



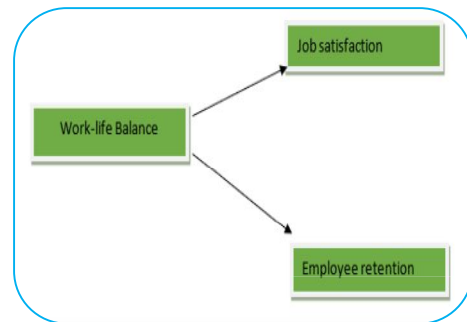
STUDY OF OCCUPATIONAL STRESS, WORK LIFE BALANCE AND JOB SATISFACTION AMONGST ORGANIZATIONAL EMPLOYEES

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ABSTRACT

Stress is involved in an environmental situation that perceived as presenting demand which threatens to exceed the person's capabilities and resources for meeting it, under conditions where he or she expects a substantial differential in the rewards and costs from meeting the demand versus not meeting it. The aim of the present research is to investigate the impact of occupational stress and job involvement of employees on organizational effectiveness of government and private sectors. The findings of the proposed work would support the hypothesized relationships. There would be significant differences and relationships found between occupational stress, job involvement and organizational effectiveness of government and private sector organizations. The study revealed a significant difference between employees with high occupational stress and low occupational stress, on job satisfaction, $t(58) = 5.96, p < 0.05$ and on job involvement $t(58) = 2.44, p < 0.05$. It can be said that every organization regardless of industry or country seeks to be more effective and achieve superior results if a certain amount of stress is felt by the employees.



KEYWORDS: Occupational stress, Job satisfaction, Job involvement, Organizational Employees.

INTRODUCTION

Stress is involved in an environmental situation that perceived as presenting demand which threatens to exceed the person's capabilities and resources for meeting it, under conditions where he or she expects a substantial differential in the rewards and costs from meeting the demand versus not meeting it (McGrath, 1976).

It is clear that as far as work life is concerned extreme stress is so aversive to employees that they will try to avoid it by withdrawing either psychologically, physically or by leaving the job entirely (Beehr and Newman, 1978). The stress one experiences in the occupation vary from mild to severe depending on one's physiological, psychological and social make up (French and Caplan, 1970, Margolis et al. 1974, Miller 1960 and Wardwell et al. 1964).

Stressors at the individual level have been studied more than any other category. Role conflicts, role ambiguity, role overload and under load, is widely examined individual stressors (McGrath 1976; Newton and Keenan, 1987). Several researchers have reported that in industrial setting job satisfaction

and job involvement increases with age and as a result occupational stress decreases (Cherrington, 1979).

It is believed that job involvement by positively affecting employees motivation and effort, leads to higher levels of in-role job performance (Brown, 1996). Brown and Leigh (1996) in their study found that job involvement had both direct and indirect effects via effort on performance. Ghadially (1991) examined organizational effectiveness taking structural, process and personality variables. Four structural variables: formalization, centralization, participation in decision-making and task routines, two process variables communication accuracy and one personality variable, locus of control were included in the study as independent variables. The study is divided into two parts. In the first part, organization effectiveness was assessed by following subjective criteria at individual level, namely.

1. Job Satisfaction 2. Organizational Commitment 3. Job Involvement 4. Job performance 5. Group Processes

In the second part, organizational effectiveness was assessed by two organizational level criteria, namely, organizational level criteria, namely, organizational adaptability and organizational performance. All variables were measured by self-report method. Three hundred and twelve junior and middle level executives from two small and two large organizations participated in this cross-sectional study. The results using analysis of variance indicated that non-bureaucratic organizational structure led to high job satisfaction, organizational commitment and better group processes. Organizational structure, process and personality variables had significant interaction effect on job involvement and group processes. Multiple regression analysis indicated that participation in decision-making had positive impact on all dependent variables. Formalization was positively related to job involvement and job performance. Centralization was negatively related to job satisfaction, organizational commitment and group processes. Task routineness had positive effect on job involvement and negative effect on group processes. In the second part, results indicated that organizational structure, communication and locus of control were significant predictors of organizational performance and organizational adaptability.

Thus, results supported the view that organizational effectiveness is determined by a configuration of structural, process and personality variables.

In a recent study Lopez, Segovia and Peiro (2007) analyzed the moderator role of job involvement in the relationship between stress and job satisfaction, using the OSI (Occupational Stress Indicator) model. The sample consisted of 779 professional soldiers from the Spanish Army. The results showed that when the levels of the dimensions job involvement (psychological identification and job-related feelings of duty-obligation) are high, stress due to achievements and career development and social relationships have no influence on job satisfaction. They found higher job satisfaction even when stress is high, in those situations where psychological identification is low and job-related feeling of duty-obligation are high.

Innes and Clarke (1985) studied job involvement as a moderator variable in the life events stress-illness relationship. It was hypothesized that the relationship between life events and reported symptoms of psychological and physical illness is moderated by the extent to which a person is job-involved. Analysis in a sample of employed men showed large correlations between a measure of life events stress symptoms for men with low job involvement, substantially higher than where they are highly involved.

Several studies have found an inverted U-shaped relationship between stress and performance levels for individuals. The study conducted by Allen, Hitt and Greer (2006) determined whether such a relationship exists between stress and the perceived effectiveness of formal organization groups. Analysis of data from four firms provided no support for the existence of such a relationship. Instead, a negative relationship between stress and perceived organizational effectiveness was found. The results suggest that the type of stress moderates the stress and effectiveness relationship. Dysfunctional stress

was the dominant type of stress in all four firms. Further, the level of dysfunctional stress provided a better explanation of variations in effectiveness levels than total stress levels.

Research on work motivation has shown that workers performance and satisfaction is affected by job motivation. For example, Brown and Shepherd gave a comprehensive definition of the characteristics of the work four major categories: knowledge base, technical skills, values and beliefs. They reported workers values and beliefs regarding the development of a shared vision. Tenure, educational level, race, supervision, and job variety had non-significant effects (Lambert et. al. 2007).

Employee's perception of workplace stressors and their attitude towards work and organization: a study of Indian managers was studied to understand the extent to which globalization. It is examined the sources of their work stress and influence of these stressors on employees' attitudes towards work and organization. Work relationship, control, nature of job and communications were found to be significantly related with work engagement and job satisfaction. The mediating effects of job stress and job involvement can positively influence job performance (Ouyang Y. 2009). Organizational commitment is needed to enhance staff input (Chen S. 2011).

The stress of overwork has been associated with psychological problems such as depression, anxiety and burnout; physiological health problems, such as hypertension and heart attack and organizational problems, including workplace violence and accidents. Result in behavioural problems, such as increased alcohol consumption and smoking. Finally the researcher concludes that there is a considerable level of impact of stress on job satisfaction and job involvement (Muthuvelayutham et. al. 2012).

Hypotheses for the current study -

1. Some recommendations are needed to be applied by management to reduce the number of turnover. No doubt, always of interest in the employee and workplace.
2. Job satisfaction has negative effect on intention to be applied by management to reduce the number of turnover.

METHODOLOGY

This study adopted the qualitative research approach where secondary data were used as the main source of data collection. The secondary data were collected from published materials such as textbooks, journals, articles, seminar papers and periodicals. The data collected from secondary sources were used to confirm and support the argument put forward in this paper, deductions were made from the theoretical and empirical review. The age range of the participants was 28 to 33 years. All the participants belonged to similar socio-economic status and were from the city of Rewa Madhya Pradesh.

The tools used in the study for assessment were –

1. Occupational Stress Index
2. Job Attitude Scale
3. Job Involvement Scale

Occupational stress is defined as perceived on-the-job anxiety work stress appears to have become more pervasive problems in recent year, judging by much survey done on the subject. Occupational stress arises when demand exceeds abilities, while job related strains are reactions or outcomes resulting from the experiences of stress. Earlier the definitions of stress and occupational stress have been cited. It is true that stress refers to the generalized, patterned, unconscious mobilization of the body's natural ability. Occupational stress is defined as the harmful physical and emotional responses that occur when the requirement of the job do not match the capabilities, resources or needs of the worker. Occupational stress is a chronic conditions caused by situation in the workplace that might negatively affect and individuals job performance and their overall wellbeing. Studies have highlighted these findings. It is because of the antecedents of occupational stress: mainly role ambiguity, role conflict, time pressure, job in security etc.

RESULTS AND DISCUSSION

The organization is viewed as a natural system having its own survival and growth requirements and its own dynamics of activity and change. Some view the organization focusing on short term goals, while others treats the organization as an information processing and decision entity, with a focus on factors of organizational control and direction.

Job involvement (employee engagement, or work engagement) is a concept that is generally viewed as managing discretionary effort, that is, when employees have choices, they will act in a way that furthers their organization's interests. An engaged employee is a person who is fully involved in, and enthusiastic about, his or her work. The new workplace loyalty, explains that truly engaged employees are attracted to, and inspired by, their work ("I want to do this") committed and fascinated.

Job involvement has emerged as an important variable in organizational research. It has drawn the attention of management scientists and organizational psychologists. This variable is being studied with different perspective in the organization. It has great importance and significance in organizational development. Large numbers of studies have been conducted to see the job involvement among organizational employees.

The present study is a significant difference between employees with high occupational stress and low occupational stress on job satisfaction' for testing this hypothesis t test was conducted. The mean scores obtained by individuals with high occupational stress and low occupational stress on job satisfaction were compared by using *t*-test for the independent sample.

The present study results of the means and standard deviations are shown in Table 1 and Table 2 shows the results of t-test for job satisfaction and results of the descriptive statistics of the means and standard deviations are shown in Table 3 and Table 4 shows the results of t-test for job involvement respectively.

Table 1 - Mean and SD Values for Job Satisfaction

Organizational Stress	N	MEAN	SD	SEM
High	30	31.47	6.47	1.18
Low	30	41.43	6.46	1.18

Table 2 - t values for Job Satisfaction

t-value	Df	Significant	Mean diff	Std. Error
5.96*	58	0.00	9.96	1.67

Significant Mean diff Std.* $p < 0.05$ significant at 0.05 level

It can be seen from Table -1, that the employees with high occupational stress scored lower ($M=31.47$) than the employees with low occupational stress ($M=41.473$) on job satisfaction.

This shows that employees with high occupational stress are less satisfied than employees with low occupational stress. Analysis of data using t-test (Table 2) showed significant difference between employees with high occupational stress and employees with low occupational stress, $t(58) = 5.967$, $p < 0.05$ on job satisfaction. The scale score range was 15-61. The higher the score in the measure, the higher was the satisfaction in employees. This depicts that employees with low occupational stress are more satisfied with their job. Thus, hypothesis 1 is accepted.

By organization the role of environments in driving organizational performance, it has become possible to trace how dramatically increasing levels of complexity and rates of environment change began creating major demands for organization. Those demands require equally new capabilities and skills. The researcher has put in efforts to focus attention on the organizational effectiveness (OE) concept. A brief deception of organizational effectiveness follows. A strikingly significant difference was found between employees with high occupational stress and employees with low occupational stress on job satisfaction. Accordingly, the statements in the questionnaire also represents positive/negative attitude towards different dimensions of work and high scores indicated high satisfaction.

Researches on stress make it clear that to enter into the complex area of stress especially in to the area of occupational stress, is very difficult. Stress is an unavoidable consequence of modern living. With the growth of industries, pressure in the urban areas, quantitative growth in population and various problems in day to day life are some of the reasons for increase in stress. These negative or stressful job characteristics could result in both negative work outcomes. Subsequently, same results were replicated (Richardson et. al. 1991 & Mansoor et. al. 2011).

A lot of pressure and a lot of low degree of stress impact execution. A conceivable clarification is that the pressure capable is intended to be utilized in short explodes and afterward turned off. Assuming that it is initiated for a really long time or the period between upsetting circumstances is too short, then, at that point, the body has no chance to fix itself, and weariness and harm happens. The pressure chemicals then in a real sense start to obliterate the body. This influences physical and emotional wellness and personal satisfaction similarly as openness to modern toxins. Hence, the discoveries of the current review are in accordance with momentum explores that have shown that there is a distinction in work fulfillment of representatives with work related pressure.

Speculation 2 of the review expressed that, —It is sensible to accept that individuals in the working environment are fit to adapt to the tension from typical work requests. The responses of people will differ as per the idea of the strain and the degree to which the individual is straightforwardly or in a roundabout way included. The purpose for this is what might be viewed as challenge by one individual might be an unthinkable errand or exhausting and redundant to another. An individual's experience, inspiration, experience, abilities and information from one viewpoint and the help and consolation from troughs, bosses and partners on the other, all assume a significant part. While it could be past the business' or alternately manager's liability or mastery to survive, important to think about individuals will come to work with different qualities and in different moods. For testing this speculation t test was directed. The mean scores got by people with high occupational stress and low work related weight on work association were analyzed by utilizing t-test for the independent test.

Table 3 - Mean and SD Values for Job Involvement

Occupational Stress	N	Mean	SD	SEM
High	30	35.13	4.73	0.86
Low	30	38.63	6.26	1.14

Occupational Stress N Mean SD SEM

Table 4 - t values for Job Involvement

t- Value	Df	Significant	Mean diff	Std. Error
2.44*	58	0.01	3.50	1.43

t - Value Df Significant Mean d* p < 0.05 significant at .05 level

It can be seen from Table -3, that the employees with high occupational stress scored lower (M= 35.13) than the employees with low occupational stress (M= 38.63) on job involvement. This shows that employees with high occupational stress are less involved in their work than employees with low occupational stress. Analysis of data using t-test (Table 4) showed significant difference between employees with high occupational stress and employees with low occupational stress, t (58) = 2.442, p <.05 on job involvement. This depicts that employees with low occupational stress are more involved in their job. Thus, hypothesis 2 is accepted.

Stress from doing the job can be caused by boring or repetitive work, or too little to do; too much to do, too little time; too little/too much responsibility for managing others; confusion over priorities, timeframes and standards; or sub-standard performance resulting in disciplinary action such as dismissal, retrenchment, demotion, discipline, transfer or redeployment; a worker not being promoted, reclassified, transferred or granted leaves of absence or any other benefits in relation to

employment or a workers' expectations of any of these matters or of the employer's decision in relation to these matters.

CONCLUSIONS:-

Research is no doubt a prolonged journey full of many impediments. Therefore there is always scope for further researches in the same area. Apart from the limitations, certain fruitful suggestions are to be made. A successful management response to the effectiveness challenge requires the basic recognition that peoples decision policies, promotions, pay, placement, development, and communications which are critical in the motivations of a company work force. These is a need for longitudinal studies to be conducted in respect of human capital only then the contribution of human capital variables towards growth and effectiveness can be fully realized. Thus it can be concluded that the private Organizations should take necessary measures to reduce the work place stress of employees which will increase productivity and effectiveness and also create healthy environment at work place.

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