

Job Satisfaction: Occupational Stress and Coping Mechanism in Private Sector Employees

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ABSTRACT

The purpose of this study is to identify and assess stressors and coping mechanism related to job performance of private sector employees. Nowadays we find that the excessive job pressure or expectations are becoming the main reason of stress. Job satisfaction scale by Singh and Sharma (2005), occupational stress index by Srivastava and Singh (1981) and coping response inventory by Moos (1993) were used to study 100 private sector employees working in NGO's in Jammu city. Results showed a positive significant relationship between Job satisfaction and Occupational stress and coping among employees in private sector; There is a negative significant relationship between the Job satisfaction and coping among private sector employees.

Key Words : Job satisfaction, Occupational stress, Coping, Employee

INTRODUCTION

Lifestyles and living standard of people have been changed due to developments in educational science and technology. The standard of living refers to the level of wealth, comfort, material goods and necessities available to a certain socioeconomic class in certain geographic areas. The standard of living includes aspects such as income, quality and availability of employment, poverty rate, quality and affordability of housing, working hours required to purchase necessities, gross domestic product, inflation rate, the amount of leisure time every year, quality and availability of education. Women are now working in various fields. Dissatisfaction in the job makes an employee frustrated, and that adversely affects his efficiency. Abdullah *et al.* (2009). As they are urgently connected by the whole of engagement in activity application performance. So their profession and ways of enjoying these expectations. Stress in contemporary life, arising from an increase in daily work and the

complexity of modern living has become a major problem. Adams (2001). Work-related stress can lead to a variety of illnesses, like tension, headache, backache, high blood pressure, disturbance in the functioning of the artery and mental illness. Many situations or activities in organizations are latently stressful (Thakar and Mishra, 1999). Stress is a common human emotion and experience in various situations. Lazarus (1971) went on to explain stress is a broad class of problems or demands which tax the system (physiological, social, and psychological systems) and the response of that system. In addition to these factors, poor physical conditions, inadequate authority, responsibility relationships, poor channels of communication, under utilization, and poor job design can also induce stress. Okele and Mtyuda (2017) research outcomes indicated that a lack of resources, too much crowd of courses and indiscipline amid pupils were severe sources of disappointment amid teachers. Other causes of job dissatisfaction amid teachers are management consequences. All these factors create disengagement

among teachers and filled negativity in their job.

Managers can also use wellness programs, effective communication channels, promotions from within, stress management programs, sabbaticals (time off for good behaviour), workgroup cohesiveness, job enlargement, good reward systems, and other human relations techniques to reduce work-related stress in organizations. Stress that occurs due to a person's employment is termed occupational stress. The terms work stress, job stress, or occupational stress is used interchangeably (Dollard, 2003). Employers and governments have had increasing concern about occupational stress for over twenty years. In the past decade, effects of economic globalization and rapid technological changes have resulted in increased workloads and a faster pace in the work place. Robertson and Kee (2017). The positive and negative feelings and attitudes we hold about our job are called job satisfaction. It depends on many work-related factors, ranging from our assigned parking space to the sense of fulfilment we get from our daily tasks. Personal factors can also influence job satisfaction. These factors include age, health, length of job experience, emotional stability, social status, leisure activities, and family and other social relationships. Troesch and Bauer (2017). Our motivations and aspirations, and how well these are satisfied with our work, also affect our attitudes towards our Research based on the motivator-hygiene theory should apply different scales for job satisfaction and dissatisfaction because the opposite of job satisfaction is no job satisfaction and the opposite of job dissatisfaction is no job dissatisfaction (McNeese-Smith, 1996). Spencer and Byrne (2016) in their research on NGO'S suggested that senior level managers are having high job satisfaction than junior level managers. As there is difference in their perks and other facilities available to them. Coping is intimately related to the concept of cognitive appraisal and, hence, to the stress relevant person-environment transactions. Most approaches in coping research follow Folkman and Lazarus (1980), who define coping as 'the cognitive and behavioural efforts made to master, tolerate, or reduce external and internal demands and conflicts among them.' Darrat *et al.* (2016) suggested that amid salespeople with lower workplace satisfaction, organizational work embeddedness IS optimistically connected with organizational deviance, interpersonal deviance and customer direct deviance. Nevertheless, amid salespeople with higher job satisfaction, job embeddedness is negatively connected with

organizational deviance and not importantly connected with either interpersonal or customer directed deviance

Objectives of the study :

In order to gain a better understanding of the relationship between job satisfaction, occupational stress and coping mechanism in private sector employees, the following objectives are framed for the present study.

- To study the relationship between Job satisfaction and occupational stress among employees in private sector.
- To study the relationship between the Job satisfaction and coping among private sector employees.
- To study the relationship between occupational stress and coping in private sector employees.

Hypotheses of the study:

There is a negative significant relationship between Job satisfaction and Occupational stress among employees in private sector.

There is a positive significant relationship between the Job satisfaction and coping among private sector employees.

There is a negative significant relationship between occupational stress and coping in private sector employees.

METHODOLOGY

Sampling procedure:

The sample of the study 100 private sector employees working in NGO's in Jammu city were selected on the basis of convenient sampling. Participants from four regions of Jammu city were included *i.e.* Channi, Satwari, Gangyal and Bari Brahmana. Age group for the study is 20 to 35 years Both male and female participants were taken. Data was filled after informed consent from the participants and permission of concerned authority"

Tools :

To achieve the objectives of the study following tools were used:

- **The socio-demographic profile** of the respondents has its crucial importance in the social science investigation. It enables us to understand the diverse factors such as age, family structure, caste, their education attainment, economic status of the family etc. that affects

the value system of the respondents.

- **Job satisfaction scale by Singh and Sharma (2005)** Consists of 30 items It has both positive and negative items that carry a weightage of 4, 3, 2, 1, 0 and *vice versa*. The total score gives a quick measure of job satisfaction and dissatisfaction of the employees. The test retest reliability of the scale is .97 the coefficient of correlation with other scales of job satisfaction was .8. It uses to measure different dimensions of job e.g; nature of job, wages, incentives, occupational/social status, safety, health care, training ,experience, perks, co-workers and colleagues, organisational climate etc.
- **Occupational stress index by Srivastava and Singh (1981)** The scale consists of 46 items out of which 28 items are true keyed and 18 are false keyed. These items measure role overload ,role ambiguity, role conflict, group and political pressure, responsibility, under participation, powerlessness, poor peer relations, intrinsic impoverishment, low status, strenuous working conditions and unpredictability. The split half and cronbach Alpha reliability for the test is .935 and .90, respectively. The scale is highly valid and positively correlated with different dimensions of work motivation ,job satisfaction and mental health.
- **Coping response inventory by Moos (1993)** represents the cognitive and behavioural responses of an individual to cope with a stressor. It consists of 48 items including both approach and avoidance coping strategies. It can be used on persons above 18 years of age. In India the cronbach reliability for the test is .798. Responses are given on a 4 point likert scale it can be administered on both normal and clinical populations.

Ethical issues:

The consent of participants was taken before giving them questionnaires for filling. While filling details about them they were informed about the purpose of the study and the confidentiality of results were also ascertained to them, keeping in mind the Ethics of the study.

RESULTS AND DISCUSSION

Frequency distribution and percentage of socio-demographic variables :

The Table 1 showing that there were 61% male and 39% female employees.

Table 1 : Showing the frequency distribution and percentage of male and female employees

| Gender | | | |
|--------|-----------|----------|---------------------|
| | Frequency | Per cent | Cumulative per cent |
| Female | 39 | 39.0 | 39.0 |
| Male | 61 | 61.0 | 100.0 |
| Total | 100 | 100.0 | |

The Table 2 showing that majority of 20-30 years and 30-40 years age employees with 46% and 43%, respectively.

Table 2 : Showing the frequency distribution and percentage of adolescents having different age group

| Age | | | |
|--------------------|-----------|----------|---------------------|
| | Frequency | Per cent | Cumulative per cent |
| 20-30_years | 46 | 46.0 | 46.0 |
| 31-40_years | 43 | 43.0 | 89.0 |
| 41-50_years | 9 | 9.0 | 98.0 |
| 50_years_and_older | 2 | 2.0 | 100.0 |
| Total | 100 | 100.0 | |

The Table 3 showing that majority of employees having post graduate and professional education with 44% and 31%, respectively.

Table 3 : Showing the frequency distribution and percentage of employees with different education status

| Educational Qualification | | | |
|---------------------------|-----------|----------|---------------------|
| | Frequency | Per cent | Cumulative per cent |
| Graduation | 8 | 8.0 | 8.0 |
| Ph.D. | 1 | 1.0 | 9.0 |
| Post_Graduation | 44 | 44.0 | 53.0 |
| Professional_Courses | 31 | 31.0 | 84.0 |
| Undergraduation | 16 | 16.0 | 100.0 |
| Total | 100 | 100.0 | |

The Table 4 showing that there were 62% employees belong to middle level management and 24% employees belong to low level management.

Table 4: Showing the frequency distribution and percentage of employees with regard to type of management

| Type of Management Level | | | |
|--------------------------|-----------|----------|---------------------|
| | Frequency | Per cent | Cumulative per cent |
| Lower_level | 24 | 24.0 | 24.0 |
| Middle_level | 62 | 62.0 | 86.0 |
| Top_level | 14 | 14.0 | 100.0 |
| Total | 100 | 100.0 | |

The Table 5 showing that there were 83% employees having up to 10 years work experience in majority and follow by 14% employees having 11-20 years work experience.

Table 5: Showing the frequency distribution and percentage of employees with regard to work experience

| Work Experience | | | |
|-----------------|-----------|----------|---------------------|
| | Frequency | Per cent | Cumulative per cent |
| >30_years | 3 | 3.0 | 3.0 |
| 11-20_years | 14 | 14.0 | 17.0 |
| Upto_10_years | 83 | 83.0 | 100.0 |
| Total | 100 | 100.0 | |

The Table 6 showing that there were 42% employees whose spouse is not married and follow by 32% employees whose spouse is working and rest 26% employees whose spouse is non-working.

Table 6 : Showing the frequency distribution and percentage of employees with regard to marital status if married your spouse is

| Marital Status If married your spouse is | | | |
|--|-----------|----------|---------------------|
| | Frequency | Per cent | Cumulative per cent |
| Non_working | 26 | 26.0 | 26.0 |
| Not_married | 42 | 42.0 | 68.0 |
| Working | 32 | 32.0 | 100.0 |
| Total | 100 | 100.0 | |

The Table 7 showing that 42% employees were Hindu and follow by 21% employees were Muslim.

Table 7 : Showing the frequency distribution and percentage of employees with regard to religion

| Religion | | | |
|-----------|-----------|----------|---------------------|
| | Frequency | Per cent | Cumulative per cent |
| Buddhist | 2 | 2.0 | 2.0 |
| Christian | 3 | 3.0 | 5.0 |
| Hindu | 69 | 69.0 | 74.0 |
| Muslim | 21 | 21.0 | 95.0 |
| Sikh | 5 | 5.0 | 100.0 |
| Total | 100 | 100.0 | |

The Table 8 reveals that the co-efficient of correlation between Job satisfaction and Occupational stress among employees in private sector is .093, which is significant at 0.01 level of significance and the calculated p-value (0.360) is higher than significant level ($\alpha = 0.01$). Thus, hypothesis which was formulated earlier *i.e.* “There is a negative significant relationship between Job satisfaction and Occupational stress among employees in private sector” is rejected. So, the variables *i.e.* Job satisfaction and Occupational stress are significantly and positively correlated with each other.

Table 8 : Showing relationship (Correlation Coefficient Values) among Job satisfaction and occupational stress among employees in private sector (N=100)

| Correlations | | | |
|---------------------|---------------------|------------------|---------------------|
| | | Job satisfaction | Occupational stress |
| Job satisfaction | Pearson Correlation | 1 | .093 |
| | Sig. (2-tailed) | | .360 |
| | N | 100 | 100 |
| Occupational stress | Pearson Correlation | .093 | 1 |
| | Sig. (2-tailed) | .360 | |
| | N | 100 | 100 |

The Table 9 reveals that the co-efficient of correlation between Job satisfaction and coping among private sector employees is -.175, which is significant at 0.01 level of significance but the calculated p-value (.082) is higher than significant level ($\alpha = 0.01$). Thus, hypothesis which was formulated earlier *i.e.* “There is a positive significant relationship between the Job satisfaction and coping among private sector employees” is rejected and alternative hypothesis accepted. So, the

Table 9 : Showing relationship (Correlation Coefficient Values) among Job satisfaction and coping among private sector employees (N=100)

| Correlations | | | |
|------------------|---------------------|------------------|--------|
| | | Job satisfaction | Coping |
| Job satisfaction | Pearson correlation | 1 | -.175 |
| | Sig. (2-tailed) | | .082 |
| | N | 100 | 100 |
| Coping | Pearson correlation | -.175 | 1 |
| | Sig. (2-tailed) | .082 | |
| | N | 100 | 100 |

variables *i.e.* Job satisfaction and coping are significantly and negatively correlated with each other. It can be statistically claimed that employees who are having a low level of job stress will experience a higher degree of Job Satisfaction (Gamage, 2020).

The Table 10 reveals that the co-efficient of correlation between Job satisfaction and coping among private sector employees is .056, which is significant at 0.01 level of significance but the calculated p-value (.583) is higher than significant level ($\alpha=0.01$). Thus, hypothesis which was formulated earlier *i.e.* “There is a negative significant relationship between occupational stress and coping in private sector employees” is rejected and alternative hypothesis accepted. So, the variables *i.e.* occupational stress and coping are significantly and positively correlated with each other. Job burnout mediated the relation between occupational stress and mental health. Optimism moderated the relation between occupational stress and burnout, but not the relation between occupational stress and complete mental health (Alcides Moreno Fortes *et al.*, 2020).

Table 10 : Showing relationship (Correlation Coefficient Values) among occupational stress and coping in private sector employees (N=100)

| Correlations | | Occupational stress | Coping |
|---------------------|---------------------|---------------------|--------|
| Occupational stress | Pearson correlation | 1 | .056 |
| | Sig. (2-tailed) | | .583 |
| | N | 100 | 100 |
| Coping | Pearson correlation | .056 | 1 |
| | Sig. (2-tailed) | .583 | |
| | N | 100 | 100 |

Conclusion:

After processing the data, obtaining and interpreting the results in previous chapter, the findings have been delimited and discussed in present chapter. These findings can be generalized to the extent of representatives of the sample and methodology employed in the study. In this chapter, the results are discussed to show how these findings are concurrent with some of the empirical studies already conducted in the field. At places, some of the observations did not concur with the findings of some investigators. In such cases, attempts have been made to fathom plausible reasons for these disagreements. Keeping the major findings in view, the educational implications of the study have been worked out.

Based on analysis and interpretation of data it may be concluded from the results that:

- There is a positive significant relationship between Job satisfaction and Occupational stress among employees in private sector;
- There is a negative significant relationship between the Job satisfaction and coping among private sector employees;
- There is a positive significant relationship between occupational stress and coping in private sector employees.

Limitations and delimitations of the study:

Limitations:

- The study was limited to the area of Jammu city.
- The present study was limited to private sector employees working in NGO’s.
- The sample is limited to 100 private sector employees working in NGO’s in Jammu city.
- The samples’ response were collected through online survey mood (Google form).
- The sample included schools from only one district *viz.* Jammu city.
- Tenure of employment of employees was not taken in this research.
- The major statistical technique used for analysis of data is Pearson’s correlation and t-test in order to obtain the results by overcoming the limitations.
- The scales used to collect data, may have its own limitations.

Suggestions:

- The same study may be conducted for a large population in different areas of Jammu city;
- Some more demographic variables, like socioeconomic status, marital status, the location of the organization, qualification of employees, could be included in the future study;
- As the present study was conducted by using the quantitative method, the future studies on this topic could employ a mix of both methods quantitative as well as qualitative;
- The present study further put forward that work commitment, emotional maturity and hardiness of the employees are very broad constructs, and hence an in-depth analysis of each of the criteria is needed for proper understanding of the phenomena and specific conclusions.
- The present investigation did not examine the

relationships among the independent variables. The relationships among variables that were found to correlate need to be studied further.

Recommendations:

Any research work cannot come out the final form of a problem, because it is very difficult for a researcher to touch all the aspects of a problem. So the suggestions for further researches in this direction may not be kept out of place here. They can be emanated as follows.

1. Effect of parenting style may be included in future studies.
2. The area of sampling can be extended and comparative studies can be carried out. Same type of study can be conducted by taking more variables.
3. Other tools and techniques can be applied to see the relationship.

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