose of the study demographic variables namely Gender has been analysed.

Keywords: Occupational Stress, Hotel Employees, Organizational Behavior, Gender.

1. INTRODUCTION

People are under stress of some sort or other, most of the time. Stress at work, stemming from increasing job complexity and its divergent demands have become pervading feature of modern organizations. A little amount of stress may be helpful from organizational and personal point of view. It is reported that stress creates as well as promotes employees inclination towards the job, thus enhances the performance and develops positive attitude among employees. However it has been more frequently observed that excessive and persistent stress is aversive for employees. Stress is commonly understood to be a work related health hazard. The National Association of Working Women (US), which has undertaken considerable research into Occupational Health, reached to the finding that – people with greatest responsibility, who make a lot of important decisions, have most stress – people bring stress with them from home into work and, if they are under stress, it is because of family or personal problems – certain people are more susceptible to stress; this is not due to the job but due to inherent characteristics of the individual.

As a competitive definition stress is a dynamic condition in which an individual is confronted with an opportunity, constraint etc. Pestonjee and Pareek (1997) in their study wrote that the concept of stress was first introduced in the life sciences in 1936 by Hans Selye. During the last two decades the term “stress” has come to be widely used in relation to work organizations. Manson (1975), reviewing literature on stress, concluded that there was confusion and a lack of consensus regarding its definition. The term “stress” has been used variously to refer to (a) stimulus (external force acting on the organism), (b) response (changes in the physiological functions), (c) interaction (interaction between an external force and resistance opposed to it, as in biology), and (d) more comprehensive combinations of the above factors.

Selye’s (1956) General Adaptation Syndrome (GAS) has been widely held as a comprehensive model to explain the stress phenomenon. This three stage model states that when an organism is confronted with a threat, the general physiological response occurs in three stages.

Alarm reaction

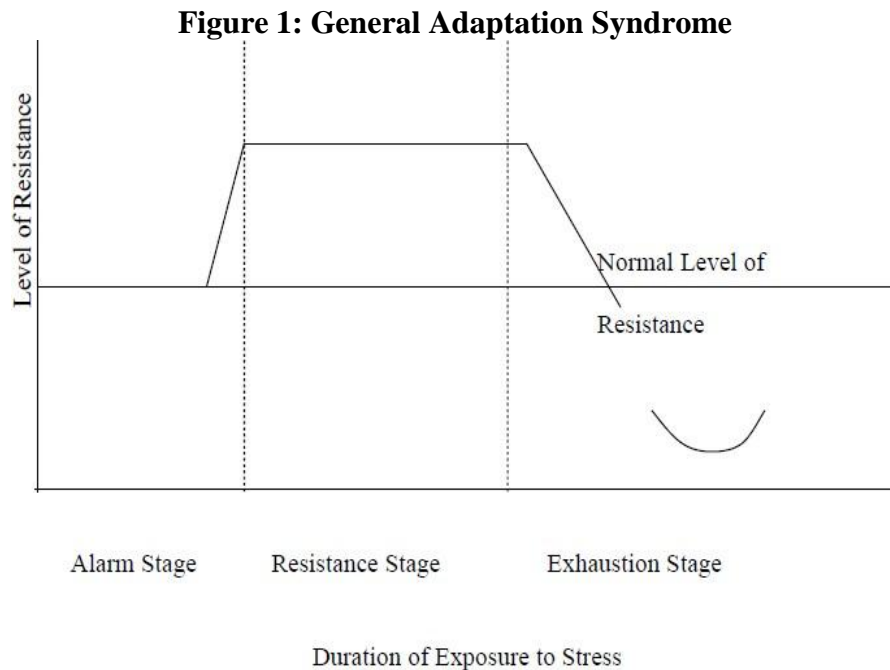
The first stage includes an initial “shock phase” in which defensive mechanisms become active. Alarm reaction is characterized by autonomous excitability, adrenalin discharge, increased heart rate, muscle tone, and blood content; and gastro-intestinal ulceration. Depending on the nature and intensity of the threat and the condition of the organism, the periods of resistance vary and the severity of symptoms may differ from “mild invigoration” to “decrease of adaptation”.

Resistance

Maximum adaptation occurs during this stage. The bodily signs characteristic of the alarm reaction disappear. Resistance increases to levels above normal. If the stressor persists, or the defensive reaction proves ineffective, the organism deteriorates to the next stage.

Exhaustion

Adaptation energy is exhausted. Signs of the alarm reaction reappear and the resistance level begins to decline irreversibly. The general physiological response occurs in three stages is diagrammatically illustrated in figure 1.



Source: http://www.holisticonline.com/stress/stress_GAS.htm.

The working population constitutes a major section of the community. Industrialization and automation of industrial processes in our country have resulted in rapid changes in the psychosocial environment at workplace and in the reactions of the workers to this environment. Exposure to these factors depends on various external factors (eg. fast changing technology, competitive environment, pressures to improve performance) and internal factors (eg. organizational climate, various management processes, the physical and psychological conditions at work and so on).

Level of Resistance

Occupational Stress is a mental or physical tension or both, created and related to occupation and its environment comprising of persons and objects from within and outside the work place which results into absenteeism, turnover accidents, low productivity and service efficiency, lack of motivation and initiative, job dissatisfaction, alienation and disruption of the smooth functioning of the organization. It is a person's response to some threatening or disturbing stimuli emerged from the occupation. Stress is built in the concept of role which is conceived as the position a person occupies in a system, as defined by the expectations from rolesenders (significant role occupants and the persons himself/herself).

Kahn et. al. (1964) proposed three main role stresses: role conflict, role ambiguity and role overload. Pareek (1993) proposed ten organizational role stresses, (viz.) self-role distance (SRD), inter-role distance (IRD), role stagnation (RS), role isolation (RI), role ambiguity (RA), role expectation conflict (REC), role overload (RO), role erosion (RE), resource inadequacy (RIn). A lot of research has been done on role stresses, their nature and correlates. These have been summarized by Pestonjee (1992).

Stressors can be divided into those that arise from within an individual (internal), and those that are attributable to the environment (external). Internal conflicts, non-specific fears, fears of inadequacy, and guilt feelings are examples of stressors that do not depend on the environment. Internal sources of stress can arise from an individual's perceptions of an environmental threat, even if no such danger actually exists. Environmental stressors are external conditions beyond an individual's control. Bhagat (1983) has reported that work

performance can be seriously impaired by external stressors. There are many aspects of organizational life that can become external stressors. These include issues of structure, management's use of authority, monotony, a lack of opportunity for advancement, excessive responsibilities, ambiguous demands, value conflicts, and unrealistic workloads. A person's non-working life (e.g., family, friends, health, and financial situations) can also contain stressors that negatively impact job performance. Refer Table 1, Occupational Stress Risk Factor Compared

Table 1: Occupational Stress Risk Factor Compared

OCCUPATIONAL STRESS RISK FACTORS	
DEIR Occupational Stress Risk Factors	Health & Safety Executive (UK)
1. Work demands	Demands: Includes issues like workload, work patterns, and the work environment.
2. Low levels of control	Control: How much say the person has in the way they do their work.
3. Poor support from supervisors and/or co-workers	Support: Includes the encouragement, sponsorship and resources provided by the organization, line management and colleagues.
4. Lack of role clarity	Role: Whether people understand their role within the organization and whether the organization ensures that the person does not have conflicting roles.
5. Poorly managed relationships	Relationship: Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour.
6. Low levels of recognition and reward	
7. Poorly managed change	Change: How organizations change (large or small) is managed and communicated in the organization
8. Organizational justice 8.1 Procedural justice 8.2 Relational fairness	

Source: <http://www.deir.qld.gov.au/workplace/resources/pdfs/ocstress-riskfactors>

Many situations in organizational life can be stressful. These include: 1) problems with the physical environment, such as poor lighting or excessive noise, 2) problems with the quality of work such, as lack of diversity, an excessive pace, or too little work, 3) role ambiguities or conflicts in responsibilities, 4) relationships with supervisors, peers, and subordinates, and 5) career development stressors, such as lack of job security, perceived obsolescence, and inadequate advancement. Adverse working conditions, such as excessive noise, extreme temperatures, or overcrowding can be a source of job-related stress (McGrath, 1978). Becker (1990) identified that the two most prominent effects of electromagnetic radiation are stress and cancers. Modern offices are filled with electronic devices that produce high levels of radiation. These include computers, video monitors, typewriters, fluorescent lights, clocks, copying machines, faxes, electric pencil sharpeners, and a host of other electronic devices. Human sensitivity to electromagnetic fields is well-documented, and the design of future office equipment would most likely involve a consideration of emitted radiation. Arnold and Feldman (1986) emphasize the deleterious effects of role ambiguity, conflict,

over load and under load. Role ambiguity is often the result of mergers, acquisitions and restructuring, where employees are unsure of their new job responsibilities. Role conflict has been categorized into two types: inter sender and intra sender (Kahn et al., 1964). Inter sender role conflict can occur when worker's perceive that two different sources are generating incompatible demands or expectations. Arnold and Feldman (1986) cite three types of interpersonal relationships that can evoke a stress reaction: 1) too much prolonged contact with other people, 2) too much contact with people from other departments, and 3) an unfriendly or hostile organizational climate. 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. Over forty percent of the work force experienced one or more stress-related illnesses as a result of these five stressors. Single or divorced employees, union employees, women, and hourly workers reported greater stress levels, and a higher likelihood of "burning out" (p.6-8). In a follow-up study, Lawless (1992) found similar results except that there was no significant difference between married and unmarried workers. However single women with children were more likely to burn out than married women with children. "Single parenthood compounds the stress women face in juggling work and child care responsibilities, especially when overtime hours are required." The Canadian Centre for Occupational Health and Safety has summarized some of the factors that can contribute to workplace stress:

- Factors unique to the job: workload (overload and under load), pace, variety and meaningfulness of work, autonomy (ability to make your own decisions about the job or specific tasks), shift work, job tenure, physical environment (noise, air quality etc.), privacy vs. isolation at the workplace.
- Role in the organization: role conflict (conflicting job demands, multiple supervisors/managers), role ambiguity (lack of clarity about responsibilities, expectations etc.) and level of responsibility.
- Career Development: under/over promotion, job security, career development opportunities, and overall job satisfaction.
- Relationships at work (interpersonal): supervisors, co-workers, subordinates, threats (violence, harassment etc.).
- Organizational Structure/climate: participation (or non participation) in decision making, management style, communication patterns.

The factors that lead to stress at the workplace are categorized mainly into four by Summers et al (1994) (viz.), personal characteristics, organizational characteristics, structural and organizational characteristics, procedural and role characteristics.

The major causes of Occupational Stress enumerated by Apex (1985) are: (1) Environmental factors, (2) Job design faults, (3) Employer Employee relationships, (4) Social isolation, (5) Failure to solve grievances, (6) Fear of adverse health effects, and (7) Threat of job losses.

- (1) Environmental factors: Poor working environment may cause or add to job stress.
- (2) Job design faults: Poor Job design, resulting in incorrect pace of work or underutilization of skills, can cause stress.
- (3) Employer employee relationships: Fundamental organizations evoke feeling of apprehensions at all levels. Uncertainty surrounding the need for one's own job in the new system or its possible restructuring with consequent changes in pay, promotion, and training etc., inevitably lead to anxiety.
- (4) Social isolation: This type of stress refers to the psychological distance between the occupant's role and other roles in the same role set. It is also defined as role distance,

which is different from inter-role distance (IRD), in the sense that while IRD refers to the distance among various roles occupied by the same individual, role isolation (RI) is characterized by the feelings that others do not reach out easily, indicative of the absence of strong linkages of one's role with other roles.

- (5) Failure to solve grievances: There shall be a proper mechanism for the redressal of the complaints and grievances raised by employees in any organization set up. Failure to solve the grievances occurs when the management does not respond or, when there is lack of proper understanding of the underlying causes and thus treats only the symptoms.
- (6) Fear of adverse health effects: Unless management handles the fear of potential health risks sensitively and knowledgeably, it can increase the stress out of proportion.
- (7) Threat of job losses: Automation is sometimes introduced to cut the staff budget, which may imply that the existing staff is to be axed. Even if this is not the case in an individual library, the plan to automate may create anxiety.

The major dimensions of Occupational Stress identified by some of the prominent researchers are laid down for detailed understanding. Pareek (1983) listed eight major dimensions, contributing to the Organizational Role Stress. They are (1) Self-role distance; (2) Inter-role distance; (3) Role-stagnation; (4) Role ambiguity; (5) Role overload; (6) Role erosion; (7) Role inadequacy; and (8) Total role stress (overall role stress).

The occupational stress dimensions, located by Srivastava and Singh (1981) are (1) Role Overload; (2) Role ambiguity; (3) Role conflict; (4) Group and political pressures; (5) Responsibility for persons; (6) Under-participation; (7) Powerlessness;

- (8) Poor peer relations; (9) Intrinsic impoverishment; (10) Low status; (11) Strenuous working condition; and (12) Unprofitability.

2. LITERATURE REVIEW

Manthei (1989) surveyed the school counselors about the job-related stress. Results indicated that females reported significantly more than males when performing non professional duties. Males reported more stress regarding financial concern than did females. Older subjects reported less stress than younger subjects. Stressors included role ambiguity, role overload and the role conflict.

Beena and Poduval (1991) studied gender differences in relation to the work stress with age as an independent variable. The sample consisted of 80 first-level executives of a large industrial organization. A 25-item work stress related scale was developed by using items from the Higgings's scale. The findings of the study indicated that stress experience of the executives increased with advancing age. Sex was also found to be a major factor affecting the stress condition.

Mishra (1997) conducted a study to compare the level of Occupational Stress among public and private sector public relations officers. The Occupational Stress Index of Srivastava and Singh (1981) were administered to the sample population. Critical ratio test was used to find out the difference between perceived occupational stress among public and private sector public relations officers. The analysis of the data revealed that public relations officers of public sector experienced significantly higher occupational stress on the dimensions of role ambiguity, role conflict, unreasonable group and political pressures, powerlessness, poor peer relations at work, intrinsic impoverishment, low status and strenuous working conditions as compared to public relations officers of private sector.

Guglielmi and Tatrow (1998) reviewed the health effects of Teacher Stress and reported serious health problems as suffered by teachers having occupational stress.

Lo and Lamm (2005) studied Occupational Stress in the Hospitality Industry- An Employment Relations Perspective and tried to draw attention towards various factors causing stress like poor working conditions, low wages, lack of overt conflict between management and workers.

Statista (2022) focused on most common work stressors prevalent in the hospitality industry pre-Covid -19 which included heavy workloads, long working hours, inflexible working schedules, strained interpersonal relationships, work-life balance issues and job insecurity.

J.Naik and Sankaranarayanan (2018) studied Occupational Stress and Coping Mechanism among lower level employees in Hospitality sector in state of Goa. They identified 13 major factors contributing stress at the workplace and also discussed emotion focused and problem focused coping mechanism.

Sachin Vernekar, D. H. (2018) recommended that time management; career development appraisal, supervision and transparency can reduce occupational stress among hotel employees.

Agrusa, H.J. (2011) in his study reveals that emotional intelligence does not have much influence on emotion coping after the entry of two basic personality traits (neuroticism and extraversion); and EI is significantly related to avoidance coping encompassing social diversion and distraction.

Bansal, S.T. (2016) Study reveals that different coping mechanism is used by the women employees for managing the stress such as positive thinking, counseling, reduction in family responsibilities and recreation with family. Hotels are also using different techniques to help the women employees to handle the stress and they are following six off-days in a month, women meet in every month and providing them with learning and training programs.

Stress in Hotel Industry

Although it is generally acknowledged that occupational stress can be a contributing factor in workplace illness and injury rates, little is known about the extent of occupational stress in so-called 'less hazardous' industries that rely on 'emotional labor', such as the hospitality industry. The hospitality industry encompasses a wide variety of different types of businesses and companies that make up the service sector of the workforce. The burnout rate of people employed in the hospitality industry is one of the highest. According to the Permanent Life Situation Survey (2009), hotel and restaurant workers experience employee burnout at a rate of one in seven. Although the annual study took place in the Netherlands, the results are consistent with other findings throughout the world. The main cause of the high incidence of employee burnout in the hospitality industry is chronic stress in the workplace. Contributing factors of burnout in the hospitality industry include:

- Increasing pressure and job demands that become overwhelming
- Having little or no control over your work
- A work environment that is stressful, hostile or unpleasant
- Long hours, often late at night, resulting in a lack of sleep or rest
- Tight schedules
- A job that is monotonous, repetitive or boring
- Constantly trying to please everyone
- Lack of communication with coworkers, supervisors and management
- Being assigned job responsibilities without receiving the proper support And guidance
- Not having a job description or expectations clearly defined
- Feeling as if there is not a sense of balance between work and home life
- Working in a position with responsibilities where you are over or under qualified
- Many positions require long hours of constantly being on your feet

- Stressful interactions with customers
- Many positions have a lower rate of pay than many other industries

Moreover, there is evidence that these work characteristics are potential work stressors associated with turnover intentions (Hom, 2002). Furthermore, work characteristics are often antecedents to work–family conflict. Job factors in the immediate hotel work environment that influence stress include high demands for responsiveness and emotional control in customer service (Hochschild, 1997) and norms about the importance of “face time” (Munck, 2001). These factors may operate in an additive way such that as these risk factors increase, an employee’s ability to adapt to his or her environment is jeopardized. The need or requirement to work long, irregular, and unpredictable hours emerged consistently as the most prevalent job stressor for managers in a variety of types of hotels and locations. Managers and spouses largely agreed on this point, and entrants were well aware of these expectations. Yet there was variability across hotel occupations in these perceptions. For example, managers assigned to rooms and food and beverage reported being particularly challenged by long, nonstandard hours, including weekends and holidays. Note, however, that these operations positions are also the traditional “routes to the top.” In contrast, managers in human resources, engineering, and accounting tended to have 8 a.m. or 9 a.m. to 5 p.m. or 6 p.m. schedules that are probably more compatible with life off the job, yet these positions typically are not viewed as pathways to becoming general manager. Thus, there are clearly work–family trade-offs in each occupational category: More upwardly mobile hotel managers must make more significant compromises in their lives outside of work. Furthermore, general managers also reported working relatively long hours, yet they enjoyed considerable flexibility and control in determining those hours.

Stress has both physical and emotional effects on us and creates positive and negative feelings. As a positive influence stress can help us to compel action result in a new awareness in an exciting new perspective. As a negative influence, it can result in feelings of distressed, rejection, anger, and depression, which in turn lead to frustration to work. And also several health problems, such as head ache, high blood pressure, heart disease etc. The work environment has changed drastically over the past few decades. The work environment in many industries has changed from the traditional setup to computerized, then automated and more recently digital workplaces. With such changes, the structure and nature of hotel professionals has also changed in a dynamic way. The hotel professionals experience stress as they readjust their lives with the changing work environment, job rotation, job promotion etc, while adjusting to such changing environment, stress will either help or interrupt us depending on how we react to it (Routray and Satpathy, 2007).

The new technologies compelled the professionals to acquire new knowledge along with traditional functions and services. Working beyond normal hours and night shift duties adversely affect the physical conditions of the professionals resulting into physical stress and illness. Mental stress can be traced to a person’s state of mind, which involves expectation, fears etc. Situational stress is derived from the interaction with the outer world, like interaction with modern technologies, role as a manager etc. During the past few years, many industries like hotel industry have been experiencing changes at an accelerating rate. Accordingly the professionals here have been exposed to a considerable amount of stress in their day- to-day work. Change in technology, change in industry environment, change of supervisors, change in physical facilities, change in user’s demand, reduction of staff strength, lack of funds and the like create unnecessary tensions and stresses to the professionals. Identifying stress and aware of its effect on once life is not sufficient enough for reducing its harmful effects. Just as there are many sources of stress, there are many possibilities for its management (Elliot, 1990).

One reality of the twenty first century is that the working professionals are faced with constant challenges in their working environments. This is not only because of the role they have to play inside their workplaces, but also due to the increasing demands and expectations of the customers.

Therefore, as explained above, Hotel Professionals are bound to assume new roles and functions in the wake of this drastically changing business world. The question is whether they are able to perform at the expected level of contribution to the community they are supposed to serve. The bare truth is that some are not making any strain in serving the user community. In other cases, though strenuous efforts are made to put their maximum to the needy they are unable to contribute to the optimum level because of so many factors which stand as impediments on their way of performance of their job. Situations like this lead to the necessity of proper analysis of the problems prevalent to organizational and occupational psychology of the individuals of this profession. Since this aspect has not been subjected to serious study by the experts, there is an immense potential and significance to conduct research in this area. The stress can be felt out of various issues categorized in two dimensions:

1) Status related issues – which includes the identity, social status and prestige of the professionals.

2) Work related issues – which include physical working conditions, recognition with the work conducted, job security, promotion, wages, skill and knowledge, feeling of inadequacy, change of any type, role conflict, interpersonal relations, work related stress etc.

The first types of problems are available not only here, but they are all the more global in nature and it is by no means an easy task to get over them. So we need to concentrate on the second and strive for a better working environment, including physiological environment, so that the professionals could develop their potential qualities for the benefit of the community. We also need to recognize the professional's economic, social and self-actualization needs so that he could experience a better quality of life and mental satisfaction from his/her work. Numerous researches have been conducted on prevention of occupational stress, which address the subject in different ways, covering a wide range of contents, targeting groups and styles of presentation. The present research will, firstly, try to analyze the signs and symptoms of stress, to identify does occupational stress differ between male and female.

3. RESEARCH METHODOLOGY

The present study was conducted on a sample 282 associates in the age group of 25-45 years from five star international hotels chain situated in Asia-Pacific region out of which 194 were males and 88 females.

Occupational Stress by Shailender Singh, (Shailendra Singh developed this questionnaire in 1989 to measure organizational stress) Questionnaire was rated on a 5-point scale was used. Then the factor analysis was applied to validate the questionnaire The KMO measure was found to be 0.534. The Bartlett's test of sphericity was found to be significant at 0.01 level.

The *loadings* listed under the "Factor" headings represent a correlation between that item and the overall factor. Like Pearson correlations, they range from -1 to 1.

The description of the various factors identified on the basis of factor analysis is as follows: Group Cohesiveness, Role Clarity, Fair Compensation, Consistent Role Demand, Adequate Workload, Managerial Support, Context Sensitive, Comfortable Job, Job Capability Fit and Role Autonomy.

Further with the statistical analysis of the primary data collected from the associates working in hotels, the hypotheses was framed and tested with the help of statistical tools and results are interpreted.

Hypothesis: There is significant difference in the level of stress among men and women associates.

The technique of multivariate analysis of variance (MANOVA) has been used to bring out systematic differences among the groups, as the study involved group comparisons based on a number of demographic variables. A significant multivariate F value allows one to conclude with confidence that the groups do indeed differ among themselves at least in some of the variables. The details are presented as follows

Multivariate Analysis of Variance was applied to study the difference between the perception of Males and Females in Hotel industry. The obtained results are presented below:

- Mean Scores of Hotel Industry on various factors of Occupational Stress

Wilks' lambda is a test statistic used in multivariate analysis of variance (MANOVA) to test whether there are differences between the means of identified groups of subjects on a combination of dependent variables.

Wilks' lambda performs, in the multivariate setting, with a combination of dependent variables, the same role as the F-test performs in one-way analysis of variance. Table 2 titled Summary of Multivariate Tests for the factors of Occupational Stress according to Gender of Associates provides clear explanation.

Table 2: Summary of Multivariate Tests for the Factors of Occupational Stress According to the Gender of Associates

Effect		Value	F	Hypothesisdf	Errordf	Sig.	
Inter	Intercept	Wilks' Lambda	.00	4.72	11.00	395.00	.00
IndI	Industry	Wilks' Lambda	.75	11.92	11.00	395.00	.00
Gen	Gender	Wilks' Lambda	.93	2.64	11.00	395.00	.00
Indu	Industry *Gender	Wilks' Lambda	.95	1.57	11.00	395.00	.10

Table 2

The above table 2 shows the results of Two Way MANOVA with gender and industry as independent variables and factor of occupational stress as dependent variable. The two way MANOVA revealed that gender impacted significantly on the combined dependent variable occupational stressor Wilks Lambda = .93, F value (11,395) = 2.64, p value = .03.

The further scrutiny of the ANOVA table 3 according to each variable shows that Group Cohesiveness, Consistent Role Demands, Managerial Support, Adequate workload and Role Autonomy are significantly different according to gender.

Table 3: Mean Scores of Gender for the Factors of Occupational Stress

DD	Dependent Variable		Hotel Industry
Gro	Group Cohesiveness	Male	3.87
		Female	4.17
	Role Clarity	Male	3.19
		Female	3.06

Fair Compensation	Male	3.39
	Female	3.32
Co Consistent Role Demands	Male	3.48
	Female	3.60
Ade Adequate Workload	Male	2.94
	Female	3.33
Man Managerial Support	Male	3.60
	Female	3.48
CoC Context Sensitive	Male	3.44
	Female	3.15
Co Comfortable Job	Male	3.07
	Female	2.82
Job- Capability Fit	Male	3.83
	Female	3.79
Rol Role Autonomy	Male	3.68
	Female	3.97
Str Overall Stress Score	Male	3.45
	Female	3.47

Table 3

Difference in the overall level of occupational stress, there was no significant difference amongst the two genders on overall stress.

Hence, the hypothesis that there is significant difference in the level of stress among men and women associates is rejected

Analysis of the mean table (Table 3) shows that females feel significantly less stressed due to Group Cohesiveness, Consistent Role Demands, and Role Autonomy while on Managerial Support males feel significantly less stressed as compared to females. When calculated the difference in the overall level of stress, there was no significant difference amongst the two genders on overall stress. The probable reasons for these results could be that the workplaces are witnessing dramatic changes with more women in the offices. The composition of workgroups now has almost equal numbers of males and females. So the fairer sex gets more people of the same sex at the workplace to collaborate with and therefore finds more group cohesiveness.

Further Referring to the results of consistent role demands and role autonomy, it can be said that the structure of the work is changing at a very fast pace suiting to the knowledge workers. Moreover the law limits the presence of women in the offices, which has to be followed stringently for their safety. So women get more repose in terms of late hours and field works which generates less stress. The probable explanation to the females being more

stressed due to managerial support could be that because of the societal limitations, in a traditional, patriarchal society women are generally not provided adequate support by their superiors causing high stress for them.

The following studies also show similar results:

A study was conducted by Michael et al (2009) on a sample of 2775 professional to examine gender differences in occupational stress, taking into consideration the role of marital status, age and education. The results show that when marital status, age and education were introduced in the equation, no significant gender differences were identified.

Wanigasekara (2007) examines gender difference in occupational stress and coping strategies among middle level managers in Sri Lanka private sector organizations. Result of the survey shows that female middle level managers reported sources of stress as mistakes at the job, less recognition from superior, lack of career and achievement and lack of personal level development at the job than male middle level managers. Male middle level managers reported higher stress for personality clashes with others.

Miller et al (2000) conducted a study to examine the interaction of gender and culture in managers' experiences of work stress. Data were collected on sources of occupational stress (stressors), coping and consequences of occupational stress (strains) from male and female managers from four countries- South Africa, the United Kingdom, United States of America and Taiwan. Few significant results were found for the interaction between country and gender on any of the measures. When the sample as a whole was examined, however, there were also virtually no differences in sources of work stress, but there were differences in the consequences of work stress for male and female managers.

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