



## INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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**Contributions to books**

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

**Journal and other articles**

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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- Chandel K.S. (2009): "Ethics in Commerce Education." Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

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- Kelkar V. (2009): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on February 17, 2011 <http://epw.in/epw/user/viewabstract.jsp>

**OCCUPATIONAL ROLE STRESS AMONG WOMEN EXECUTIVES IN UNITED ARAB EMIRATES****DR. SANGEETHA VINOD****ASST. PROFESSOR****DEPARTMENT OF MANAGEMENT****MANIPAL UNIVERSITY, DUBAI CAMPUS,****DUBAI INTERNATIONAL ACADEMIC CITY, DUBAI****UNITED ARAB EMIRATES****DR. IPSHITA BANSAL****PROFESSOR****WOMEN'S INSTITUTE OF STUDIES IN DEVELOPMENT ORIENTED MANAGEMENT****BANASTHALI UNIVERSITY****RAJASTHAN – 304 022****ABSTRACT**

*UAE is a developing country with a booming economy and hence heading towards a high-stress society. The research paper titled "Occupational Role Stress among Women Executives in UAE" adopts a descriptive research design with its hypothesis concentrating on understanding the presence of role stress (dependent variable) among Asian and Non-Asian women professionals working in various organizations in the Emirates of Dubai, Sharjah and Ajman and the influence of the ten role stress dimensions (independent variables). 207 women aged 20-50 years both married and unmarried were selected for the current study. Dr. Udai Pareek's, Occupational Role Stress Scale was utilized to collect primary data and it was analyzed using SPSS version 11. There was a highly significant correlation between overall role stress scores versus the few specific dimensions of role stress and occupational diseases among both Asian and Non-Asian women. Self-role distance was the dimension that created significant levels of role stress among both segments of women professionals.*

**KEYWORDS**

Occupational disease, Role Stress, Role Stagnation, Role Ambiguity, Self-role distance, Inter-role distance.

**INTRODUCTION**

The United Arab Emirates is a federation of seven Emirates: Abu Dhabi, Dubai, Sharjah, Ajman, Umm-al-Quwain, Ras al-Khaimah, al-Fujairah. The federation was established in 1971, a mere nine years after oil began to be exported. On the socio-economic level, the United Arab Emirates is a striking picture of contradictions. Its advanced urban development (80–90 per cent of the population) coexists with some of the oldest systems of social interaction, gender-segregation, and tribalism.

Women represent over 80 per cent of total enrolment in the United Arab Emirates national universities, and the State's educational policies openly encourage and promote female education. In 1970, educated females represented only four per cent of the population; in 1993, the proportion had reached 80 per cent (Al Kassadi, 2000).

**SIGNIFICANCE OF THE STUDY IN UAE**

Stress is a common feature in our lives, especially as the pace of development increases. Many women are responsible for themselves and a partner, children, and ageing parents. They often try to balance traditional roles at home along with full-time jobs. The opportunity to "have it all" is great, but many women find that trying to "fit it all in" is overwhelming.

UAE is heading towards a high-stress society, due to its pace of development and high cost of living, according to mental health specialists. According to a study conducted by Bristol team, reported by Thelma Agnew in "The Workplace Stress Epidemic", there has been a 30% increase in level of occupational stress from 1990 to 1995.

Another survey produced by Labor Research Department in 2001 studied the stress in UK's communication workers. It says, "Work-related stress represents a huge problem and is attaining epidemic proportions, according to recent reports. The Health and Safety Executive commissioned a research that showed an estimated five million workers suffer from high levels of stress and it is now the second largest occupational health problem in the UK after back pain.

There is not very extensive research done and made publicly available in U.A.E. on role stress. The researcher in the current study aims at investigating the impact of role stress among women from different occupations in UAE and their defensive mechanisms to trade-off a balance between work and home life.

The researcher has chosen this specific area for the study considering the increase in female percentage of labor force. It was 13.7 per cent in 2001, 14.1 per cent in 2002 and 14.7 per cent in 2003 (United Arab Society, Year Book, 2006). Expatriates dominate the labor market in the United Arab Emirates. Of the total UAE population 80 per cent are expatriates (Human Resources Report, 2005). This dominance of expatriates in the total population is also replicated in the labor market. In 2004, with a total labor force of 2,731,000 men and women, only 254,000 (or 9 per cent) were nationals

**STATEMENT OF THE PROBLEM**

An increasing number of women are becoming career conscious and professional in their outlook. Earlier women preferred jobs like nursing, medicine, clerical but now the number of women executives is on the increase. The reasons for such a change is: increase in women's education, changing socio-cultural values, increasing awareness and consciousness in women and the rise in economic independence. Her inner conflict keeps on puzzling her regarding existence in reality and what people talk about (Gracia, June, 2005). Balancing work and family frequently means irregular work hours for women professionals leading to stress and various problems related to it (Snell, 2004). The working woman, regardless of whether she is married or single, faces higher stress levels. This is not so much in the work place but at home also. She may feel guilty for leaving her children while she works; this not only increases her stress but also reduces her job satisfaction. Role stress is the stress experienced by individuals because of their role (job) in the organization. They assume a role based on the expectation of the self and others at work place.

But what really happens when one loses touch with the social support system, has lot of conflicts with self and the environment she lives in... That is where the real stressors develop. This is exactly where the researcher would like to start from, in a fast developing country like United Arab Emirates (UAE) where the demands are many; women have become a very supportive strength to her family in terms of a secondary earning member as well as homemaker. The current study will attempt to address the issue of understanding the level of role stress borne by women (Both Asians and Non-Asians) belonging to several occupations and the stressors that influence the same.

## RATIONALE FOR THE STUDY

According to the annual 'Mercer Human Resource Consulting Cost of Living Survey' of 2006, Dubai is the 25th most expensive city "jumping almost 50 places from last year". Abu Dhabi ranked 64th in 2005 but now ranks 13th. There is increased inflation in all cities of UAE, resulting in increased stress. There are also other economic and social factors of stress like increasing oil prices, high rents, and inflation, increasing traffic, changing rules and regulations and many other changes in lifestyle due to the rapid growth of the economy. In 2005 a poll about work stress was conducted by Bayt.com (one of the largest recruitment and career planning company in UAE) and was reported in AME info.com According to the report, "More than one in 10 regularly find themselves in the office at weekends or during holidays, and only 18 per cent of the 545 people who took part in the two-week survey said they could successfully block out work after office hours." Rabea Ataya, CEO of Bayt.com also said, 'The rapidly growing regional economy places heavy demands on employees, and this can translate into longer working hours. The Gulf offers salaries and living standards that far exceed other countries, but expectations in the workplace are also high and work-related stress is a growing concern. A sensible work-life balance is the best way to maintain employee productivity and morale. Training to help staff use their time more efficiently at work is also important.' Women, assume roles based on the expectation of the self and others at work place. Those who have the Social Support of their family and friends are able to cope better with stress. The present study is an attempt to provide a preventive and positive approach to women experiencing stress at work and at home with special reference to United Arab Emirates. This study will specifically concentrate on finding out the level of role stress experienced by both Asian and Non-Asian women and thereby identify the key role stressors that influence the same that results in various occupational diseases. The Occupational Role Stress (ORS) Scale by Dr.Udai Pareek is being used to measure the intensity of role stress and the dominant influence of ten different role stress dimensions on the same.

## OBJECTIVES OF THE STUDY

1. To measure the impact of role stress among Asian and Non-Asian women belonging to different professions in UAE (With special reference to the emirates of Dubai, Sharjah and Ajman).
2. To identify the occupational diseases the women suffer from due to the impact of role stress.
3. To understand the dominant influence of the following dimensions of role set and role space on the overall role stress experienced by the women in UAE: Self-role distance, Inter-role distance, Role stagnation, Role Ambiguity, Role overload, Role isolation, Role erosion, Role inadequacy, Personal inadequacy, Resource inadequacy.

## HYPOTHESIS

Null Hypothesis: Demographic variables have no significant association with the ten dimensions of role stress among the women professionals working in United Arab Emirates

## REVIEW OF LITERATURE

Many women believe that they have no choice in the matter, but we do. When meeting unusual demands, we can choose to respond negatively (distress) or positively (eustress). We can choose a "merry heart" or a "broken spirit." In other words, the physical effects of stress on women are determined greatly by women's responses to the demands life makes on them. Ivancevich and Matteson (1980) defined stress as an "adaptive response mediated by individual characteristics or psychological process, that is a consequence of any internal action, situation or even that places special physical or psychological demands upon a person."

Occupational stressors are working conditions that overwhelm the adaptive capabilities and resources of workers, resulting in acute psychological, behavioral, or physical reactions. Role stress is the stress experienced by the persons because of their role (job) in the organization. They assume a role based on the expectation of the self and others at work place. One of women's greatest stressors is work, says Dr. Rosch. Not only do women typically earn less than their male counterparts, they often work in jobs in which they have less control over their work or in jobs where they bump up against subtle or overt sex discrimination and prejudice. And they face significant challenges in balancing work with family responsibilities. As suggested by Katz and Kahn (1966) an organization can be defined as a system of roles. However, role itself is a system. From the point of view of an individual, two role systems are important, the system of various roles an individual occupies and performs, and the system of various roles of which his role is a part, and in which his role is defined by other significant roles. The first is called as "role space" and the second is known in the literature as "role set". Role space, then, can be defined as the dynamic interrelationship both between the self and the various roles an individual occupies, and amongst these roles (Pareek, 1976). The concept of role set was proposed by Merton (1957) who defined role set as the "compliment of role relationships which persons have by virtue of occupying a particular social status."

Prolonged exposure to a stressful working condition may lead to illness or disease. This definition emphasizes the role of stressful occupational conditions in worker health and well-being. Although individual factors (such as coping strategies) and social resources can modify the reaction to occupational stressors to some degree, it is certain working conditions that place workers at risk for developing health problems.

Job stressors commonly include job/ task demands (work overload, lack of task control), organizational factors (poor interpersonal relations, unfair management practices, discriminatory hiring practices), and physical conditions (noise). Additional sources of stress include financial and economic factors, conflict between work and family roles, sex-specific stressors (sexual harassment), training and career development issues, and poor organizational climate (values, communication styles, etc).

Stress can cause psychological (affective and somatic responses, job dissatisfaction), behavioral (sleep problems, absenteeism), or physical (changes in blood pressure) reactions. Prolonged exposure to job stressors may produce psychological and physical illnesses, such as depression and coronary heart disease. There is no evidence that a particular job stressor will result in a particular acute stress reaction or illness. Rather, a range of health symptoms can be associated with workplace stressors.

Role stress (often referred to as role stressors) refers to the work or family conditions that are associated with feelings of role strain (or, alternatively, distress). Because of lack of consistency in the usage of the terms role stress and role strain, they are no longer in general usage. With respect to the job (family) role, the term role stress has been superseded by the term job (family) stressors, or more generally by the term job (family) conditions (Spielberger, 1979). The term "conditions" has the advantage of referring to role aspects that are either stressful (i.e., negative) or enhancing (i.e., positive). Role strain is now viewed as one of many potential outcomes of stressful job (family) conditions. Work-family conflict is one such outcome. Although work/family conditions are most often conceptualized as "causing" work-family conflict/enhancement, it is also possible that the relationship is bi-directional. In other words, work-family conflict/enhancement can "cause" as well as be "caused" by work/family conditions.

Since the concept of "role" is inextricably linked with "expectations," the organizational factors and context assume importance due to their influence on the molding of prescriptions and prescriptions associated with a particular position. These could be looked upon as structural components and organizational processes. Authoritative organizational structure and control systems are a potent source of stress as they are seen to breed dependency afford little scope for initiative and creativity in role enactment and channelize behaviors along narrowly defined paths.

In the concept of role proposed above, several variables are involved – the self, the other roles, the expectations held by the other roles, the situations in which there is no conflict among these variables. The very nature of role has built-in potential for conflict or stress. Thus conflict is a natural response inferred definition of stress as "an experiments or noxious stimulus with general results in psychological change, behavioral change, perceptual cognitive change, affective change and in both overt and intra-psychic coping efforts." "Role conflict" has been defined in terms of conflicting expectations. The main characteristic

of conflict is the incompatibility of some variables relating to the role of an individual which may have some consequences for the individual's role performance. The word "strain" has used in the literature to denote the effect of stress on the individual. The word "pressure" has also been used. Buck (1972)

Five main role stresses or conflicts in the role space of an individual which have been identified and are included as stresses influencing the intensity of role stress in the current research study are as follows:

#### **SELF-ROLE DISTANCE**

This is the conflict between the self-concept and the expectations from the role as perceived by the role occupant. If a person occupies a role which he may subsequently find conflicting with his self-concept, he feels the stress. For example, a usually introvert person, who is fond of studying and writing, may have self-role distance if he accepts the role of a salesman in an organization and comes to realize that the expectations from the roles would include his meeting people and being social. Such conflicts are fairly common, although these may not be severe.

#### **INTRA-ROLE CONFLICT**

Since the individual learns to develop expectation as a result of his socialization and identification with significant others, it is quite likely that he sees some incompatibility between the two expectations from his own role. For example a professor may see incompatibility between the expectations of teaching students and that of doing research. These inherently may not be conflicting but the individual may perceive these as incompatible.

#### **ROLE STAGNATION**

As the individual grows physically, he also grows in the role he occupies in an organization. With the advancement of the individual, his role changes and with this change in role, he need for his taking his new role becomes crucial. This is the problem of role growth. This becomes an acute problem especially when an individual has occupied a role for a long time, and he enters another role in which he may feel less secure. However, the demand of the new role is for the individual to out-grow his previous role and occupy the new role effectively. This produces some stress in the individual.

Role stagnation also includes stress related to career progression. Marshall and Cooper (1979) have mentioned two problems regarding manager's relationship with his family and wife: time, and spillover of stress from one to the other. Pahl and Pahl (1971) found that majority of wives in their middle-class sample saw their role in relation to their husband's job as a supportive, domestic one; all said that they derived their sense of security from their husbands (only two men said the same of their wives). Barber (1976) interviewing five directors' wives find similar attitudes. Gowler and Legge (1975) have dubbed this bond the hidden contract in which the wife agrees to act as a "supportive team" so that her husband can fill the demanding job to which he aspires. Handy (1975) supports the idea that this is typical, and it is the path to career success for the manager concerned.

#### **ROLE BOUNDNESS**

If an individual feels highly obligate to the expectations of significant role senders, and sacrifices his own interests, preferences, values and comforts etc., he may be said to be role bounded. He may experience the conflict between his tendency to live as a person, and live as a role. For example, in the traditional homes, the boys experienced the conflict between their "son role" and their living as persons, giving preference to their "son role". Parents with too much of traditional outlook have promoted such role boundness.

An individual occupying a particular role may have some expectations from his role. Interacting with him (role senders) may have quite different expectations from him. Such incompatible expectations and other problems arising in the role set are called role set stress or conflicts. Some of those are discussed below;

#### **ROLE AMBIGUITY**

When the individual is not clear about the various expectations people have from his role, he faces the conflict which may be called role ambiguity. Role ambiguity may be due to lack of information available to the role occupant, or due to lack of information available to the role occupant, or due to lack of understanding of the cases available to him. Kahn and Quinn (1970) have suggested that role ambiguity may be in relation to the activities, responsibilities, personal style and norms. They have suggested three foci of role ambiguity: the expectations role sender holds for the role occupant, the expectations sent by the role sender to the role occupant, and the expectations the role occupant receives and interprets in the light of prior information and experience. They have suggested that four different kinds of roles are likely to experience ambiguity: roles new to the organization, roles in expanding or contracting organizations, roles in organizations exposed to frequent changes in demand, and roles on process. Role ambiguity may result in various other conflicts.

As Marshall and Cooper (1979) have pointed out, role ambiguity exists when an individual has inadequate information about his work role, i.e., where there is lack of clarity about the work objectives, associated with the role, about work colleagues' expectations of the work role and about the scope and responsibilities of the job, Kahn, Wolfe, Quinn, Snoek and Rosenthal (1964) found in their study that men who suffered, from role ambiguity experienced lower job satisfaction, high job-related tension, greater futility and lower self-confidence. French and Caplan (1973) found, at one of the NASA's bases, in a sample of 205 volunteer engineers, scientists, and administrators, that role ambiguity was significantly related to lower job satisfaction and to feelings of job-related threat to one's mental and physical well-being. This also related to indicators of physiological strain such as increased blood pressure and pulse rate. Margolis, Kroes and Quinn (1974) also found a number of significant relationships between symptoms or indicators of physical and mental ill-health with role ambiguity in their representative national sample (n = 1496). The stress indicators related to role ambiguity were depressed mood, lowered self-esteem, life dissatisfaction, job dissatisfaction, low motivation to work and intention to leave the job. Whilst these were not very strong statistical relationships they were significant and do indicate that "lack of role clarity" may be one among many potential stressors at work.

Kahn (1973) feels that it is now time to separate out distinctive elements of role ambiguity for individual treatment. He suggests that two components are involved; those of present, and future prospects ambiguity.

#### **ROLE OVERLOAD**

When the role occupant feels that there are too many expectations from the significant roles in his role set, he experiences "role overload". This term has been popularized by Kahn; et al. (1964). They measured this stress by asking questions about the feeling of people whether they could possibly finish work given to them during the modified work day and whether they felt that amount of work they did might interfere with how well it was done. Most of the executive role occupants experience role overload. Kahn and Quinn (1970) have suggested some conditions under which role overload is likely to occur. According to them, role overload is likely to occur more in the absence of mechanism of role integration, in the absence of power of role occupants, in the large variations in the expected output and when delegation or assistance cannot procure more time.

#### **ROLE ISOLATION**

In a role set, the role occupant may feel that certain roles are psychologically near to him, while some other roles are at a distance. The main criterion of role-role distance is frequency and ease of interaction. When linkages are strong the role-role distance will be low. In the absence of strong linkage, the role-role distance can therefore, be measured in terms of existing and desired linkages. The gap between the desired and the existing linkages will indicate the amount of distance between two roles.

#### **ROLE EROSION**

A role occupant may feel that some functions which he would like to perform are being performed by some other role. The stress felt may be called "role erosion". Role erosion is the subjective feeling of an individual that some important role expectations he has from his role do not match with the expectations other roles have for him. Role erosion is likely to be experienced in an organization which is redefining its role and creating new roles. In several organizations, which were redefining their structure, the stress of role erosion was inevitably felt. In one organization, one role was abolished and two roles were created in order to cater to the executives and planning needs. This led to a great stress in the role occupants of both roles who experienced role erosion.

#### **Role Inadequacy**

Role inadequacy refers to two types of feelings: (a) that the role occupant does not have adequate resources to perform the role effectively (Resource Inadequacy) and (b) that he is not fully equipped (lacks internal resources) for effective performance of the role (Personal Inadequacy).

**UAE is a global village**, constituting more expatriates than the "Sons of the Soil". On a comparative basis over the yesteryears, standard of living has increased tremendously, whereas the purchasing power and disposable income has been on the low end. To cater to this challenging situation, womenfolk are sharing the



financial burdens with their spouse for a better and healthy lifestyle. But juggling work and home is not an easy game, it take its toll on women that has led to a new phenomenon known as “**Hurried Woman Syndrome**”, brought on by the stresses and strains of the pace of everyday life. According to a study in London, this condition particularly affects women aged between 25 and 55 who, rather than enjoying a suburban “Desperate Housewives” type lifestyle, are juggling hectic work schedules with caring for children or elderly parents.

## RESEARCH METHODOLOGY

The current study titled “Occupational Role Stress among Women Executives in UAE” adopts the descriptive research design, as it attempts to, first, measure the level of role stress among Asian and Non-Asian women belonging to different professions in UAE (With special reference to the emirates of Dubai, Sharjah and Ajman). Second, to assess the influence of the level of role stress and its impact on the occupational diseases the women suffer from. Therefore, the researcher attempts to describe the relationship of dependent (overall role stress) variable and independent variables (demographic variables and ten role stress dimensions) within the geographical boundaries of United Arab Emirates.

In the current study the classification of Asians cater to the following nationalities - Indian, Pakistani, Filipino, Iranian, Srilankan, Chinese, Moroccan, Egyptian, Palestinian, UAE National, Lebanese, Sudanese and Syrian. The classification of Non-Asians caters to the following - European, Jamaican, Australian, American, Norwegian and Canadian. Therefore, the population framework will incorporate the above nationalities classified for ease of analysis and interpretation as Asians and Non-Asians and since women professionals are exclusively selected for this study their designations and occupations vary on the following continuum - Accountant, Counselor, Banker, Fashion Model, HR professional, Front office assistants, Research Analyst, Executive (Brand, Marketing, Sales). 235 Questionnaire were administered on the women professionals, but the final sample size was 207. The Occupational Role Stress (ORS) Scale designed by Dr. Udai Pareek a renowned Professor and Researcher in the field of Human Resources Development was utilized for the current study to measure the level of role stress elicited by the women professionals and the influence of the ten role stress dimensions on overall role stress. The statements were supported with a five point interval rating scale (0 = Never feel this way, 1 = Few times feel this way, 2 = Sometimes feel this way, 3 = frequently feel this way, 4 = Always feel this way), that enabled the women professionals to elicit their feelings without further confusions and reservations.

Data were analyzed using SPSS (Statistical Package for Social Sciences, version 11.0). A variety of statistical analyses were applied to the data, including Simple percentage analysis, Mean value analysis, t-test, Analysis of Variance (ANOVA), Multiple Regression and Correlation Analysis. To use ANOVA for comparison of data the classification was done in the manner of – Ten dimensions of role stress, Nationality and Other Demographic variables. A Discriminant function analysis was also conducted to understand the differences that occurred among the nationalities with respect to ten dimensions of role stress its impact on overall role stress.

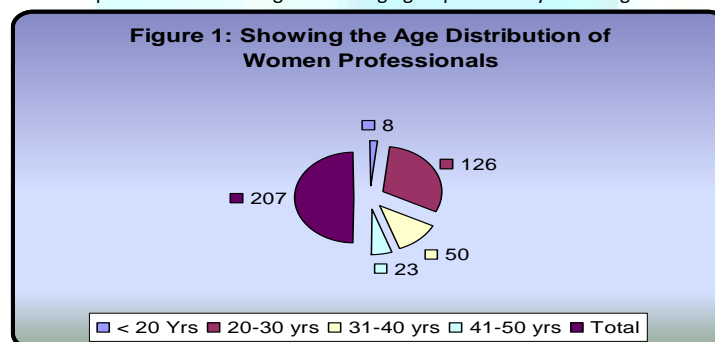
## LIMITATIONS OF THE STUDY

1. Firstly, this study is focused on select and accessible nationalities of women professionals classified as Asians and Non-Asians for ease of analysis and interpretation.
2. Male professionals’ role stress perception has not been considered for this study.
3. The study involves behavioral variables, thereby involving attitudinal analysis and interpretations, therefore the perceptions portrayed by the respondents may not be static over a period of time.

## ANALYSIS AND INTERPRETATIONS

### Simple Percentage Analysis - Demographic Profile of Women Professionals

1. 176 women professionals out of the total sample size of 207 belonged to the age group of 20-40 years of age.



2. The marital status profile of the women professionals has been well balanced between the married (103) and unmarried (104).
3. The number of children nurtured by 103 married women professionals clearly indicate that majority of them had either one to two children (66 women) inferring that their challenges in the role of a mother would add on to the level of role stress endured.
4. 132 out of the 207 women professionals were Asians and 75 were Non-Asians
5. 64.7% of the women had a bachelor’s degree and 24.6% of them had master’s degree and the rest 10.6% were having diplomas, certifications etc.,
6. 84.1% of the women worked in straight shifts. As 103 women out of 207 women were married, the reason for more number of married women preferring straight shifts can be explained with the reason that they would like to spend quality time at home with spouse and children in the evening.
7. 55.6% of the women drive their own cars for work, which explains an added reason for the increased levels of role stress due to the heavy traffic congestions on different roads in United Arab Emirates. But, with the initiation of the Metro Rail, the researcher believes that if women chose to do so can utilize the Metro rails to reach office and back.

### MEAN ANALYSIS FOR OCCUPATIONAL ROLE STRESS DIMENSIONS & OCCUPATIONAL DISEASE

The Occupational role stress dimensional mean value analysis enables in understanding the influence of individual statement belonging to ten different role dimensions on the overall Occupational Role Stress levels of the women professionals. Based on the mean scores determined the researcher has classified them into three intervals to facilitate and interpret the level of influence of each statement on the role dimensions:

- $\geq 1.0$  = **Dominant Influence**
- $> 0.8069 - < 1.0$  = **Moderate Influence**
- $0.6 - 0.8068$  = **Insignificant Influence**

Such an analysis has enabled the researcher to better understand the impact of individual statements in each dimension and its contribution to occupational role stress. The tabulated mean analysis enables in clearly understanding the dominant and moderate influence of various statement on the role stress dimensions. The researcher considers this a great opportunity in further interpretations and to suggest to the society and corporate community at large the specific needs for women professionals.

*Role Isolation* and *Role Erosion* have a dominant influence on the role stress perceived by women professionals. *Role overload*, *Personal Inadequacy* and *Resource Inadequacy* dimensions play the next dominant role in influencing the stress levels of women professionals.

**TABLE 1: SHOWING THE OCCUPATIONAL DISEASES SUFFERED BY WOMEN EXECUTIVES**

Occupational diseases	Mean Score	Rank	Inference for the rank
Backache	2.9179	1	1 <sup>st</sup> - Most Suffered
Fatigue	3.0725	3	3 <sup>rd</sup> - Most Suffered
Itchy skin & rashes	4.0628	14	Least Suffered
Problem in vision	3.372	5	
Emotional disorders	3.0338	2	2 <sup>nd</sup> - Most Suffered
Low immunity system	3.3865	6	
Constipation	3.6329	10	
Loss of appetite	3.5652	9	
Gastro intestinal disorders	3.6522	11	
Difficult pregnancy due to lack of rest	3.7874	12	
High blood pressure	3.8599	13	
Low blood pressure	3.5362	7	
Abnormal menstrual bleeding	3.5314	8	
Migraine	3.3043	4	

Back ache is the most common occupational disease that both Asian and Non-Asian women professionals suffer from with a mean value of (2.9179), second most suffered disease being Emotional disorders (3.0338), large number of Non-Asian women suffer from this disease than the Asians. The third most suffered disease being Fatigue (3.0725) and the least suffered disease is Itchy skin and rashes which had the highest mean value of (4.0628).

**T-TEST TO UNDERSTAND THE SIGNIFICANT DIFFERENCE THAT EXISTS BETWEEN NATIONALITIES AND THE ROLE STRESS DIMENSIONS**

**TABLE 2: SHOWING THROUGH t-TEST, THE SIGNIFICANT DIFFERENCE THAT EXISTS BETWEEN ASIANS AND NON-ASIANS WITH RESPECT TO THE VARIOUS ROLE STRESS DIMENSIONS (INDEPENDENT VARIABLES)**

S.No	Dimensions	Asians		Non-Asians		t-value	Table value	df	Sig
		Mean	Std. Dev.	Mean	Std. Dev.				
1	Self-role Distance	5.1	3.51	6.16	3.63	2.067	1.972	205	*
2	Inter-role Distance	4.27	3.4	5.05	4.29	1.456	1.972	205	Ns
3	Role Stagnation	5.44	4.01	5.84	4.09	0.686	1.972	205	Ns
4	Role Ambiguity	5.49	3.84	4.91	3.56	1.083	1.972	205	Ns
5	Role Overload	6.85	3.79	6.77	3.95	0.135	1.972	205	Ns
6	Role Isolation	6.08	4.12	5.27	3.84	1.406	1.972	205	Ns
7	Role Erosion	7.05	3.94	6.4	3.57	1.171	1.972	205	Ns
8	Role Inadequacy	5.75	4.04	5.2	3.63	0.976	1.972	205	Ns
9	Personal Inadequacy	6.82	4.36	6.69	3.74	0.208	1.972	205	Ns
10	Resource Inadequacy	6.01	3.93	6.15	4.01	0.243	1.972	205	Ns
11	Overall Role Stress score	58.85	29.82	58.44	31.89	0.092	1.972	205	Ns

Ns = Not Significant \* = Significant at 5% level \*\* = Significant at 1% level

T-test was applied to find out the significant difference between Asians and Non-Asians in respect of various Occupational Role Stress Dimensions. In the case of self-role distance, the t-value was 2.067 that is greater than the table value of 1.972 at 5% significance level. Hence, it is implied that there is significant difference between Asians and Non-Asians in the average score of self-role distance dimension.

Similarly t-test was also applied to all other dimensions of role stress to find out the significant difference between Asians and Non-Asians. However, the calculated t-test when compared with the table t-value at 5% level of significance, it was found that Asians and Non-Asians do not have significant difference in the various dimensions of role stress discussed as shown in the table.

T-test was also applied between the overall occupational role stress scores and the nationality (Asians and Non-Asians), but the calculated t-value was less than the table value at 5% level of significance, showing that the overall role stress score does not differ significantly between Asians and Non-Asians.

The findings from the application of t-test on the overall role stress and its ten different dimensions infers that there is significant difference between Asians and Non-Asians in the average scores of self-role distance and all other dimensions of role stress do not differ significantly between Asians and Non-Asians.

**TWO-WAY ANOVA BETWEEN ROLE STRESS DIMENSIONS & DEMOGRAPHIC VARIABLES**

Nationality is not the only criterion that influences the perceived level of role stress experienced by the women professionals, but the other demographic variables that make a highly significant impact on the overall role stress are Type of organization, Qualification, Average extended working hours per week, Gender of the CEO/Director and Mode of conveyance. Therefore, the ANOVA analysis clearly indicated that other demographic variables apart from Nationality have a significant impact on the perceived level of role stress by the women professionals.

Null Hypothesis (Ho): Role Erosion scores do not vary significantly between the Mode of Conveyance utilized by the women professionals to commute for work and Nationality.

Alternate Hypothesis (HA): Role Erosion scores vary highly significantly for the Mode of Conveyance utilized by the women professionals to commute for work but do not differ significantly for their nationality.

Two-way ANOVA was applied to find whether there is a significant difference between Asians and Non-Asians as well as the Mode of Conveyance utilized by the women professionals to commute for work. The effects of the Mode of Conveyance utilized by the women professionals to commute for work and nationality were simultaneously tested on Role Erosion. Two-way ANOVA results show that F-ratio value when tested for the Mode of Conveyance utilized by the women professionals to commute for work is 9.323 which is more than the table value of 4.711 at 1% level of significance and when tested between nationalities, the calculated F-ratio value was 2.991 which is less than table value of 3.888 at 5% level of significance, indicating that there is highly significant difference among the Mode of Conveyance utilized by the women professionals to commute for work and Role Erosion scores, but there is no significant difference between the nationality and Role Erosion scores.

Therefore, it can be inferred herein that the null hypothesis is not valid and rejected as there is highly significant difference between the Role Erosion scores and the Mode of Conveyance utilized by the women professionals to commute for work, but, no significant difference between the nationality and Role Erosion scores.

**TABLE 3: SHOWING THE TWO-WAY ANOVA FOR ROLE EROSION SCORE BETWEEN THE MODE OF CONVEYANCE, NATIONALITY**

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Mode of conveyance to the office	250.66	2	125.3	9.323	**
Nationality	40.21	1	40.21	2.991	Ns
Residual	2729.067	203	13.44		
Total	2999.652	206	14.6		

**REGRESSION ANALYSIS FOR ASIANS AND NON-ASIANS WITH RESPECT TO ROLE STRESS AND DEMOGRAPHIC VARIABLES**

Regression analysis was applied to find the effect of various demographic variables on the Overall Role Stress Scores on Asians. The results show the combined effect of all the demographic variables on the Overall Role Stress score which is expressed as Multiple Correlation Coefficient (R) and (B) is the regression coefficient.

The Multiple Correlation Coefficient (R) value (0.388) was found to have significant relationship with the Overall Role Stress Scores (f = 2.143 significant at 5% level). This value indicates that there is a 15% variation in the Overall Role Stress and is further explained below by all the independent variables (Demographic variables).

**TABLE 4: SHOWING THE REGRESSION ANALYSIS FOR ASIANS WITH RESPECT TO ROLE STRESS (DEPENDENT VARIABLE) AND DEMOGRAPHIC VARIABLES (INDEPENDENT VARIABLES)**

	B	Std. Error	t	Sig.
(Constant)	92.655	27.035		
Age	-7.32	4.425	-1.654	Ns
Marital Status (1-M, 0-UM)	-5.868	6.993	-0.839	Ns
Qualification	8.671	4.045	2.144	*
Length of service-Current Organization	0.5	0.919	0.543	Ns
Average hours per day	-0.387	2.724	-0.142	Ns
Type of Shift (1-Straight, 0-Split)	-1.408	6.875	-0.205	Ns
Average extended working hours per week	-0.054	0.17	-0.32	Ns
CEO/Director (1-M, 0-F)	-18.274	11.031	-1.657	Ns
<b>R</b>	<b>R Square</b>	<b>F</b>	<b>Sig.</b>	
<b>.388</b>	<b>.150</b>	<b>2.143</b>	<b>*</b>	

- Educational Qualification, Length of service in the current organization has positive effect on the Overall Role Stress Scores.
- Average hours worked per day and Average extended working hours per week, Number of women employees in the organization has negative effect on the Overall Role Stress Scores.
- Women professionals who belonged to the higher age categories tend to have low role stress.
- Interestingly those women whose average hours worked per day was more than 8 hours have low role stress. Shows many things like passion for career, commitment towards job and financial pressures too.
- Wherein the numbers of female employees in the organization are more, the level of role stress was on the lower end.
- It was also found that, those who were unmarried had low level of role stress than the married women professionals. Thereby proving that lesser the number of roles played by women professionals less would be their perceived level of role stress too.
- Those women professionals who worked straight shifts tend to have more role stress than those who work in split shifts. Generally, most of the women prefer straight shifts as they can spend quality time in the evening with the family. But those who are having children, usually prefer split shifts, as most of the schools finish in the afternoon and they come back home by like 3.00 pm and mothers generally would like to be present at home, in some cases children have evening shifts for which they go at around 2.00 to 3.00 p.m. in such cases women prefer to be at home for lunch along with children. But those who have children, when they have straight shifts they will have to depend a lot on maid servants – a very costly affair indeed, or bring in their parents if possible. So this explains as to why women working in straight shifts experience more role stress than those in split shifts.
- When the CEO/Director/Department Head under whom the women professionals work is male, women tend to have less role stress than when they had female CEO/Directors or Department Heads. This just is proving an old adage that the biggest enemies in the society for women are women themselves. Often unwanted peer jealousy is the reason for such perceptions of stress. Anyway, this is good news for all those male bosses that they have indeed started practicing the concept of gender equity and are not finicky about empowering women who are qualified, skilled and committed to their career.

Last but not the least, to conclude the above findings pertaining to regression analysis conducted for the Asian women professionals, it is found that the Educational Qualification is the most significant variable that has an impact on the Overall Role Stress than any other demographic variables tested by t-test.

The Multiple Correlation Coefficient (R) value of 0.730 is very significant and much higher when compared to the value that was elicited for Asians. It can be found here that the value is 0.532 that is 53.2% creating a variation in the Overall Role Stress is further explained below by all the independent variables (Demographic variables).

- Age, Qualification, Length of service in the current organization, Average hours per day contributed by the women professionals and Number of female employees in the organization has a positive effect on the Overall Role Stress.
- Whereas, Average extended working hours per week has a negative impact on the Overall Role Stress.
- Unmarried women professionals were found to have less role stress than the married ones, which reflects a similar finding like the Asian women professionals.
- Those women professionals who worked straight shifts tend to have more role stress than those who work split shifts, which is a similar feeling elicited by the Asian women professionals.
- Unlike the Asian women professionals, the Non-Asian women professionals who worked under female superiors that is, CEO/Directors had more role stress but on the other hand when the Department Head was a female the level of role stress decreased.

Therefore, it can be concluded from the following findings that, Length of service in the current organization, and the Gender of the Department Head has a highly significant and positive effect on the Overall Role Stress and Age, Length of service in the current organization contributed by the women professionals have a significant and positive effect on Overall Role Stress when t-test was applied.

**DISCRIMINANT FUNCTION ANALYSIS TO UNDERSTAND THE DIFFERENCE BETWEEN NATIONALITIES THE TEN DIMENSIONS OF ROLE STRESS**

The discriminant function analysis enabled the researcher in clearly bringing out the most distinct factors that create a difference in the perception of stress its intensity and thereby its impact on the overall stress. It was found that, Self- role distance stress is the maximum discriminating variable ( $R^2=14.14$ ) between Asians and Non-Asians, followed by Inter-role distance stress (6.97%), Role isolation stress (6.50%) and Role erosion stress (4.54%). Personal inadequacy stress and Role overload stress contribute least to the perceptual difference between Asians and Non-Asians.

#### SHOWING THE CORRELATION SCORES BETWEEN OVERALL ROLE STRESS, TEN DIMENSIONS OF ROLE STRESS & OCCUPATIONAL DISEASES FOR ASIANS AND NON-ASIANS

There was a highly significant correlation between the following five dimensions of role stress (independent variables) and Overall role stress (dependent variable). Role Erosion with the value of .829 takes the first place in influencing the level of role stress, followed by Resource Inadequacy with the value of .827, third being Role isolation with the value of .817, fourth is Inter-role distance with the value of .767 and fifth highly significant influencer being Role ambiguity with the value of .759.

The role stress dimension that did not have any significant influence on the overall role stress was Role inadequacy with the value of .706.

There was a highly significant correlation between the following occupational diseases and overall role stress for Asian women professionals. The following five occupational diseases are the most suffered by the Asian women professionals due to the high level of role stress experienced by them. Itchy skin and rashes is the first disease which has a highly significant impact on women due to the level of role stress which has a correlation value of .122, followed by Loss of appetite with the value of .158, third being High blood pressure with the value of .176, fourth being Backache with the value of .221 and the fifth significant disease being Migraine with the value of .229.

Emotional disorder is the least suffered disease by the Asian women professionals with the value of .493 proving time and again that most of the third world nation citizens have comparatively stronger emotional stability due to the uncertain political, legal, social and economic systems they have been exposed to, which conditions them better emotionally and physically to face uncertainty with much more confidence and courage.

There was a highly significant correlation between the following five dimensions of role stress (independent variables) and Overall role stress (dependent variable). Resource Inadequacy with the value of .913 takes the first place in influencing the level of role stress, followed by Role Inadequacy with the value of .888, third being Self-role distance with the value of .875, fourth is Personal Inadequacy with the value of .846 and fifth highly significant influencer being Role Erosion with the value of .829.

The role stress dimension that did not have any significant influence on the overall role stress was Role Ambiguity with the value of .752.

There was a highly significant correlation between the following occupational diseases and overall role stress for Non-Asian women professionals too. The following five occupational diseases are the most suffered by the Non-Asian women professionals due to the high level of role stress experienced by them. Fatigue was the first disease which has a highly significant impact on women due to the level of role stress with the correlation value of .334, followed by Low blood pressure .379, third being Gastro intestinal disorders with the value of .432, fourth being Loss of appetite with the value of .499 and the fifth significant disease being Constipation with the value of .525.

It can be noted here, that the Non-Asians suffer from maximum number of stomach related diseases, perhaps it can explained by the weather conditions and the change in food habits in United Arab Emirates, that they are only acclimatizing themselves with.

Itchy skin and rashes and Difficult pregnancy due to lack of rest are the least suffered diseases by the Non-Asian women professionals with the value of .205 and .175 respectively.

Herein, the researcher has been able to clearly bring out the fact that – Yes! Majority of the women professionals do suffer from Occupational Role Stress. The difference in the perceived level of role stress varies from each professional to another based on their demographic profiles. The intensity of role stress is clearly elicited through ten different dimensions of role stress, some have high amount of few dimensions and some others have a set of other dimensions as reasons. In any case demographic variables play major role in increasing or decreasing the perceived level of role stress according to the dimensions dealt with thereby influencing the overall role stress.

Last, but not the least, the researcher wanted to find out the distinct perceptual differences towards role stress among women professionals considering the classification of Nationality as Asians and Non-Asians. But, the researcher has come to the conclusion that though there are differences pertaining to few demographic variables contributing to a difference in the perceived levels of role stress; it is not a significant variable that influences overall role stress unlike other demographic and dimensional independent variables. To, conclude, women professionals across the board elicit similar feelings towards career aspirations, scope for advancement, relative deprivation. The intensity of these feelings are definitely not racial but individualistic in nature.

#### RECOMMENDATIONS

The researcher by virtue of conducting the study attempts to extend certain suggestions incorporating the impact of role stress assessed from the women executives and the influence of the ten dimensions of role set and space on the same, that will enable in throwing upon a diagnostic review on the current organizational systems and scope for improvements and growth in several areas, that will facilitate in women empowerment and overall increase in employee involvement in organizational activities across the gender board. The researcher has a humble note for the “Strategists” and line managers in the “Human Resource Department” to read and view these suggestions with a spirit of collaborative inquiry as the women executives were restricted to specific cities in UAE and nationalities.

Gulf women represent 35 per cent of the national workforce today, with 45,000 working in businesses. At the education level, 70 per cent of the 2006-2007 graduates were women and this number predicts a bright future. But the researcher strongly believes and highlights a number of obstacles that they still have to overcome. The advisory boards of the country and Corporate is requested to pay heed to these highlights and improvise their schemes of empowerment.

The Arab women still fall behind in this respect, mainly due to cultural issues and the absence of legislations that can support their participation in the political and diplomatic fields.

The European Union has been focusing on alleviating poverty in the developing countries and according to Baroness Nicholson of Winterbourne, Vice President – Foreign Affairs Committee – European Parliament in the UK, the basic tool being used in that process is women empowerment.

Baroness Nicholson told AME Info.com that most of the developing countries do not push women forward and as a result, they live in poor conditions. So when the EU speaks about supporting women’s role, it does not refer to a fight between genders but rather as a way to promote economic empowerment, which needs social and political empowerment as well. Women in the workforce, and specifically in the public sector, can support women at home, mothers, children, and families because they are part of this.

Tunisia is said to have been leading the way in opening the political field to women. According to Her Excellency Sara El Jariya Minister of Women Affairs, Family, Children and Elderly, women in Tunisia counts for 15 per cent of the government, 15 per cent of the counselors’ board and 27 per cent of the municipality boards.

In Saudi Arabia, women have their own municipalities that they run themselves and their responsibilities in any public field is similar to those of men, said Nawal Saleh Chalhoub, President of the Diplomatic Ladies Association Dubai and wife of the Consul General of Saudi Arabia in UAE. And while she tried to draw an optimistic picture for Saudi women, other Saudi participants felt women in the country are still not included in decision making processes.

Although women in Kuwait have good access to the various business and economic sectors, still they lack ambition when it comes to the public field.

Nabila Al Anjari, CEO Advisor of Kuwait Grand Real Estate Projects, said that a Kuwaiti woman has ever run for the membership of the Chambers of Commerce and Industry. Women also do not run for the cooperatives boards’ membership, despite the fact that these have the biggest sales in the consumer goods market, something that is directly related to women.

Needless to say that the United Arab Emirates has achieved a milestone in allowing women participation in decision making, having a female running the ministry of economy, Her Excellency Sheikha Loubna Al Kasimi, Minister of Economy. In addition, 22.5 per cent of the Federal National Council of the UAE is women, while they make up 10 per cent of the diplomatic field, two-thirds of the overall public sector, and 30 per cent of leading positions that entitle decision making.

**EMPOWERING WOMEN**

In business, the emirates have some 11,000 business women representing a quarter of the total workforce, compared to 14 per cent in Saudi Arabia, 84 per cent of which work only in the education field.

Dr. Lama Abdul Aziz Suleiman, Board Member of Jeddah Chamber of Commerce and Industry, said that women do not have a variety of choices when it comes to education and most of the available specialist fields do not answer the actual market needs. She added that women in Saudi Arabia are not allowed to establish companies that have dealings with men, unless they hire a male manager to run the company and its external relations. Perhaps this explains why 15 per cent of Saudi women’s wealth is still not invested in businesses.

The situation in the UAE remains ahead, with 30 per cent running small and medium businesses. Tunisian women are doing well too, as they represent 40 per cent of doctors and 70 per cent of pharmacists.

However, this does not mean that all challenges have been overcome. Rajaa Easa Al Gurg, President, Dubai Business Women Council (DBWC) and the Managing Director of Easa Saleh Al Gurg Group, speaking on behalf of Her Highness Princess Haya Bint Al Hussein, summed up the challenges that women still have to face in three points.

‘Gulf women have to deal with three aspects. First they have to keep up with the human sustainable development process, then they need to deal with the globalization and its effects on social values and behavior, and finally they got to be part in their own empowerment process.’

Therefore, the researcher by highlighting these discussions by several specialists and experts have just made this message clear to the Corporate that “Empowerment” in something they should practice for the sake of encouraging the participation of more number of women professionals as well being competitive with male counterparts.

Stanford University’s Robert Sapolsky and others have shown how chronic stress may contribute to the death of neurons in our brains. As a researcher the question in the mind is how can one evaluate the many stress management programs out there? Which ones are science-based? And the answer found out of extensive literature review, the most promising area of scientific inquiry for stress management is Mindfulness-Based Stress Reduction (MBSR).

An increasing number of neuroscientists (such as UMass Medical School’s Jon Kabat-Zinn and University of Wisconsin-Madison’s Richard Davidson) have been investigating the ability of trained meditators to develop and sustain attention and visualizations and to work positively with powerful emotional states and stress through the directed mental processes of meditation practices. And have put their research into practice for the benefit of many hospital patients through their Mindfulness-Based Stress Reduction (MBSR) programs

The researcher recommends to the Corporates that their Human Resource Department should do some information search regarding MBSR and look for coaches or consultants who can make it operational among the employees in the organization across the gender. It will facilitate in the long run to understand through emerging scientific investigation of the effects of contemplative practices on the brain, behavior, and the translation of this data into effective tools to benefit all people everywhere. Investments into such empirical investigations will enable Corporate to offer in-depth training in meditation and explore ways in which a rigorous and systematic approach to introspection can inform research. It would be a rare opportunity to advance the scientific study of the human mind. “Vipassana” is an ancient method of introspection that readily conforms to the spirit of empirical science. It is simply a means of training the mind to be more keenly aware of sensory phenomena and the flow of thought. This will break the stressors employees are influenced by and improve on organizations’ development opportunities.

**CONCLUDING REMARKS**

Therefore to conclude this research work the researcher would like to suggest a framework as well as highlight certain specific domains developed by the researcher that will enable the Corporates to pay specific attention and design appropriate strategies:

Domain	Individual Role Stress	Organizational Pressure
Managerial Values	Role isolation	Lack of gender based policies
Guidance & Control	Role Erosion & Role inadequacy	Lack of clear goal setting
Interpersonal climate	Self-role & Inter-role distance	Poor communication process
Tasks Or Demands	Role ambiguity & Role overload	Poor Management support
Empowerment	Role stagnation	Lack of creative opportunities
Training & Development	Personal & Resource inadequacy	Ineffective staff development

Role isolation can create a feeling of alienation by the women professionals at work, and this can be best avoided by having transparent gender based policies. Worry and anxiety are the significant outcomes among women employees who do not a having a healthy interpersonal climate in their workplace, which needs to be seriously looked into by the corporate.

Perceived staff incompetence arises due to lack of effective training and development programs creating personal and resource inadequacy role stressors. Powerlessness relates to lack of investment of authority on the part of employers on employees and this leads to role stagnation as work become monotonous and offers no scope for growth.

Perceived personal blame is what women employees who suffer from role ambiguity and role overload feel and make their work as well as personal lives difficult and stressful leading to several psychological and physiological diseases as identified in the current research work. Therefore, it is advocated that organizations may devise proactive strategies to deal with these domains and work towards a healthy organization climate and stress reduction.

In the current study an attempt has been made to identify the impact of role stress among women executives of different professions and nationalities residing in UAE. Ten dimensions of role stress, categorized based on role set and role space were included in the study to understand their influence on the women professionals according to varied organizational domain pressures they went through.

The researcher has identified that there are very few well designed and evaluated intervention strategies for women professionals. Therefore, it is suggested to the Corporates in UAE at large that a diagnostic review of the current management processes is a must especially in the areas of gender based policies, employee involvement and empowerment programs, job design and ultimately a healthy organizational climate which will all lead to work stress reduction and eventually distress elimination.

The integrative framework of study combines a comprehensive Human Resource Strategy that will lead to Attitude and Behavior Modification in the Corporate World paving way for gender equality and distress elimination. The framework is tentative, situational and time-specific and an attempt to encapsulate some thought about how to address cross-gender issues across the organization for a distress-free environment. The framework is illustrated as follows:

**FRAMEWORK TO EMPOWER WOMEN EXECUTIVES AT WORKPLACE**

- Step 1           Track the gender balance
  - ❖ Identify the cross-gender issues based on the organizational climate, role set & space.
- Step 2           Conduct executive profiling
  - ❖ Identify the profile characteristics of executives based on demographic & organization related information.
- Step 3           Formulate a model for empowering women

- ◊ Measure the impact of role stress and significant dimensions that influence most often.
- ◊ Compare the demographics with the dimensions of role stress and identify variations to be redressed.
- Step 4** Track the intensity of stress-borne disease
  - ◊ Identify the various occupational diseases contracted periodically.
  - ◊ Identify the variations in disease between varied demographic profiles.
  - ◊ Take proactive measures to reduce and eliminate occupational diseases whether psychological or physiological.
- Step 5** Build a supportive culture
  - ◊ Form a symbolic relationship with cultural inquiry and reassessment
  - ◊ Supersede a blame culture with that of an encouragement culture
- Step 6** Building supportive structures
  - ◊ Select and recruit individuals who will be tolerant towards ambiguity and adaptable towards innovation and change.
  - ◊ Training and development should gear the individual towards developing skills with gender diversity.
  - ◊ Managers should play the role of a mentor with coaching and counseling as key skills.
  - ◊ Encourage communication methods with participative inquiry.
  - ◊ Self-selecting groups should be organized for monitoring and feeding back on progress
  - ◊ Reward and recognition schemes should attempt a balance between competition and collaboration.
- Step 7** Build strategies for a healthy organizational climate
  - ◊ Build supportive strategies against intrusive and aggressive organizational climate.
  - ◊ Build defensive stress intervention strategies to increase stress tolerance limits and build immunity against the distress levels of the executives.
- Step 8** Establish an energizing self-transition system
  - ◊ Human system is an agent self-awareness, volition and diverse intentionality.
  - ◊ Energize it with enough scope through diverse individual participation
  - ◊ Build endurance by promoting mental and emotional recovery through a self-organized transition leading to a high performance state with role clarity and reduced stressors.

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