

PalArch's Journal of Archaeology  
of Egypt / Egyptology

**"GENDER DIFFERENCE IN OCCUPATIONAL STRESS AMONG TOP  
LEVEL MANAGERS IN PRIVATE SECTOR ORGANIZATIONS IN  
MADURAI DISTRICT"**

**Dr. K. HEMA MALINI**

**M.Com., MCS., M.Phil., PGDCA., Ph.D., Assistant Professor, PG Department of  
Commerce, The Madura College(Autonomous), Madurai.**

**Email: [hemamalini@maduracollege.edu.in](mailto:hemamalini@maduracollege.edu.in)**

**Dr. K. HEMA MALINI, GENDER DIFFERENCE IN OCCUPATIONAL  
STRESS AMONG TOP LEVEL MANAGERS IN PRIVATE SECTOR  
ORGANIZATIONS IN MADURAI DISTRICT, -- Palarch's Journal Of  
Archaeology Of Egypt/Egyptology 18(1). ISSN 1567-214x**

**Keywords: Top level managers, Gender, Occupational Stress, logical, emotional.**

**ABSTRACT**

This study examines gender difference in occupational stress among top level managers in private sector organizations of Madurai District of Tamilnadu. The sample consisted of 120 top level managers in various private sector organizations at Madurai District of Tamilnadu. Required data were collected through five point Likert scale questionnaire. Result of the survey were analyzed by using the independent t-test. Female middle level managers opined that sources of stress include pointing out mistakes at the job before large members, less recognition from superiors, lack of career growth, lack of motivation for 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.

**INTRODUCTION**

Gender equality in all aspects of society is crucial for lasting growth and democracy. It relates a society's level of political maturity. Women's relation to the labour market remains largely mediated by men whether as family members, employers or even suppliers of credit. Stress plays a major role in assessing and measuring the level of gender difference particularly at work place.. Stress is a measure of the internal acting within a deformable body. Quantitatively, it is a measure of the average force per unit area of a surface within the body on which internal forces act. These internal forces are a reaction to external forces applied on the body. Stress is defined as any condition or characteristics of the work environment which threatens the individual's psychological and physiological

homeostasis (Vivaen, Thompson, 1996).

## **LITERATURE REVIEW**

Many researches on gender differences in occupational stress have done by western researchers. Most occupational stresses are more conducive to men's success than women's (Tharenou et al., 1994). Women's minority managerial status and male-dominated company policies have been used to claim that female managers are subjected to a greater number of work related pressure than male managers (Davidson and Cooper, 1983).

With the growing no of women in management, future productivity may depend on an organization's ability to integrate women in to the mainstream of organizational life (Offermann and Gowring, 1990). Female HR professionals reported significantly more pressure and reported a greater no of stress manifestations than their male counterparts (Davidson and Cooper, 1983).

Previous research has examined the degree of occupational stress and gender difference which indicates females' occupational stress is bigger than males' occupational stress. Former researchers has indicated that female managers suffer from role conflicts and role ambiguity (terborg, 1985), which brings with it pressure felt from tokenism, isolation and not feeling fully accepted by their peers (Rosen, 1982; Davidson and cooper, 1983; Offermann and Armitage, 1993).

Female managers are also more likely than male managers to suffer from a lack of support, be this lack of encouragement from superiors (Davidson and Cooper, 1983), absence of mentors (Jick and Mitz, 1985; Terborg, 1985) or lack of social support (Davidson and Cooper, 1983 ; Offermann and Gowring, 1990).

## **OBJECTIVES OF THE STUDY**

The objectives of the research are as follows:

- To identify the various occupational stress of gender difference among top level managers in private sector organisation in Madurai District
- To study the gender difference in occupational stress among top level managers in a private sector organization at Madurai District

## **METHODOLOGY**

The study is descriptive and analytical. It is based on sample survey method. The sample consisted of middle level managers in various private sector organizations at Madurai District of Tamilnadu. A total number of 120 questionnaire were distributed. Among them 120 respondents 62 were male managers and 58 Female mangers. The questionnaire designed at a 5 point Likert scale (5=Strongly agree to 1=Strongly disagree) and questionnaire depend on Cooper's Occupational Stress Indicators. Data were analyzed by using independent t-test through SPSS software.

## **RESEARCH FINDINGS**

### **➤ DEMOGRAPHIC CHARACTERISTICS**

Of the 120 respondents, 51 per cent are male (N = 62) and 49 per cent are female (N= 58). The mean age of respondents is 37 with range from 28 to 45. Top level managerial positions used as senior managers, deputy managers and assistant managers were included in the study. 32 per cent of the respondents were unmarried

(N = 38), while 68 per cent are married (N = 82).

**Hypothesis:**

Ho: There is significant difference among male and female top level managers with regard to various dimensions of stress

Ha: There is no significant difference among male and female top level managers with regard to various dimensions of stress

**TABLE 1: RESULTS OF INDEPENDENT T-TEST ON INDIVIDUAL STRESS ITEMS BETWEEN MALE AND FEMALE MIDDLE LEVEL MANAGERS**

Qn.no	Dimension of Stress	MEAN		Significant (2-tailed test)
		Male	Female	
	➤ <b>Factors intrinsic to the job</b>			
1	Satisfaction of working environment	4.02	3.64	0.01
2	Adoption with new technology, innovation and challenges	3.45	3.51	0.09
3	Attached to normal routine work	3.23	3.06	0.43
	➤ <b>Managerial Role</b>			
4	Ability to take risk at work place	3.42	3.38	0.21
5	Ability to take decisions individually	2.60	3.74	0.00
6	Make decision which influence organization goal	3.74	3.91	0.23
	➤ <b>Relationship with Peer Groups</b>			
7	Lack of coordination from subordinate	2.68	3.15	0.06
8	Not able to tackle internal politics	2.95	3.23	0.06
9	Lack of recognition from superiors	2.11	3.00	0.00
10	Ego clashes with peer groups	3.44	2.30	0.00
	➤ <b>Career Advancement</b>			
11	Equal opportunities are given	3.16	2.60	0.02
12	Ability to achieve personal level development at work	3.89	3.08	0.00
13	Motivated by the organisation for career development	2.79	2.67	0.94
	➤ <b>Organisation structure and climate</b>			
14	Lack of adequate guidelines from superiors	2.60	2.38	0.30
15	Training given is insufficient	2.32	2.68	0.12
16	Lack of appreciation from top management	2.49	2.55	0.29
17	Lack of infrastructure at work place	2.51	2.28	0.24

**Source: Primary data**

From the above table it could be inferred that male respondents are more satisfied with working environment than their female counterparts as their mean score is significantly high with regard to various dimensions of stress viz, factors intrinsic to the job, managerial role, relationship with their peer groups, career advancement

and organizational structure. But as regards to overall dimensions of stress, there is no significant difference among male and female middle level manager in the work place.

### CONCLUSION

The objective of this study is to investigate gender differences in occupational stress and coping strategies among middle level manager. Results of independent t-tests reveal that gender differences exist in five of the OSI sub-dimensions, namely: Satisfaction of working environment, Fear of committing mistakes at job, Achievement of personal level development of the job, Personality clashes with others and Career promotion and growth for further development..

Other sub-dimensions relating to the ISO (Occupational Stress Indicator) were not reported significant difference between male and female top level managers' job related stress..

The study revealed that stress factor makes a significant change in female managers when compared to male managers. The female managers require more physical facilities for accomplishment, social support from all spheres as well as attitudinal change to enhance themselves not only in administration but also in society.

### REFERENCES

1. Arnold H.J., & Feldman, D.C.; A multivariate analysis of the determinants of job turnover, *Journal of Applied Psychology*, 67, 350-360.
2. Adeline Broadbridge,; Stress and the Female Retail Managers, Women in Management Review, volume 15, November 2000, University of Straline.
3. Baumeister, R.F., & Scher, S.J., Self-defeating behavior patterns among normal individuals: Review and analysis of common self-destructive tendencies, *Psychological Bulletin*, 104, 3-22.
4. Caplan, R.D., & Jones, K.W., Effects of workload, role ambiguity, and Type A personality on anxiety, depression and heart rate, *Journal of Applied Psychology*, 60, 713-719.
5. Carayon, P., Stressful jobs and non-stressful jobs: A cluster analysis of office jobs, *Ergonomics*, 37, 311-323.
6. Chemers, M.M., Hayes, R.B., Rhodenault, F., & Wysocki, J., A person-environment analysis of job stress: A contingency model explanation, *Journal of Personality and Social Psychology*, 49, 628-635.
7. Cobb, S., & Rose, R.M., Hypertension, peptic ulcer, and diabetes in air traffic controllers, *Journal of the American Medical Association*, 224, 489-493.
8. Davidson, M., Cooper, C., Stress and the Woman Managers, Martin Robertson & Company publication, Oxford,.
9. Gender differences in Occupational Stress and Coping Strategies among IT Personnel, Women in Management Review, Volume 11 Number 1, pp. 20-28, MCB University Press.
10. Jick, T.D., Mitz, L.F., Sex differences in Work Stress, Academy of Management Review, No. 10, pp. 408-20. Vivien K.G. Lim, Thompson S.H. Teo, (1996),
11. Sandra L. Fielden, Cary L. Cooper, Women Managers and Stress: A Critical Analysis, Volume 20, Manchester school of Management, UK