

Role Demands as A Factor of Stress in Working Women – With Specific Reference to Information Technology

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ABSTRACT

Studies of the roles and responsibilities associated with stress in working women in IT (information technology) and information technology enabled services have implicated multiple and conflicting demands which might not be without some resultant effects. However, little research has been conducted on these role demand 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. There is need for evidence-based empirical findings to facilitate improvement in information technology and information technology enabled services. IT BPM industry revenues in India (excluding hardware) is estimated at around US\$ 130 billion in FY 2015-16 and is estimated to be at US\$ 154 billion in FY 2016-17. The domestic revenue of the IT industry is estimated at US\$ 38 billion and export revenue is estimated at US\$ 117 billion in FY17. Currently it has an employee base of 3.9 million with 2.5-3 million new jobs to be created by 2025. (NASSCOM). The IT-BPM industry has been fairly neutral from the starting, believing in providing equal opportunities for both women and men. The participation of women in the work force has been a critical enabling factor for the continued growth of the industry, though in practicality there is some difference. Although stress is felt by both men & women, the stress in women is somewhat different. This paper focuses on the stress in working women in India in information technology sector. Based on the research of around 300 women working women in information technology sector of Delhi-National capital region, role demands were found to be a definite factor leading to job stress. The role demands the stress felt by employees because of the role (job) that they do in the organization. Each position has an expected role to be played by the person at that position. Role conflict, ambiguity, and overload together constitute important parts of role stress. The research was carried out using both secondary & primary data. Item response theory was used to analyze the data. Out of the various sub factors analyzed under role demands, lack of information and non-clarity of the role were found to be significant factors influencing job stress in women.

Keywords: Working Women, Job stress, role demands, IT (information technology) sector.

INTRODUCTION:

Stress has become a common phenomenon of corporate life. Its intensity and importance are increasing in fast-changing modern life. Stress can be found in all socio-economic settings- whether it is a developing country or

developed country. Globalization, particularly in India led to the socio-economic changes in the social composition. The changing mindset of Indians specifically the middle-class families led to the girl child education, encouragement to go for higher studies and later join the workforce. Hence this initiation turned the role of women in family and society at large. Simultaneously the changing style of management in organizations because of robust expansion of service sector particularly in IT sector also geared up the percentage increase in working women. The management started recruiting people on the basis of merit and talent rather than on other factors. All these circumstances led to increased possibilities for women to actively participate in the job market which was erstwhile reserved only for men. Thus the participation of women increased in the job market and along with it brought various challenges. This high level of competition and work culture in work place also brought along with it, what we call in today's times as *Job Stress*

As the intricacies of existence increase, the quantity of stress also increases. Today working women in India are persistently tested by the demand of 24 by 7 work culture. Working women are juggling different duties at work, substantial official schedules, business trips, in dealing with the day to day routine obligations of life and home.

LITERATURE REVIEW:

According to French, et al.(1982) " Job stress is the harmful physical and emotional response that occurs when there is a poor match between job demands and the capabilities, resources, or needs of the worker. Job stress occurs when there is an unfit between job and person. The effects of job stress on chronic diseases are more difficult to ascertain because chronic diseases develop over relatively long periods of time."Due to job stress employee starts absenting themselves from work, take long leaves and avoids responsibilities. This has an impact on co-workers as they have to work for the absentee employee also.

Job Stress among working women:

According to a survey conducted by Gallup (2014) job change, perceived pay inequity, and work overload are the leading causes of stress among working women. Other reasons for stress among women are unwelcome physical or verbal advances from men, financial worries and family illness for which they have to frequently take leaves. The women employees fill approximately one-third of all managerial organizational positions but stay mainly in a low profile of authority, status, and pay.

The survey conducted by Nielsen (2011)" covering 6500 working women from developed and developing countries show the high percentage (87%) of stress in Indian women followed by Mexico at 74% and Russia at 69%. There are various reasons of job stress in Indian women. This research was carried out keeping in view six variables. These were task demands, unavailability of female friendly policies, career growth demands, work family conflict, personal lifestyle habits and role stress. The outcomes show that these together effect stress in a cumulative way. Though the effect of each factor on stress is different but is not exclusive. This paper focuses on the variable "role stress". A person in an organization has various roles to play. Even a single role leads to different expectations from different people. It includes role conflict, role ambiguity and role overload. Research has shown that role conflict, ambiguity, and overload are linked with job related outcomes such as lower levels of job satisfaction, commitment and job involvement as well as higher levels of tension and propensity to leave an organization.

Role conflict takes place whilst there are incompatible demands placed upon someone such that compliance with each could be hard. Individuals experience role conflict once they discover themselves pulled in diverse directions as they try to respond to the various statuses they preserve. Role conflict can be something that can be for either a quick time frame, or a protracted time period, and it can also be related to situational studies. Role conflict starts due to the human preference to attain success, and due to the stress placed on an individual by means of incompatible needs competing towards each other. The consequences of role conflict, as located via case-research and nationwide surveys, are related to person personality traits and interpersonal relationships. Individual personality characteristic conflicts can rise up within personality role conflict where "components of an character's persona are in conflict with other elements of that same person's persona". Interpersonal relations can cause conflict because they're by using definition "having an association among or more people which could range from fleeting to enduring, that may cause that conflict. Role conflict is the incompatibility between the expectations of parties or between aspects of a single role (Peterson et al; 1995). It can be described as the simultaneous occurrence of two (or more) sets of pressures, such that compliance with one would make compliance with the other more difficult (Gil-Monte et al., 1993)

Role ambiguity, or the extent to which one's work responsibilities and degree of authority are doubtful, is one of the most extensively studied variables in the field of occupational stress, because it represents a subjective

judgment of one's work state of affairs, role ambiguity is normally assessed using employees' self-reviews. A few researchers check with role ambiguity by its polar opposite, role clarity.

Employees who experience role ambiguity experience uncertainty about behaviors. They will wonder, as an example, whether or not they're carrying out inappropriate work behaviors. On the other hand, they will surprise whether or not they're failing to engage in appropriate work behaviors. Maximum employees find each of these situations distressful.

A whole lot of the studies on occupational stress has targeted on identifying work stressors; role ambiguity and an associated variable, called role conflict (i.e., the quantity to which an employee faces incompatible work needs), are the most generally studied stressors. A stressor is anything in the work environment that calls for a worker to confirm and has the capacity to lead to poor health. Similarly to role ambiguity, other stressors encompass having a heavy workload or being mistreated by way of a manager. The poor health effects produced by way of a stressor, which includes depression, anxiety, or physical signs and symptoms, are called strains. Role ambiguity is uncertainty about what actions to take to fulfill a role (Peterson et al., 1995). It implies a lack of information about a particular role and hence uncertainty regarding the expectations associated with the role, especially about how to perform the task (Lewis and Cooper, 1988, Gil-Monte et al., 1993).

There is evidence that executive women experience overload as a stressor, both in the form of role overload and total workload (Hochschild 1997). Working women's play multiple roles in their day to day life, and this becomes a major source of stress. Apart from this, working women's are more involved in taking care of others outside their work life such as parenting, care of elderly etc. According to Frankenhauser (1991), the average total workload of men was 68 hours per week whereas women's average workload was 78 hours per week. This increased workload per week has a toll on the health of women which subsequently leads to stress. The stress further increases with age and also depends on the number of children a working woman has.

Hall (1972) stated that the multifarious roles of a woman present a clear example of chronic role conflict as mutually competing demands by different role senders. According to him, conflicts arising from multiple roles are a woman's major role problem, rather than conflicting expectations within a particular role. Conflicts are more due to role overload and time conflicts rather than role incompatibility.

Barnet and Baruch (1985) pointed to the importance of role overload for women, which they define as the general sense of having so many role demands or obligations that the individual feels unable to perform them all adequately. These authors and others (Cooke 2004) obtained results suggesting that employed mothers are frequently vulnerable to this type of stress (Buffardi et al 1999). One of the important reasons for stress is non clarity of what actually is to be done. What one has to do and when and what is not a part of one's role. Though organizations talk of job analysis, when it comes to work there is a lot of overlapping. The priorities are also many times not clear. When it comes to training which is very important there are again priorities in which women many a time have to wait to give way to their male counterparts.

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

- To explore the causes that lead to role stress among the working women in National Capital Region in Information Technology sector and its impact on organization and society at large.
- To identify the variables that are the main reasons of role stress in women.
- To suggest measures and practices reduce the role stress among the working women and encourage their participation in the development of society and country.

Thus, review of the literature on role demand leads to the hypothesis with four constructs (independent variable) that lead to stress (dependent variable). These are work load, clarity about scope and responsibilities of the job, training, and preparation for the future. Work load is the amount of work which includes quantity and quality of work. It includes extra stay, mental pressure, and multitasking. Bae (2002) in a study on women in the US found that women have less access to relevant training and are less likely to be trained than men.

Aziz (2003) investigated the prevalence of organizational role stress among Indian information technology employees. Resource inadequacy emerged as the most potent stressor. A continuous and incessant state of role conflict and role ambiguity can lead to a state of burnout.

To attain these objectives, following hypothesis was proposed

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

RESEARCH METHODOLOGY:

3a) Sector chosen for the study-Information Technology sector in the National capital region of Delhi

Over the past decade, India has emerged as one of the fastest growing information technology markets in the Asia Pacific region. The Indian information technology -BPM 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). The IT-BPM industry has remained fairly neutral from the onset, providing equal opportunities for both men and women and the participation of women in the work force is seen as a critical enabling factor for the continued growth of the industry. India is the world's largest sourcing destination for the information technology (IT) industry, accounting for approximately 67 per cent of the US\$ 124-130 billion market. The industry employs about 10 million workforces. The sector has contributed 7.7 per cent of India's Gross Domestic Product (GDP) in 2016.(NASSCOM)

This industry has been a beacon in championing diversity and gender inclusivity initiatives. The important factors that encourage women workforce to participate in IT sector are for embracing a white-collar job with a comparatively high salary, easy international mobility, gender-neutral policy based on knowledge-centric skills possession, flexible work routine and physically less demanding work process in comfortable indoor work-environment (Kumar 2001; Upadhy 2006). The gateway of getting into this sector is through higher and technical education. As such, growing female participation rate in this sector has raised the claim that it has encouraged women into professional, technical and higher education. High employment potentiality in this industry inspired a large number of girls to go for professional education, especially for the computer engineering courses. It transpires from the Nasscom-Mercer, 2009 report that only 5 to 8 percent of female engineering graduates were in the IT industry during the 1980s whereas this figure has shot up drastically to 20 to 30 percent currently.

Mobility, flexibility, and employee relationship management are the three major characteristics of work and employment in this industry. This sector requires its workforce to be highly mobile and open to travel between locations; India and 'onsite', as well as between jobs; within India and 'offshore'. Within companies, flexibility is maintained through resource management systems such as 'the bench' along with certain variables in computing salary of the employees. The third characteristic of this sector is the employee relationship management, in which a lot of emphases are given to attraction, development, and retention of the workforce.

This sector is very volatile. Job security and constant up gradation of skills is required to remain marketable.

Delhi NCR encompasses the national capital territory of New Delhi and numerous districts surrounding it from the states of Haryana, Uttar Pradesh, and Rajasthan. Important among these districts are Noida (in Uttar Pradesh state) and Gurugram (erstwhile Gurgaon, in Haryana state).

Delhi NCR has become one of the fastest growing economic regions of India, accounting for seven to eight percent of the nation's total GDP. Its closeness to government institutions, the existence of a business-friendly infrastructure, and a flourishing entrepreneurship culture make the city a worthwhile IT hub.

Subsequently, several companies have set up their delivery centers and liaison offices in Noida, Delhi, and Gurugram in order to take benefit of the high-quality infrastructure, manpower, real estate, and supportive government policies.

Some of these key advantages are listed below:

Regional Connectivity:

Delhi NCR is a very well connected region. It has one of the busiest international airports in the world – Indira Gandhi International Airport, and claims of an excellent network of railways, roadways, and metro rail. Additionally, Delhi is well connected to its satellite cities – Gurugram and Noida via the Delhi Gurugram expressway and the DND flyover, respectively. The improved inter-state connectivity enables easy approachability to a varied labor pool and market from its adjoining states.

Skilled Workforce:

The presence of leading educational institutions such as the Indian Institute of Technology (IIT), Delhi; Jawaharlal Nehru University (JNU), Delhi Technological University (DTU), and University of Delhi (DU), among others, have warranted a stable supply of skilled workforce, crucial for the growth of the IT industry.

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, research, and development. The number of Indian and multinational organizations present in this area is a testimony to this (Nasscom-McKinsey report 2013).

Research Design:

The design applied in this theory was the conclusive type of descriptive research design. Both secondary and primary data was used to attain the objectives. The secondary data included information from previous studies

about stress in working women in different countries among various sectors, particularly in India. Special readings were done for IT sector in India. Primary data was collected through a questionnaire.

The variables of stress were measured through a questionnaire developed with the help of Organizational Role Stress by Udai Pareek. (2002)

Relevant changes were made in the above according to the literature review and Indian circumstances. A pilot study was conducted with thirty respondents. Finally, four questions were selected. Five-point Likert scale was used within the tool.

In this study, random sampling technique was used for selecting the sample. There was no bias in the responses in using this sampling as the respondents voluntarily participate in the survey. As the respondents show interest in completing the questionnaires, the error rate was minimal. The purpose of the questionnaire was explained to them and their involvement in the study of their choice. Random sampling was the best sampling method available to this study.

Sample size: 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. In order to bring out the latent traits in the responses, Item Response Theory (IRT) was used which plots item response characteristics curve (ICC) for the latent trait variables.

It was used to bring out the response variation according to ability.

IRT entails three assumptions:

A unidimensional trait denoted by θ ;

Local independence of items;

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 deviation of 1.0.

Unidimensionality is to be interpreted as homogeneity, a quality that would be 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.

ANALYSIS AND DISCUSSION:

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.

Question 1 item 18: My workload is too heavy.

Question 2 item 19: I am clear on the scope and responsibilities of my role. (Job)

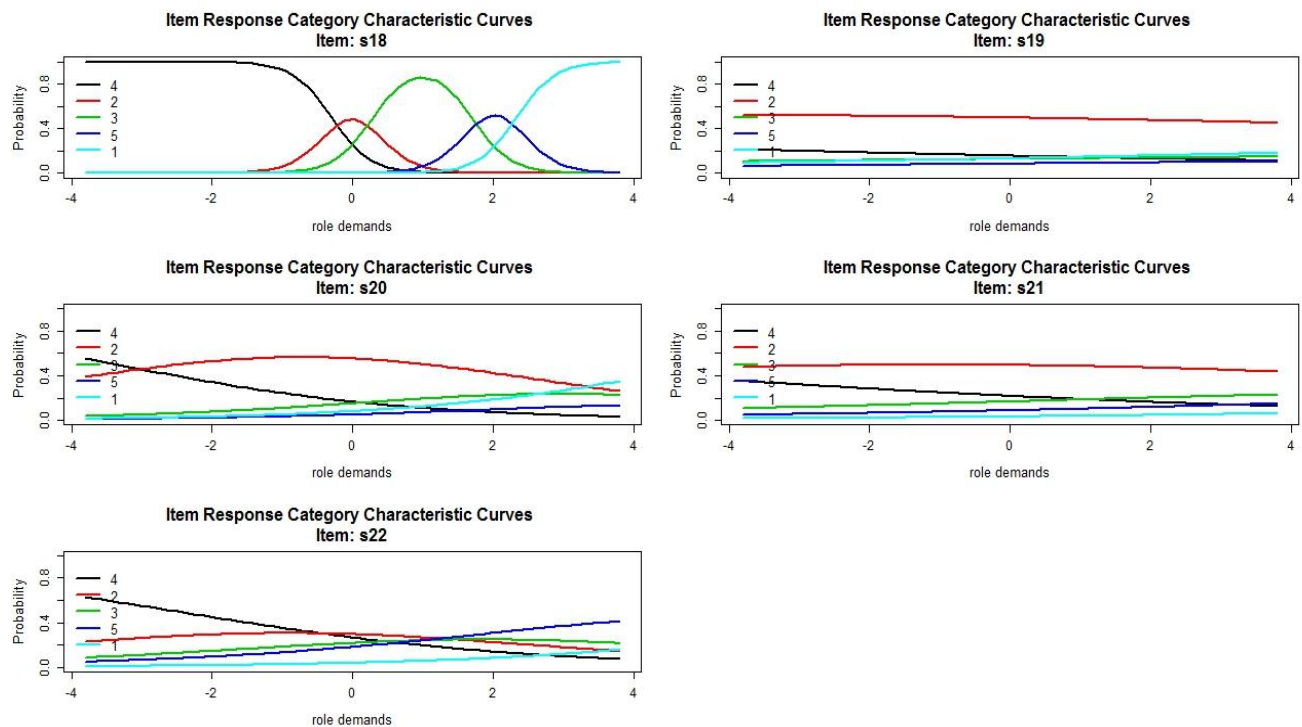
Question 3 item 20: I get the information needed to carry out responsibilities assigned to me.

Question 4 item 21: I am not able to use my training and expertise in my role.

Question 5 item 22: I do not have time and opportunities to prepare myself for the future challenges of my role.

Item response category characteristics curve was plotted with respect to latent trait score for role demands as shown below:

Graph panel showing "ICC" for 'Role Demands' as latent trait variable



Following conclusions are drawn from above graph panel shown below:

1) Item response category characteristics for the item (s18): My workload is too heavy.

Here we see a probability of endorsing category "Disagree" is high for the average value of latent trait score for role demands. With the increase in latent trait value "neutral" increases. Thus it is concluded that working women disagreed with the fact that their work load is too heavy.

2) Item response category characteristics for the item (s19): I am clear on the scope and responsibilities of my role. (Job)

Here we see that probability of endorsing category "Disagree" is relatively higher than all other categories. Thus, it is concluded that respondents who participated in the survey disagreed with the fact that they are clear on the scope and responsibility of their job.

3) Item response category characteristics for the item (s20): I get the information needed to carry out responsibilities assigned to me.

Here the probability of endorsing category "Disagree" significantly is high for the average value of latent trait score for role demands. Thus it is concluded that respondents do not agree with the fact that they get the information needed to carry out their responsibility assigned to them.

4) Item response category characteristic for the item (s21): I am not able to use my training and expertise in my role.

Here we see that probability of endorsing category "Disagree" is relatively higher than all other categories. Thus it is concluded that respondents who participated in the survey disagreed with the fact that they are not able to use their training and expertise in their role.

5) Item response category characteristics for the item (s22): I do not have time and opportunities to prepare myself for the future challenges of my role.

Here probability of endorsing category "Disagree" is high for the average value of latent trait score for role demands. Thus it is concluded that respondents do not agree with the fact that they do not have time and opportunities to prepare themselves for the future challenges of their role.

From above item response category characteristics curve for items (s18-s22), we concluded following factors may be the major cause of stress in working women in "DELHI NCR".

Working women do not get the information needed to carry out responsibilities assigned to them.

Working women are not clear on the scope and responsibilities of their role. (Job)

CONCLUSION:

In India, the post-liberalization era led to the development of IT and IT-enabled Industry. This sector became a dream of many young job seekers as it provided conducive office environment, hand-some pay-package together

with prospects of international travel. It gave career growth opportunities to both men and women. This sector undoubtedly enhanced the participation and movement of women towards urban areas. It enhanced their financial autonomy and bargaining capacity in the household decision-making process. Nayyar (2007) found that this sector inspired female students to take up technical and professional courses and break technical arena, which was so far male dominated. Clark and Shekher (2007) again point out that the effects of this "IT" hype resulted in double-income family replacing the single 'male breadwinner' model. Parents now tend to 'give equal importance to girls' education like that of their boys to enable girls to pursue their own career and financial independence rather than being dependent on others in the family for playing the roles of housewives and mothers.

Though at the policy level 'the principle of Equal opportunity' for women's employment is slated to be followed, in practice women stagnate at certain lower hierarchy ranks such as entry and middle level in the job ladder and concentrated in certain specific areas like HR, Call centers, marketing, financial sector etc. Though this sector calls it an equal opportunity employer but there exists a certain kind of stereotypical image of women workforce and societal constraints force them in experiencing glass ceiling causing over-representation in certain job segments in the lower rank while there is a scant representation of women in the top level of the hierarchy.

Women form an integral part of the workforce. Stress is felt by both men and women but they cannot be treated in the same way. Many times the reasons are quite different in women. They need to be treated differently even for the same reasons. In India, though a lot is done by the organizations to cater to the specific need of women, it is at an infancy stage. The resistance is more to do with the mindset of people.

Women are taken up in organizations but many times their roles are not clear. They have to deal with role conflict, role ambiguity, workload, complexity, utilization of abilities and unwanted overtime. The organization's expectations are sometimes unrealistic from women putting extra pressure on them for the higher level of performance.

Responsibility comes with every job. It gives women employees a feeling of usefulness and pride in their work. But when women employees lack the authority to back up their responsibilities, they may feel unable to meet them. This creates stress and dissatisfaction. This can be avoided by giving them responsibility with authority. When women employees are given the responsibility to perform tasks along with the authority to carry them out, they feel less stressed and more satisfied. Too much responsibility without the authority to fulfill it will create stress and a sense of frustration and purposelessness. Women employees have to be given and must find the correct balance between responsibility and authority to have a healthy, happy, and productive life. While the growth of the participation of women across all areas of IT business has seen substantial over the past two decades, there is an important issue that seems to be falling by the wayside in most companies is that the working women are not clear on the scope and responsibilities of their role.

There are four types of barriers namely structural obstacles, lifestyle issue/choices, imbedded institutional mindsets, and imbedded individual mindsets which limit the scope of responsibilities and the role of working women. Structural obstacles are factors that hold women back or convince women that their odds of advancement may be better elsewhere and many were similar to what was cited by women themselves. Things like lack of access to informal networks where they can make important connections, a lack of female role models higher up in the organization, and a lack of sponsor to provide opportunities. Many of these can be alleviated by instituting a robust mentoring program. The one that may be a challenge is providing female role models, as more women begin moving up in the organization more women will fit the mentor role, but IT companies may find it challenging to provide high up female role models, simply because they don't have many. If the company is working on implementing affirmative action initiatives, time will remedy a large part of this problem.

It was found that the roles they have to do are taken for granted. It is assumed that they know what their role is. If they try to clear up the things they are taken as less knowledgeable and trying to do away with the responsibilities. Different people put different pressures. Their expectations are different. This leads to role conflict. While discussing organization role we cannot forget her role in the family and society at large. It may happen that she is busy in an important meeting and she gets a call from her family. This can happen with a man also. But the difference is the expectations for balancing are more from women. Role stress is a part of organization work but for women, it cannot be taken in isolation. When a person is not clear about her roles, the chances of mistakes increase and then they are blamed for their lower productivity.

In today's times when things are changing at a fast pace, continuous up gradation is very important but when it comes to women they are given fewer chances. Women are not included in late evening parties which are very important for networking and information sharing.

Although there are definite hindrances for women who want to work in IT, such as unexpected long hours, many companies are motivating women to enter the field through increasing entry-level opportunities and by

endorsing women to higher positions. Notwithstanding the numbers that show men are more probable to go into the IT field, industry professionals suggest that women offer a new viewpoint and find diverse ways to approach problems. Networking groups that are specifically geared for women in technology fields are also being created across the country, such as Women in Technology, which provides opportunities for professional development, leadership awards, and volunteer opportunities. Despite the number of political and industrial forums, mandated Government policies, and widespread discussion in the media, the issue of gender inclusivity continues to remain largely unresolved. Often regarded as a woman's problem, this issue will remain unresolved if we as individuals, society and the nation as a whole do not acknowledge that this is everyone's problem. We must change our perception if we are to truly integrate women into the workforce in India. And to be able to do so, we need a deeper understanding of the issues linked to their causality. (Nasscom -Mercer Report 2009).

Changing a corporate culture to be more inclusive of diverse groups requires sustained commitment and exemplary behaviors from top management (Carr et al; 2008). To be inclusive, top management must recognize that diverse groups have the freedom to follow their beliefs and practices and convey this recognition through organizational policies and communications. Leaders will need to build on equal opportunity principles that support recruiting, pay, staffing, evaluations, training and promotion, and dismissal (Carr et al; 2008). Management should design strategies that are based on reliable sources of data on group characteristics, avoid negative connotations, resist the tendency to evaluate differences (Carr et al; 2008), and instead focus on understanding and accommodate differences.

COPING STRATEGIES:

In today's corporate world women form a vital part of the workforce, approaches to fight stress needs drawn from all possible aspects of work-life balance. Women need to have a positive attitude and change in their outlook themselves. They need to pick alternatives to be had in the groups with which they're cozy. Indian subculture and expectations are a unique stressor. Women are expected to be the best in both the worlds. But one wishes to be convincing and practical. Women need not try to exaggerate the balance. At the same time organizations need to take precise steps to help women battle stress.

Women need to be physically and mentally fit. Understanding and giving due importance to the point that men and women are biologically and sociologically dissimilar can have a long long-term impact on the quality of associations in organizations. This will then help women rise higher up in the organization pyramid. But the dichotomy is on the organization front she is expected on the professional front to be dynamic, committed, competitive, and straightforward, without much off emotion and acts in a "professional" manner and at home, she is expected to be calm, thoughtful, and adaptable. If there is a role conflict among office needs and home needs she is expected to balance both or else she is considered as too career concerned or to family focused. Organizations need to be compassionate and concerned towards their employee's manifold roles and responsibilities. They need to offer jobs where there is transparency of beliefs keeping in mind the many roles that women play not only in the organization but outside also. The work, family, and social life cannot be taken into seclusion. Nevertheless, the organization has to be concerned about its efficiency but it cannot oversee the family and societal demands of the women employees.

An examination of the roles of diverse types of social support from different sources of emotional and physical stress can help to advance appropriate intervention approaches. Both men and women need to be provided training programs for them to recognize the distinctive stressors of women and helping change in attitude. They need to espouse strong mentoring network exclusively with senior women employees. There should be a robust peer support system. There is no doubt that if India Inc. is to see its business objectives among the war for talent and talent lacking, it has to prepare itself in terms of refining the quality of its workforce and taking the right talent mix. They need to formulate themselves to invite and retain the talent pool with the right labor force diversity. Women are quite accomplished, retaining and sustaining them is the answer to the increasing competition and facing the challenges.

Dealing with stress in a constructive manner and with the right attitude will help bring a sense of composure and control back to life.

There is no single fixed technique for managing stress. The main aim should see how best stress relief can be attained and what technique works paramount to decrease stress.

The role of management befits one of upholding an appropriate level of stress by providing an ideal environment, and "by doing a good job in areas such as performance planning, role analysis, work redesign/job enrichment, continuing feedback, ecological considerations, and interpersonal skills training."

Administrators can take active steps to reduce detrimental stress in themselves and their subordinates.

Many causes of stress in organizations cannot be altered. These might include circumstances like a protracted recessionary period, new competitors, or an unforeseen crisis. Organizational members usually have little control over these kinds of stressors, and they can construct extended periods of high-stress situations. People who adjust to these stressors usually use a form of perceptual adaptation, where they adjust the way in which they observe the situation.

The change actually is required in the mindset of both men and women. Though Indian culture has opened its wings for the women but they cut the size whenever they feel so. The role stress in women cannot be taken in isolation. Other variables also need to be taken into account while formulating strategies for coping stress. The other variables including task demands, career growth opportunities, lack of female friendly policies and work family conflict all work together in creating stress. If India Inc has to keep its talent intact it needs to give a special treatment to its women workforce. In talent and knowledge they are not behind men but when it comes to balancing roles and work family they are expected to take the front position. In office they are not given any special treatment when it comes to work but when the networking comes they get a second seat. When work – family balance comes they are required to take the lead. This difference in mindsets needs a change.

Time management is a good solution but one has to keep in mind the second shift that women have to do once they reach home.

There are countless other successful ways of dealing with stress. These include stress reduction workshops, tranquilizers, biofeedback, meditation, self-hypnosis, and a variety of other techniques intended to relax an individual. Programs that teach forbearance for ambiguity often report positive effects. One of the most encouraging is a health maintenance program that stresses the need of a proper diet, exercise, and sleep.

Social support systems seem to be tremendously effective in avoiding or relieving the harmful effects of stress. Friends and family can provide a nurturing environment that builds self-esteem, and makes one less vulnerable to stress.

The role of seniors goes a long way in helping reduce stress. Managers can create nurturing and reassuring environments to help minimize job-related stress.

Though most of the organizations talk about stress in women but when it comes to application they are way behind in making women specific strategies.

Organizations need to take a different outlook on women in reducing the stress and taking measures to attract and retain them.

The prevention and management of workplace stress requires organizational level involvements, because it is the organization that generates the stress. An approach that is restricted to helping those already experiencing stress is equivalent to administering pasting plaster on wounds, rather than dealing with the causes of the damage.

The growth of the working women should be seen from the perspective of family, state and national development. In a similar occupational setting, working women perceive higher level of life stress and work stress. Working women must be provided with peer support, encouraging working environment, less working hours, proper supervision and training, assistance with child care and developing zero tolerance policies to reduce stress.

Working women require family support and management support which will reduce the stress. The family members helping in the house work and positive encouragement will help a lot for the working women. To avoid stress always castoff anything that makes the person physically or mentally weak. In the working place one should avoid the organizational politics. It is significant that your workplace is being uninterruptedly monitored for stress problems. Additional, it is not only important to recognize stress problems and to deal with them but to promote healthy work and reduced harmful aspects of work. Work, itself can be a self-promoting activity as long as it takes place in a safe, development and health- promoting environment. Successful employers and managers deliver leadership in handling the challenge of work stress. Women relieve stress by changing their life style includes building greater stress tolerance, changing their pace of life, controlling distressful thoughts, acquiring problem solving skills, and seeking social support.

Women look for a good company, growth in career and safe working environment."While companies are offering a lot of benefits to women employees, the question that should really be asked is why are these not translating into a greater number of women employees at the mid-levels or senior levels? Why are women not getting promotions as fast as men do? Why are there pay gaps between women employees and male employees? Organizations which focus on general inclusion must look deeper into these areas so as to ensure they attain gender diversity" says ShachiIrde, executive director, Catalyst India's western region center. (Singh, N, 2014).

The essential factor to decrease stress is to bring about a change in the mindset of both men and women

towards working women. We have permitted our women to enter the workforce but the psychological change in our mindset is still frozen. We have to try to give them equality everywhere –in organizations, family, and societal affairs. Women IT professionals experience considerable level of stress. Managers must take crucial measures to help them to overcome stress-related problems. This would help not only the employees but also the managers to increase the productivity ratio. Safeguarding the health of employees is the basis for a peaceful nation. A woman's peace brings about happiness in the family, then in the entire community, and eventually the entire nation.

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