

A STUDY ON RELATIONSHIP BETWEEN JOB STRESS AND JOB SATISFACTION IN SRI MK TRADERS, SEELANAICKENPATTI

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Abstract—*The general objective of the research was to study the effectiveness of rewards system and motivational level of employee. And the specific objectives were to identify the most effective means of rewards and recognition, to study the behavioral differences between appreciated and non-appreciated employees, to understand the extent to which motivation enhances employee's performance, to identify if the motivation has an effect on individual and organizational growth and to study if rewards and recognition results in emotional conflicts between employees. The descriptive research design was adopted for this study. Various employees from the companies were the respondents. It is evident from the study that a variety of factors influence employee motivation and satisfaction. It was also significant to discover that there is a direct and positive relationship between rewards and recognition and job satisfaction and motivation. Hence, if rewards and recognition offered to employees were to be altered, then there would be a corresponding change in work motivation and satisfaction. The direct translation of this could be that the better the rewards and recognition, the higher the levels of motivation and satisfaction, and possibly therefore, the greater the levels of performance and productivity. In the event of major inconsistencies, especially for emotional conflicts between performers and non performers, the organisation should make an effort to reassess and rectify this situation. In the event that the organisation does not reassess this situation, it could have a resultant negative impact on job performance and productivity as well as on the retention of minorities. In accordance with Maslow's hierarchy of needs, the lower level needs such as salary and benefits must first be met before the higher level needs, which impacts motivation can be satisfied. The research study has shown that managers can employ different strategies to motivate employees, but that it is important that managers keep in mind that different strategies would have a different motivational impact on different people. To get optimum results from a motivational strategy, the manager has to realize and understand issues, which requires recognition of each individual's unique values, beliefs and practices.*

INTRODUCTION

Human Resource Management is an art of managing people at work in such a manner that they give their best to the organization. In simple word human resource management refers to the quantitative & qualitative aspects of employees working in an organization.

Human Resource Management is also a management function concerned with hiring, motivating, and maintains people in an organization. It focuses on people in organization. Organizations are not mere bricks, mortar, machineries or inventories but it is based on human asset.

Decision related to HRM influences the effectiveness of organization. HRM function s is not confined to business establishment only. They are applicable to non-business organizations, too such as education, health care, recreation etc.

STATEMENT OF PROBLEM

Job stress is views as a predecessor of job satisfaction and two variable are treated as highly related variable. Job stress directly affects to job satisfaction. An inverse relationship between job stress and job satisfaction among various populations is found consistently in literature. In international context, there is body of literature that documents the influence of job stress on job satisfaction of employees.

OBJECTIVES OF THE STUDY

The main objective of this study is to identify, the impact of job stress on the degree of job satisfaction of banking employees

Further, following specific objectives were established in order to accomplish the main objective of the study

- To identify the determinants of employee job stress
- To identify the determinants of employee job satisfaction
- Examine the causes, types and effects of job stress on the individual, and the organization
- Highlight workable stress management techniques in the workplace
- To identify relationship between job stress & job satisfaction

SCOPE OF THE STUDY

The present world is fast changing and there are lots of pressures and demands at work. These pressures at work lead to physical disorders. Stress refers to individual's reaction to a disturbing factor in the environment. Hence this study would help the organization to know the factors of stress and to reduce the stress in employees .stress and job satisfaction has inverse relationship and job satisfaction is dependent on job stress. Since it is a well known fact that healthy employee is a productive employee

LIMITATIONS OF THE STUDY

- The time and budget were among the other constraints, which limited the scope and subject coverage of the research.
- We have taken work load, organization policies, cooperation from co workers and organization culture as factors that affect the level of job stress and job satisfaction but there are many other factors that affect job stress and job satisfaction

REVIEW OF LITERATURE

A review on the previous studies on stress among the employees is necessary to know the areas already covered. This will help to find our new areas uncovered and to study them in depth. The earlier studies made on stress among the employees are briefly reviewed here.

The research study of Jamal. M finds that job stressors were significantly related to employees' psychosomatic problems, job satisfaction, unproductive time at the job, and absenteeism. Type A behavior was found to be an important moderator of the stress outcome relationship.

Fienmann views stress as a psychological response state of negative effect characterized by a persistent and a high level of experienced anxiety or tension.

According to Stamps & Piedmonte (1986) job satisfaction has been found significant relationship with job stress. One study of general practitioners in England identified four job stressors that were predictive of job dissatisfaction (Cooper, et al., 1989).

In other study, Vinokur-Kaplan (1991) stated that organization factors such as workload and working condition were negatively related with job satisfaction. Fletcher & Payne (1980) identified that a lack of satisfaction can be a source of stress, while high satisfaction can alleviate the effects of stress. This study reveals that, both of job stress and job satisfaction were found to be interrelated.

The study of Landsbergis (1988) and Terry et al. (1993) showed that high levels of work stress are associated with low levels of job satisfaction. Moreover, Cummins (1990) have emphasized that job stressors are predictive of job dissatisfaction and greater propensity to leave the organization.

Sheena et al. (2005) studied in UK found that there are some occupations that are reporting worse than average scores on each of the factors such as physical health, psychological well-being, and job satisfaction. The relationship between variables can be very important to academicians. If a definite link exists between two variables, it could be possible for a

academician to provide intervention in order to increase the level of one of the variables in hope that the intervention will also improve the other variable as well (Koslowsky, et al., 1995). In this study, we would like to examine what extent of interrelation between the job stress and job satisfaction among university academic staff setting in Malaysia.

Hans Selye, the endocrinologist, whose research on General Adaptation Syndrome (GAS), for the first time, revealed how human beings adapt themselves to emotional stresses and strains in their lives. According to him emotional stress occurs in three important stages.

Alarm reaction is caused by physical or psychological stressors. Resistances are brought about by ACTH hormone of the body. Exhaustion follows when ACTH dwindles as a result of continual stress. (ACTH- Adrenocorticotrophic hormone)

According to Stephen .P. Robbins, stress related headaches are the leading cause of loss of work time in U. S. industry

Cooper and Marshall visualize stress as characteristics of both the focal individual and his environment. They designate the internal and external conductive forces as ‘_pressures’ or ‘_stressors’ and the resulting stalk of the organism on stress.

However, researches regarding the mediating states and GNS have been weak and inconsistent in support of these concepts (Walsh, Taber, & Beehr, 1980; Seers & Graen, 1984; Hogan & Martell, 1987). Recent studies continue to support task characteristics directly impacting job satisfaction in diverse samples (Bhuiyan, Al-Shammari, & Jefri, 1996; Ting, 1996; Reiner & Zhao, 1999; Bhuiyan & Menguc, 2002).

This situational approach has been proposed as an alternative to the task characteristics approach (Salancik & Pfeffer, 1978). It rests on the basic premise that job attitudes are determined by social cues processed from the work environment.

The association between job characteristics and job attitudes results from the fact that both are the consequences of the prevailing normative and informational structure of the work setting (Pfeffer, 1982). Early validation for the social information processing theory was mostly from laboratory studies (White & Mitchell, 1979; Leigh, Lucas, & Woodman, 1988). There has been a degree of recent support for this perspective in using leadership as the normative or information source.

These studies found that leadership styles or behaviors impact job satisfaction (Landeweerd & Boumans, 1994; Dubinsky, Yammarino, Jolson, & Spangler, 1995; Jones, Katak, Futrell, & Johnston, 1996; de Vries, Roe, & Taillieu, 1998).

RESEARCH METHODOLOGY

Research is defined as human activity based on intellectual application in the investigation of matter. The primary purpose for applied research is discovering, interpreting, and the development of methods and systems for the advancement of human knowledge on a wide variety of scientific matters of our world and the universe. Research can use the scientific method, but need not do so. Research methodology is a way to systematically solve the research problem. The research methodology in the present study deals with research design, data collection methods, sampling methods, survey, analysis and interpretations.

APPROACHES TO RESEARCH

Descriptive approach is one of the most popular approaches these days. In this approach, a problem is described by the researcher by using questionnaire or schedule. This approach enables a researcher to explore new areas of investigation.

RESEARCH DESIGN

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

A well structured questionnaire is framed.

Data is collected from the banking employees of Junagadh region

Findings are made and necessary suggestions and recommendations are given

DATA SOURCES

There are two types of data collection namely primary data collection and secondary data collection.

PRIMARY DATA

The primary data is defined as the data, which is collected for the first time and fresh in nature, and happen to be original in character through field survey.

SECONDARY DATA

The secondary data are those which have already been collected by someone else and have been passed through statistical process.

DATA COLLECTION METHOD

The data collection method used in this research is structured questionnaire method. Here the data are systematically recorded from the respondents.

POPULATION

It is the aggregate of all the elements define prior to the selection of the sample. It is necessary to define the population in terms of the element, sampling unit, extant and time. We have conducted a survey of employees to know the affect of job stress on the employees of banking industry in Junagadh region.

SAMPLING

Sampling is that part of statistical practice concerned with the selection of individual observations intended to yield some knowledge about a population of concern, especially for the purposes of statistical inference. Each observation measures one or more properties (weight, location, etc.) of an observable entity enumerated to distinguish objects or individuals. Survey weights often need to be applied to the data to adjust for the sample design. Results from probability theory and statistical theory are employed to guide practice.

SAMPLING METHOD

Sampling methods are classified as either probability or non probability. In probability samples, each member of the population has a known non-zero probability of being selected. Probability methods include random sampling, systematic sampling, and stratified sampling. In non-probability sampling, members are selected from the population in some nonrandom manner. These include convenience sampling, judgment sampling, quota sampling, and snowball sampling. In non-probability sampling, the degree to which the sample differs from the population remains sunk now. In this research, the sampling method used is Convenience sampling.

DATA ANALYSIS AND INTERPRETATION

Table 1

Factors (JOB SATISFACTION)	Strongly disagree	Disagr Ee	Average	Agree	Strongly agree	Value
Value assigned	1	2	3	4	5	
Pay	15	20	25	10	30	320
Promotion	18	12	20	20	30	332
Supervision	12	18	30	10	30	328
Fringe benefit	17	13	15	20	35	338
Operating Conditions	20	10	15	30	25	330
Coworkers	15	15	20	25	25	330
Nature of work	10	20	10	20	40	360

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Communication	8	12	15	25	40	377
						$\Sigma y=2715$

Table 2

$(x - \bar{x})$	$(y - \bar{y})$	$[(x - \bar{x}) * (y - \bar{y})]$	$(x - \bar{x}) * (x - \bar{x})$	$(y - \bar{y}) * (y - \bar{y})$
42.87	-19.37	-830.39	1837.84	375.20
-7.13	-7.37	52.55	50.84	54.32
35.87	-11.37	-407.84	1286.66	129.28
-0.13	-1.37	0.18	0.0169	1.88
30.87	-9.37	-289.25	952.96	87.80
17.87	-9.37	-167.44	319.34	87.80
-50.13	20.63	-1034.18	2513.02	425.60
-70.13	37.63	-2639	4918.22	1416.01
		Total= -5368.1	Total= 11878.90	Total= 2577.89

Here the value of correlation co-efficient (r) comes negative that is -

0.97 so alternative hypothesis is accepted. So we can say that job stress and job satisfaction is negatively related with each other.

FINDINGS

- The study was carried out with the purpose to inspect the relationship between job stress & degree of job satisfaction of banking employees
- Findings proved that work overload & role ambiguity leads to greater extent of stress which can also affects adversely the level of job satisfaction
- Findings also reveal the facts that nature of work & inefficient communication channels generates lower level of satisfaction among certain front line employees
- In addition it is said from the data analysis that some gaps in expected & actual pay, promotion & appraisal system also affects level of job satisfaction which sometimes end up into stressful conditions as the employees feel difficulty in coping with this recession with current pay& benefits
- Job insecurity, working conditions, organizational culture & policies also contributes up to certain extents in causing job stress which leads to decrease the level of job satisfaction
- Thus it can be statistically claimed that, employees who are having very high or low level of job stress will suffer due to endless issue of job dissatisfaction
- It is better to maintain a moderate level of job stress to reach higher degree of job satisfaction

SUGGESTIONS

- Several recommendations can be made based on the survey results
- Firstly it is worthwhile to conduct an employee job satisfaction analysis periodically to measure the level of job satisfaction
- Stress coping strategies are needed to be customized to cater different type of managerial employees, coming from different backgrounds

- It can be recommended that to introduce an evaluation system to measure the effectiveness of such initiatives undertaken by various banks
- The employees must give importance to time management techniques thereby they can complete their work within the specified time.
- Many tasks can be delegated to subordinates without losing effectiveness so that we can reduce the overload of work.
- Counseling the employees when they face problems, because counseling is the discussion of a problem that usually has emotional content with an employee in order to help the employee cope better
- The organization must introduce Employee Assistance Programs (EAPs) and stress control workshops accordingly to the level of employees, because there is a strong relation between the level of stress and level of employee's job satisfaction

CONCLUSION

Stress in the work place has become the black plague of the present century. Much of the stress at work is caused not only by work overload and time pressure but also by lack of rewards and praise, and more importantly, by not providing individuals with the autonomy to do their work as they would like. All this aspects also affects adversely to the level of job satisfaction of employees.

Organization must begin to manage people at work differently, improve physical work environment, treat them with respect and value their contribution. If we enhance the psychological well being of the employees, the organizational revenue increases due to increased level of job satisfaction & greater commitment.

Finally we can conclude that optimal level of stress contributes positively to the level of job satisfaction otherwise it always affects adversely.

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