

A Study of Job Stress on Job Satisfaction among the Employees of Small Scale Industries

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Abstract: The purpose of this study is to examine the impact of job stress on job satisfaction among the employees of small scale industries in Madurai. The correlation analysis indicates that the employee job satisfaction is negatively and significantly associated with work load and role conflict, while the employee job satisfaction is positively and significantly correlated with physical environment in small scale industries. The regression analysis shows that the job stress factors of workload and role conflict have the negative impact on employee job satisfaction while, the job stress factor of physical environment have the positive impact on employee job satisfaction at one per cent level of significance. It is very important that the small scale industries understands the needs of its employees and provide what is best for the employees. Constant appraisal programmes and appreciation should be given to reinstate and motivate the employees. In order to enhance the satisfaction of their jobs and lives of employees should compensate with equitable incentives.

Key Words: Job Satisfaction, Job Stress, Small Scale Industries

I. Introduction

The term stress is basically from physical science where it means the force placed upon an object to cause damage, bending, or breaking. In case of human beings, stress is often used to describe the body's responses to demands placed upon it, whether these demands are favourable or unfavourable. Anything that causes stress is called a stressor. "Stress is a condition which happens when one realises the pressure on them or requirements of situation are wider than they can handle, and if these requirements are huge and continue for a long period of time without any interval, mental, physical or behavioral problems may occur."

Stress is an environmental situation in which a person is required to perform the tasks that threatens to exceed the person's ability and resources for meeting it, under conditions where he or she expects a large difference in the rewards from meeting the demand versus not meeting it (Mc Grath, 1976). In work life extreme stress is so aversive to employees that they will try to avoid it by withdrawing either psychologically (disinterest or lack of involvement in the job), physically (frequent late coming, absenteeism and laziness) or by leaving the job entirely (Beehr and Newman, 1978).

Job stress is one of the most important workplace health risk for employees in developed and developing countries. There are a number of workplace factors, called job stressors that make jobs stressful and difficult for number of employees in services as well as industries. Additional stressors concern interpersonal relationships at work, such as conflicts with the behaviour of supervisors, conflicts with colleagues, conflicts with subordinates and conflicts with management policies.

Due to the competitive nature of the job environment most of the people in the world are spending their time for job related work purposes resulting ignore the stressor those are influencing their work and life. People with a higher percentage of job stress may not be satisfied with their job and therefore they will not feel happy working in the organisation. They may feel frustrated or when they are having problems with eers or customers. This may leave a negative impact to the organisation itself.

Job satisfaction means how much people feel positive about their job and the different of their jobs (Spector, 1997). Low job satisfaction can be an important indicator of decrease in employee production and can result in behaviour such as absenteeism and turnover intentions (Dupre and Day, 2007). The higher level of job stress causes less job satisfaction (Chandraiah, *et.al.*, 2003). With this background, the present research is attempted to study the impact of job stress on job satisfaction among the employees of small scale industries in Madurai.

II. Review Of Literature

The stress itself will be affected by number of stressors. Amongst some important factors causing stress one is role conflict. It has a significant negative impact on job satisfaction. (Fie, *et. al.*, 2009). Workload and professional uncertainty affects employee job satisfaction negatively.

Role conflict is important job stressor that is faced due to the multiple roles. Role conflict may start when two or more concurrent and unsuited expectations exist in such a way that in agreement with a given role compromises fulfilling other roles. Work role conflict has a greater impact on job satisfaction in those workers who have a high centrality of the family role (Carlson and Kacmar, 2000). Role conflict involves contradiction in expectations of an employee sales position. This may occur when a sales person is given a variety of contrary orders or is given a range of responsibilities that cannot be completed all together (Brashear, *et. al.*, 2003).

Physical environment can be defined in terms of lightening, noise, temperature, humidity, clean air, air circulation and exposure to dangerous substances. Female employees considered feeling safe in the workplace an especially important job satisfaction factor compared with male workers. Having a window, or daylight strongly improves satisfaction with lighting and increasing workstation size also improves satisfaction with privacy (Navia and Veitch, 2003). A study of 360 technical supervisors showed that the employees who perceive their physical work environment adequate are more satisfied with their jobs (Srivastava, 2008).

Job stress is due to organisational aspects, long work hours, lack of organizational support and organizational change, lack of support from supervisors and colleagues, and conflict with demands and pressures (Ahmadi and Alireza, 2007). A study of naval personnel of Malaysia examined the relationship between stress and job satisfaction. Results revealed that occupational stress was negatively associated with eight job satisfaction (Bokti and Talib, 2009). Occupational stress has a direct negative effect on job satisfaction (Noordin Yahaya, *et. al.*, 2010).

III. Methodology

3.1. Theoretical Framework

In general, job stress has been viewed as a predecessor of job satisfaction, and the two constructs have been treated as related yet distinct (Stanton, Bachiochi, Robie, Perez, & Smith, 2002). According to Stamps and Piedmonte (1986) job satisfaction has been found significant relationship with job stress. Organisation factors such as workload and working condition are negatively related with job satisfaction (Vinokur-Kaplan 1991). The lack of satisfaction can be a source of stress, while high satisfaction can lighten the effects of stress it means that both of job stress and job satisfaction are interrelated (Fletcher & Payne 1980). The theoretical framework for the present research is presented in figure-1.

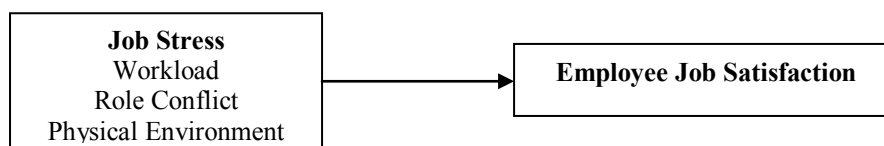


Figure-1. Job Stress and Employee Job Satisfaction

3.2. Sampling and Method of Analysis

Among the different cities in Tamil Nadu, the Madurai city has been purposively selected for the present study. The employees of small scale industries have been selected by adopting random sampling technique through pre-tested and structured questionnaire. The questions are measured by using Likert five point scale (1 represents strongly disagree and 5 represents strongly agree). The data and information have been collected from 300 employees and pertain to the year 2012-2013. To accomplish the objective of the present study, the descriptive statistics, Chi-Square test, correlation analysis and multiple regression analysis have been applied.

IV. Results And Discussion

4.1. Socio-Economic Characteristics of Employees

The socio-economic characteristics of employees were analysed and the results are presented in **Table-1**. The results indicate that about 72.00 per cent of the employees are males while the rest of 28.00 per cent of the employees are females. The results also show that about 62.00 per cent of the employees belong to the age group of 31-40 years followed by 21-30 years (19.33 per cent), 41-50 years (14.00 per cent) and 51-60 years (4.67 per cent). It is clear that about 51.00 per cent of the employees belong to the graduation followed by secondary (23.00 per cent), higher secondary (18.00 per cent) and post graduation (8.00 per cent).

The results also indicate that about 54.67 per cent of the employees belong to the monthly income of Rs. 10001-15000 followed by Rs. 5000-10000(27.33 per cent) and Rs. 15001-20000(18.00 per cent). It is apparent that about 78.00 per cent of the employees are married while the rest of 22.00 per cent of the employees are unmarried and about 77.33 per cent of the employees belong to the nuclear family, while the rest of 22.67 per cent of the employees belong to the joint family.

Table-1. Socio-Economic Characteristics of Employees

Particulars	Frequency	Per cent
Gender		
Male	216	72.00
Female	84	28.00
Age(Years)		
21-30	58	19.33
31-40	186	62.00
41-50	42	14.00
51-60	14	4.67
Educational Qualification		
Secondary	69	23.00
Higher Secondary	54	18.00
Graduation	153	51.00
Post Graduation	24	8.00
Monthly Income(Rs.)		
5000-10000	82	27.33
10001-15000	164	54.67
15001-20000	54	18.00
Marital Status		
Married	234	78.00
Unmarried	66	22.00
Family Type		
Nuclear	232	77.33
Joint	68	22.67

4.2. Association between Socio-Economic Characteristics and Level of Stress

The association between socio-economic characteristics and level of stress was analysed by adopting Chi-Square test and the results are presented in **Table-2**.

Table-2. Socio-Economic Characteristics and Level of Stress

Socio-Economic Characteristics	Chi-Square Value
Gender	0.597
Age	3.462**
Educational Qualification	2.614**
Monthly Income	3.426**
Marital Status	0.762
Family Type	0.525

Note: ** indicates significant at one per cent level.

The results show that the Chi-Square value for age and level of stress is 3.462, which is significant at one per cent level. This implies that there is a significant difference between age of the employees and level of stress. The Chi-Square value for educational qualification and level of stress is 2.614, which is significant at one per cent level. It reveals that there is a significant difference between educational qualification of the employees and level of stress. The Chi-Square value for monthly income and level of stress is 3.426, which is significant at one per cent level. This shows that there is a significant difference between monthly income of the employees and level of stress.

4.3. Relationship between Job Stress Factors and Employee Job Satisfaction

The relationship between job stress factors and employee job satisfaction was analysed by working out correlation coefficients and the results are presented in **Table-3**.

Table-3. Relationship between Job Stress Factors and Employee Job Satisfaction

	Workload	Role Conflict	Physical Environment	Job Satisfaction
Workload	1.00			
Role Conflict	0.46**	1.00		
Physical Environment	0.24	-0.23**	1.00	
Job Satisfaction	-0.72**	-0.69**	0.64**	1.00

Note: ** indicates significant at one per cent level.

The results show that the correlation coefficient between workload and job satisfaction is -0.72, which is moderately and negatively associated with each other at one per cent level of significance. The role conflict and job satisfaction is also moderately and negatively associated with each other with the value of -0.69, significant at one per cent level. The results indicate that that the correlation coefficient between physical environment and job satisfaction is 0.64, which is moderately and positively associated with each other at one per cent level of significance.

4.4. Impact of Job Stress Factors on Employee Job Satisfaction

The impact of job stress factors on employee job satisfaction was analysed by employing multiple regression analysis and the results are presented in **Table-4**. In this regression model, the employee job satisfaction is considered as dependent variable and the job stress factors are considered as independent variables.

Table-4. Impact of Job Stress Factors on Employee Job Satisfaction -Multiple Regression

Job Stress Factors	Regression Coefficients	t-value	Sig
Constant	1.912**	3.528	.000
Workload(X ₁)	-0.415**	3.837	.001
Role Conflict (X ₂)	-0.316**	4.016	.000
Physical Environment(X ₃)	0.304**	3.925	.001
R ²	0.57		
Adjusted R ²	0.55		
F	7.159**		0.00
N	300		

Note: ** Significance at one per cent level

It is apparent that there is a strong relationship between job stress factors and employee job satisfaction. The adjusted R² is 0.55 indicating that the regression model is good fit and it indicates that about 55.00 per cent of the variance in the dependent variable of employee job satisfaction is explained by the independent variables of job stress factors. The regression model indicates a good fit(F value= 7.159 and p value=0.00) between job stress factors and employee job satisfaction.

The results also show that the job stress factors of workload and role conflict have the negative impact on employee job satisfaction while, the job stress factor of physical environment have the positive impact on employee job satisfaction at one per cent level of significance.

V. Conclusion

The forgoing analysis indicates that the majority of the employees of small scale industries are males and the most of them belong to the age group of 31-40 years. The majority of the employees are graduates and the most of them belong to the monthly income of Rs. 10001-15000. The majority of the employees are married and the most of them belong to the nuclear family. The results show that there is a significant difference between age and level of stress, educational qualification and level of stress and monthly income and level of stress among the employees.

The correlation analysis indicates that the employee job satisfaction is negatively and significantly associated with work load and role conflict, while the employee job satisfaction is positively and significantly correlated with physical environment in small scale industries. The regression analysis shows that the job stress factors of workload and role conflict have the negative impact on employee job satisfaction while, the job stress factor of physical environment have the positive impact on employee job satisfaction at one per cent level of significance.

It is very important that the small scale industries understands the needs of its employees and provide what is best for the employees. Constant appraisal programmes and appreciation should be given to reinstate and motivate the employees. In order to enhance the satisfaction of their jobs and lives of employees should compensate with equitable incentives. These incentives should include monetary rewards, nonmonetary (motivational) rewards, key decision making influence, career path publicity, career planning tool availability

and advancement criteria equity. The factors of satisfaction with workload and professional support, small scale industries should allocate time suitable to workload and should provide well training for supervisor to coaching and supervise their subordinate and setup course for team building.

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