

# ***A STUDY ON THE CAUSES OF JOB STRESS AND ITS EFFECTS ON IN A PRIVATE ORGANISATION***

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## **Abstract**

Work stress has emerged as one of the important and focal areas for research in present day organizations. This paper investigates the Reasons of job stress, effects of job stress and Job satisfaction of the employees in a private organisation. Questionnaire method mainly used together the primary data. Secondary data from relevant resources have also effectively utilized in this research to reach valid theoretical findings and conclusions

A sample of 100 employees from a private organisation in Vellore was used for this analysis. Reasons for Job stress and its effect has been measured by conflict at work, workload, physical environment and it causes physical, psychological and behavioral problems. Researches provide solid evidence of problems caused by job stress. Stress causes various psychological problems like anger, depression, anxiety, irritability and tension and this influences the motivation of employees to a considerable extent and also this study reinforces the importance of employee job satisfaction which is essential for successful firm in current era.

***Keywords: Job stress; Effects of job stress; Job Satisfaction; conflict; workload; physical & Psychological environment.***

## **I. INTRODUCTION**

Organizations which are successful today focus not only monitoring workplace stress, but implementing vehicles to reduce stress for all employees and hence in order to create high performance organizations, we need to understand how stress affects people's intellectual, emotional, and interpersonal functioning.

The present study is designed to study and analyses the impact of job stress on job satisfaction. Job stress is analysed based on factors determining job satisfaction. Job satisfaction is also analysed through the factors determining job satisfaction and its effect caused due to stress. This study is effectively conducted to study and analyse the relationship between job stress and job satisfaction in a private organization. Statistical tools like percentage analysis, chi-square test, ranking and graphical representation are used to analyse and interpret the data. A critical study of the literature review is done which helped to design the methodology of research undertaken. This study provides the base for further scope in stress management and job satisfaction.

### Meaning of Job Stress

Stress is the “wear and tear” our bodies experience as we adjust to our continually changing environment; it has physical and emotional effects on us and can create positive and negative feelings.

Stress occurs in different circumstances, but is particularly strong when a person’s ability to control demands at work is threatened. Concerns about successful performance and fear of negative consequences resulting from performance failure evoke powerful negative emotions of anxiety, anger and irritation. The experience of stress is intensified if no support or help is available from colleagues or supervisors. Therefore, social isolation and lack of cooperation increase the risk of prolonged stress at work, as well as the related negative health outcomes and increased accident risk.

### Meaning of Job Satisfaction

Job satisfaction focuses on the role of the employee in the work place. Job satisfaction is an affective orientation on the part of individuals towards work roles which they are presently occupying [Vroom, 1964]. Job satisfaction can be defined also the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation [Statt, 2004]. Job satisfaction represents a combination of positive or negative feeling that workers have towards their work. Meanwhile, when a worker employed in a business organization brings with him the needs, desires and experiences which determinates expectation that he has dismissed. Job satisfaction represents the extent to which expectation are and match the real awards. Job satisfaction is closely linked to that individuals behaviour in the work place (Davis et al., 1985). Job satisfaction can be considered as one of the main

factors when it comes to efficiency and effectiveness of business organization.

### Objectives of the Study:

- 1) To study the causes and effects of job stress in a private organization.
- 2) To analyze the cause and effects of job stress in a private organization.
- 3) To study and analyse the level of job satisfaction in a private organization.
- 4) To study and analyze the impact of job stress on job satisfaction.

### Scope and Significance:

Over the past few decades stress is emerging as an increasing problem in organization. Stress can arise from many sources including the family, the individual, social environmental conditions and the organisation. In the present age, employees of the organization go through various stressors, like over load, role ambiguity, role conflict, lack of feed back, technological changes, career development & organizational structure and climate. These stress and affect the level of job satisfaction. This study is focused to analyse the impact of job stress on job satisfaction in an private organization. This research study helps to understand the causes and effects of job stress an job satisfaction and suggests various strategies to reduce stress and increase job satisfaction of an employee. This study can be extended to government organization and it sectors were the stress are inexitable and affects the level of job satisfaction.

### Need of the Study

Employees are under a great deal of stress affecting their job satisfaction. There are humorous conditions in which employees feel stress like over load, role ambiguity, role conflict, technological changes, career development etc., which is directly

related to job satisfaction. The present study is organized to study the above said concept as derived from the study of literature. From the literature it was identified that job stress and job satisfaction are important attributes in organizational development. These attributes play a vital role to improve the performance both at individual and organizational level. Therefore, this study is focused to analyse the effects of job stress on the level of job satisfaction among employees in a private organization.

#### **Limitation**

- The study is limited to organization.
- Time is another limiting factor.
- The study was conducted at middle level and low level employees only.

## **II. LITERATURE REVIEW**

Kayoko Urakawa and Kazuhito Yokoyama (2009)

Examined that the adverse effects on mental health were due to the job demand and job stress was positively associated with SOC (sense of coherence), the mental health status of males in managerial work was adversely negative, whereas it was positive among the female co-workers. Thus, SOC is an important factor determining the coping ability over the job stress for both the genders.

Wu and Wang (2010) suggest the importance of taking personality variables into consideration during the process of evaluating job satisfaction. Job satisfaction should not only be related to extrinsic factors but also associated with individual differences of dispositional tendency. Nurses with positive evaluation and expectation towards self and others tend to report higher job satisfaction.

Austin (2010) have investigated and presented the findings of twenty working professionals to determine how workplace friendships influence career advancement and job satisfaction. The data

suggested that vital friendship is important, friendship matters in the workplace, and vital friends influence job satisfaction and career advancement.

Manzoor et al. (2011) conducted a research which examined the relationship between job stress and job satisfaction among the faculty members of universities in Lahore, Pakistan. In order to assess the stress level and satisfaction, role of management, work pressure, role ambiguity, and performance pressure were used as variables. Results concluded that employees highly satisfied with their jobs (13.5%) or who were highly stressed on their jobs were few (2.5%); most of the employees were however averagely satisfied on each variable used in questionnaire to assess level of job stress and job satisfaction.

Rehman et al. (2012) conducted a research which examined the impact of job stress on employee job satisfaction. The study was done on a sample of 150 employees which were from the private colleges of Pakistan was used for this analysis. Job stress was measured on the basis of workload and physical environment. The result of this study was that the job stress is positively related to employee's job satisfaction which doesn't support Kaplan (1991) and Keller (1975) and Mansoor & Sabtain (2011) study on stress. The point of view of this research was that the economic condition of the country people is most important in the determination of satisfaction and that is why in developing countries satisfaction result shows a positive relationship with stress.

## **III. RESEARCH METHODOLOGY**

The Statistical Package for the Social Science (SPSS) for windows version 16.0 was utilized by the researcher to analyse the data. Once the data was received from respondents the data were immediately coded and entered into SPSS.

In the present study statistical tools like analysis were used to analyse and interpret the data. percentage analysis, rank analysis, and chi-square

#### IV. ANALYSIS AND INTERPERTATION

##### 1. Analysis and interpretation frequency analysis of demographic variables

This section analyses the demographic profile of the respondents. The analysis includes Gender, Age, Education Qualification, Experience, Designation and Income of the respondents. The data is tabulated for a quick view of the profile of the respondent

Table 1: Demographic Analysis

Gender	Male	Female		
	25.3%	74.7%		
Age	20 -30 Years	31 -40 Years	Above 41 Years	
	62.7%	36.7%	0.7%	
Experience	Below 2 Years	2- 10 years	10- 20 years	
	42%	55.3%	2.7%	
Designation	Top level	Middle level	Lower level	
	8.7%	65.3%	26%	
Monthly income	Below 5000	5001 to 7000	7001 to 10000	
	40%	54%	6%	
Educational Qualification	HSC	Graduates	PG	Others
	34.7%	62%	1.3%	20%

##### Inference:

- 74.7% of the respondents are female out of which 150 respondents.
- 62.7% of the respondents are in the age group 20-30 years.
- 55.3% of the respondents are having 2-10 years of experience
- 65.3% of the respondents are working at middle level.
- 54% of the respondents are in income group of 5000 to 7000.
- 62% of the respondents are graduates

##### 2. REASONS OF JOB STRESS:

Job Stress is caused by variety of factors. The factors were presented to the respondents in Part –II of questionnaire. The respondents rated the factors as follows: Strongly Agree – SA, Agree –A, Neutral –N, Disagree- DA and Strongly Disagree- SDA. The following points were allotted to the ratings: Strongly Agree – 5, Agree –4, Neutral –3, Disagree- 2 and Strongly Disagree- 1. The ratings were added up and factors were ranked according to the total score. The factors responsible for Job Stress are ranked and tabulated in Table 5.8

Table 2: Reason for Job Stress

Rank	Factor	Job Stress Score
I	There is lack of timely support and group cohesiveness in transferring job content and requirements.	591
II	Too many tasks at the same time leads to poor completion of work.	560
III	I am delegated with extra responsibilities in addition to my prescribed one.	558
IV	Multitasking is very tedious and difficult to manage.	552
V	I hardly get the chance and opportunity to interact with my team.	550
VI	I have lack of clarity and expectations from my job i.e there is role ambiguity.	543

VII	My job role demands a lot of responsibility but does not give me autonomy and authority.	533
VIII	I feel insignificant and does not have power to take decisions.	521
IX	Work deadlines and targets of achievements put a lot of pressure on me.	514
X	My job is stereotyped and offers no variety and dynamism.	505
XI	Only few of my skills and abilities are used and there is always underutilization of my work.	497
XII	Enough space is not there to do my job in comfort and safety.	313

It is clear from the ranking in Table 2 that the top three reasons for Job Stress are Lack of timely support and group cohesiveness in transferring job content and requirements which is ranked 1st with a total Job Stress score of 591, followed by Too many tasks at the same time which is ranked 2nd with a total Job Stress score of 560 and Delegation with extra responsibilities in addition to prescribed one which is ranked 3rd with a total Job Stress score of 558.

The low ranking reasons for Job Stress include Work deadlines and targets of achievements put a lot of pressure which is ranked 9th with a total Job Stress score of 514, Job is stereotyped and offers no variety and dynamism which is ranked 10th with a total Job Stress score of 505 and Only few skills and abilities are used and there is always underutilization of work which is ranked 11th with a total Job Stress score of 497.

The last ranked reason for Job Stress is enough space is not there to do job in comfort and safety which is ranked 12th and has a total Job Stress score of 313.

### 3. Effects of Job Stress:

Stress due to job is common. The effect of Job Stress is varied and the major effects were elucidated in Questionnaire Part III. The respondents rated the Effects of Job Stress, the ratings were added up and effect of Job Stress were ranked according to the total score. The effects of Job Stress are ranked and tabulated in Table 5.3.

*Table 3: Effect of Job Stress*

Rank	Effect of Job Stress	Score
I	Absenteeism has become very common in my work life.	586
II	I neglect responsibilities.	576
III	I have trouble sleeping in night.	559
IV	I feel completely exhausted, tired and drained out by the end of the day.	549
V	Lack of concentration and focus on my work.	530
VI	I have the feeling of job insecurity.	526
VII	I lack trust and confidence in others.	511
VIII	I have aches and pains and rapid heartbeats.	510
IX	My quality of work life has reduced.	502
X	There is deterioration in my job performance mainly due to monotonous work.	500

It is concluded from the ranking in Table 3 that the top three Effects of Job Stress are Absenteeism which is ranked 1<sup>st</sup> with a total Effect of Job Stress score of 586, followed by Neglecting responsibilities which is ranked 2<sup>nd</sup> with a total score of 576 and Trouble sleeping at night which is ranked 3<sup>rd</sup> with a total Effect of Job Stress score of 559.

The low ranking Effects of Job Stress include Aches and pains and rapid heartbeats which is ranked 8<sup>th</sup> with a score of 510 and Quality of work life reduction which is ranked 9<sup>th</sup> with a score of 502.

The last ranked Effect of Job Stress is Deterioration in job performance which is ranked 10<sup>th</sup> and has a score of 500.

#### 4. Job Satisfaction:

Satisfaction in job can be due to varied reasons. Nine major reasons for Job Satisfaction was listed out in Part IV of Questionnaire. The ratings were added up to find the total score of the job satisfaction level. The Job Satisfaction Level was ranked according to the total score. The ranked Job Satisfaction level is tabulated in Table 5.4

*Table :4 Job Satisfaction Level*

Rank	Job Satisfaction Reasons	Score
I	I have been getting promotion as per my qualification and experience.	659
II	I have full confidence in the management of this organization.	632
III	My job has helped me to learn more skills.	622
IV	I have satisfactory relations with my supervisor/ subordinates/ lower level employees.	604
V	I feel encouraged to come up with new and better ways of doing things.	604
VI	I have good opportunity to present my problems and views to the management.	596
VII	My job makes good use of my skills and abilities.	593
VIII	There is high team spirit in the work group.	587
IX	I have good prospects of advancement in my job.	572

It can be interpreted from the ranking in Table 4 that the top three Job Satisfaction Reasons are Getting promotion as per qualification and experience which is ranked 1<sup>st</sup> with a score of 659, followed by Full confidence in the management of the organization which is ranked 2<sup>nd</sup> with a score of 632 and Job has helped to learn more skills which is ranked 3<sup>rd</sup> with a score of 622.

The low ranking Reasons for Job Satisfaction include Job makes good use of skills and abilities, which is ranked 7<sup>th</sup> with a score of 593 and High team spirit in the work group which is ranked 8<sup>th</sup> with a score of 587 . The last ranked Reasons for Job Satisfaction is Good prospects of advancement in job which is ranked 9<sup>th</sup> and has a score of 572.

#### Summary:

The sections 2, 3 and 4 examined and analysed the reason of Job Stress, Effect of Job Stress and Job Satisfaction level. The scores of the variables were ranked and in each case, the reasons were determined. The top reason for Job Stress is Lack of timely support and group cohesiveness in transferring job content and requirements which is ranked 1<sup>st</sup> with a total Job Stress score of 591. The top Effect of Job Stress is Absenteeism which is ranked 1<sup>st</sup> with a total

Effect of Job Stress score of 586 and the top reason for Job Satisfaction is Getting promotion as per qualification and experience which is ranked 1<sup>st</sup> with a score of 659.

#### Summary of Findings

##### Major Findings

- Majority of respondents are 20 to 30 years old.
- Most of the respondents are Graduates.

- Most of the respondents have 2 to 10 years' of work experience
- Major share of the respondents work in Middle Level designation
- Monthly earnings of most respondents is between Rs.5, 000 to Rs.7, 000.
- Majority of respondents are married and form 69.3% of total respondents.
- The top reason for Job Stress is Lack of timely support and group cohesiveness in transferring job content and requirements.
- The top Effect of Job Stress is Absenteeism
- The top reason for Job Satisfaction is Getting promotion as per qualification and experience
- There was a strong, positive correlation between the Job Stress and Effect of Stress on Job
- Job Stress variable alone helps to explain 27.87 per cent of the variance in respondents' score of 'Effect of Stress on Job'.
- When job stress increases by one point, the effect of stress on job increases by 0.528 point.
- Job Stress has medium, negative correlation with Job Satisfaction.
- When Job Stress increases by one point, the Job Satisfaction decreases by 0.35 point.
- Job Stress variable alone helps to explain 12.25 per cent of the variance in respondents' score of Job Satisfaction.

### **Suggestions**

- The Personnel department in conjunction with the supervisors has to provide timely support to employees and ensure that the work team has group cohesiveness. This will ensure that the stress level comes down.
- This study found that absenteeism is effect of Job Stress hence the Personnel department can

monitor absenteeism record of employees and if an employee shows high absenteeism, the Personnel manager can consult with the employee to understand the reason for stress and to work out ways to alleviate stress

- The top reason for Job Satisfaction is Promotion as per qualification and experience. Personnel Managers and Supervisors should ensure that deserving employee gets promoted. The promotion mechanism should be transparent and clearly explained to the employees.

- The study shows high stress is positively correlated to effect of stress on job hence it is imperative that to avoid stress related mistakes in Job and to ensure higher productivity, proper mechanism for monitoring Job Stress is put in place by the Personnel manager.

- Since Job Stress decreases, Job Satisfaction, both the supervisor and the Personnel department should have policy to get feedback regarding Job Stress from employees. This will ensure that there is minimal disenchantment with job and higher Job productivity and satisfaction

### **Conclusion**

Stress is a fact of life, where ever you are whatever you are doing you cannot avoid stress, but you can learn to manage stress so that it does not manage you. In this age of globalization and liberalization of the economy, competition among organization has increased job stress. Employees attempt to outperform one another to reach the top. Therefore modern organizations are facing the problem of job stress.

Job satisfaction represents one of the most complex areas facing today's organizations. It represents a combination of positive and negative feelings that workers have towards their work. Job

satisfaction is closely related to the individual's behavior in the work.

The present study has been started with a view to find out the relationship between job stress and job satisfaction. The study is also based up on the extensive literature review. From the analysis it can be concluded that higher the job stress lower the job satisfaction. At this juncture, it is the right time for the private. Organizations to consider job stress as one of the major factor to job dissatisfaction. Through various suggestions job stress can be converted to attain job satisfaction also. This will enable an organization to balance both job stress and job satisfaction leading to effective performance on

the part of the individual and the organization on a whole.

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