

## **Occupational Stress and Job Satisfaction among the Employees of an Auto Component Manufacturing Company**

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**Abstract:** The objective of the study was to study the relationship between occupational stress and job satisfaction among the among employees of an auto component manufacturing company. 92 employees working in an auto component manufacturing company participated in the study. Structured questionnaires were used to assess the level of stress and job satisfaction. The collected data was analysed with Mean, Standard Deviation, Correlation, regression and ANOVA tests. Results revealed that there was a significant negative correlation between occupational stress and job satisfaction. Regression analysis revealed that approximately 29% of the variance of job satisfaction was explained by occupational stress.

**Key Words:** Job satisfaction, Occupational stress, Physiological symptoms, Psychological symptoms, and Role stress.

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### **Introduction**

Stress is an adaptive response to a situation that is perceived as challenging or threatening to the person's well-being (Defrank & Ivancewich, year). Work place stress or job stress is defined as any characteristic of the job environment that poses a threat to the individual, either excessive demands or insufficient supplies to meet the need and lead to a rising tension in a person (Hinshaw, 1993; Edwards, 1995). Stress is associated with demands and resources. Demands include responsibilities, pressures, obligations, and uncertainties individuals face in the workplace. Resources are things within an individual's control that he or she can use to resolve the demands.

Potential sources of stress can be categorized under environmental factors, organisational factors and personal factors. Environmental factors include economic uncertainty, political uncertainty and technological changes. Organisational factors include task demands, role demands and interpersonal demands. Personal factors include family problems, economic problems and personality.

High level of stress causes physiological, psychological, and behavioural problems. Physiological symptoms of distress include heart disease, ulcers, high blood pressure, headaches, sleep disturbances etc. Psychological symptoms include job dissatisfaction, depression, exhaustion, moodiness, burnout, etc. Behavioural consequences of distress include reduced job performance, more accidents, faulty decisions, higher absenteeism, work place aggression, etc.

Locke defined job satisfaction as a pleasurable and positive emotional state caused by the appraisal of one's job or job experience (1976). This definition suggests that job satisfaction contains an affective component (emotional state) and a nonaffective or cognitive component (appraisal) (Organ, 1988). A person with a high level of job satisfaction holds positive feelings about his or her job, while a dissatisfied person holds negative feelings. Job satisfaction is one of the most researched attitudes in the literature of industrial/organizational psychology, social psychology, and organizational behavior (Alotaibi, 2001; Parnell & Crandall, 2003).

### **Review of Literature**

Chaudhary (1990) investigated the relationship between role stress and job satisfaction among bank officers. 100 bank officers participated in the study. Half of the respondents belonged to the higher age group (above 35 years) and the other half belonged to the lower age group (below 35 years). The ORS Scale (Pareek, 1983) and the Employees' Satisfaction – Dissatisfaction Inventory (Pestonjee, 1973) were administered to the

sample. Results indicated that role stress and job satisfaction were negatively correlated in higher as well as lower age groups of bank officers.

Ahmad and Khanna (1992) conducted a study to investigate the relationship between job stress, job satisfaction and job involvement among managers. 50 middle level hotel managers participated in the study. Results revealed a significant negative relationship between job stress and job satisfaction irrespective of the subjects' sex, marital status, education and experience. Occupational stress was reported to be negatively correlated with job involvement, and the high job involvement group was more satisfied with their job than the low job involvement group.

Ashok Pratap Singh and Ashish Kumar Dubey (2011) examined the role of stress (role stress) and locus of control on job satisfaction in a study conducted on 210 managers from different private sector organizations. Occupational Stress Index (Srivastava and Singh, 1981) was used for measuring role stress. Social Reaction Inventory (Rotter, 1966) was used to measure locus of control and S-D Employees' Inventory (Pestonjee, 1979) was used to measure job satisfaction. The results of correlation revealed that role overload was significantly negatively correlated to satisfaction with management and total satisfaction. Role ambiguity was significantly negatively correlated to satisfaction with management. Role conflict was significantly negatively correlated to satisfaction with management and total satisfaction. Overall stress was significantly negatively correlated to satisfaction with management and total satisfaction. The results of step-wise multiple regression analysis showed that total stress contributed 7.4% variance in explaining satisfaction with management, and role conflict contributed 7.1% variance in explaining total satisfaction.

Muhammad Iqbal and Adnan Waseem (2012) examined the impact of job stress on job satisfaction of employees. The study was mainly based on review of the existing literature and collection of data through questionnaire survey. Data was collected from a sample of Air Traffic Controllers of Pakistan Civil Aviation Authority. Cluster sampling method was adopted. A total of 134 questionnaires were distributed among the sample. 122 respondents returned the questionnaire, which were utilized for the analysis purpose. The results of the study indicated that there is a negative relationship between job stress and job satisfaction. Those air traffic controllers who had high level of job stress had low job satisfaction.

### **Objective of the Study**

The objective of the present study was to study the relationship between occupational stress and job satisfaction among the employees of an auto component manufacturing company.

### **Methodology**

For the purpose of the study a survey design was used. This design is suitable to study the relationships between different variables. A convenience sample consisting of 92 employees working in an auto component manufacturing company participated in the study. Structured Questionnaires were used to gather primary data. By administering questionnaires stress and job satisfaction among the managers were assessed. The collected data was analysed with Mean, Standard Deviation, Correlation, regression and ANOVA tests.

### **Tools used:**

Minnesota Satisfaction Questionnaire (MSQ) Short Form was used to assess the level of job satisfaction among the managers. Responses were scored as follows: Very Dissatisfied = 1; Dissatisfied = 2; Neither Dissatisfied Nor Satisfied = 3; Satisfied = 4; Very Satisfied = 5.

Fifteen items form Occupational Stress Index (Srivastava and Singh, 1981) was used to assess stress. Responses were obtained by using a 5-point Likert type Scale where, Strongly Disagree = 1, Disagree = 2, Neither Disagree Nor Agree = 3, Agree = 4, and Strongly Agree = 5.

### **Analysis and Interpretation**

This section presents the analysis of the data collected from the respondents.

Table: 1 Demographic characteristics of the sample

| Characteristics | Classification | Number of Respondents | Percent |
|-----------------|----------------|-----------------------|---------|
| Age ( in years) | Below 30       | 48                    | 52.2    |
|                 | 30-40          | 32                    | 34.8    |
|                 | Above 40       | 12                    | 13.0    |
| Gender          | Male           | 68                    | 73.9    |
|                 | Female         | 24                    | 26.1    |
|                 | Graduate       | 48                    | 52.2    |

|                       |               |    |      |
|-----------------------|---------------|----|------|
| Education             | Post graduate | 26 | 28.3 |
|                       | Diploma       | 18 | 19.6 |
| Experience (in years) | Below 5       | 42 | 45.7 |
|                       | 5 -10         | 42 | 45.7 |
|                       | Above 10      | 8  | 8.7  |
| Income (in rupees)    | Below 20000   | 52 | 56.5 |
|                       | 20000-30000   | 24 | 26.1 |
|                       | Above 30000   | 16 | 17.4 |

Among the 92 respondents, 48 (52.2%) belong to the below 30 age group; 68 (73.9%) are male; 48 (52.2%) are graduates; 42 (45.7%) belong to below 5 year experience group and another 42 (45.7%) belong to 5-10 year experience group; and 52 (56.5%) belong to below 20000 income group.

Table: 2 Showing the Mean and Standard Deviation of research variables in different age groups

| Age            | Occupational Stress | Job Satisfaction |
|----------------|---------------------|------------------|
| Below 30 Mean  | 44.92               | 71.75            |
| N              | 48                  | 48               |
| Std. Deviation | 5.480               | 8.611            |
| 30-40 Mean     | 46.44               | 72.31            |
| N              | 32                  | 32               |
| Std. Deviation | 6.872               | 9.461            |
| Above 40 Mean  | 42.83               | 70.00            |
| N              | 12                  | 12               |
| Std. Deviation | 4.914               | 6.661            |
| Total Mean     | 45.17               | 71.72            |
| N              | 92                  | 92               |
| Std. Deviation | 5.986               | 8.641            |
| F-Value        | 1.700 (.189)        | 0.308 (.735)     |

A high level of stress (Mean=46.44) was observed among the respondents of 30-40 years age group and a low level of stress (Mean=42.83) was observed among the respondents of above 40 years age group. A high level of job satisfaction (Mean=72.31) was observed among the respondents of 30-40 years age group and a low level of job satisfaction (Mean=70.00) was observed among the respondents of above 40 years age group. Results of the ANOVA test revealed that there were no significant differences in the levels of stress and job satisfaction among the respondents of different age groups.

Table: 3 Showing the Mean and Standard Deviation of research variables in different gender groups.

| Gender         | Occupational Stress | Job Satisfaction |
|----------------|---------------------|------------------|
| Male Mean      | 44.21               | 72.18            |
| N              | 68                  | 68               |
| Std. Deviation | 6.117               | 8.473            |
| Female Mean    | 47.92               | 70.42            |
| N              | 24                  | 24               |
| Std. Deviation | 4.708               | 9.160            |

|         |                |              |              |
|---------|----------------|--------------|--------------|
| Total   | Mean           | 45.17        | 71.72        |
|         | N              | 92           | 92           |
|         | Std. Deviation | 5.986        | 8.641        |
| F-Value |                | 7.287 (.008) | 0.734 (.394) |

A high level of stress (Mean=47.92) was observed among the female respondents and a low level of stress (Mean=44.21) among the male respondents. A high level of job satisfaction (Mean=72.18) was observed among the male respondents and a low level of job satisfaction (Mean=70.42) was observed among the female respondents. There was a significant difference in occupational stress ( $F=7.287$  &  $p<.01$ ) among the respondents of different gender.

**Table: 4 Showing the Mean and Standard Deviation of research variables in different education groups**

| Education     |                | Occupational Stress | Job Satisfaction |
|---------------|----------------|---------------------|------------------|
| Graduate      | Mean           | 45.17               | 69.54            |
|               | N              | 48                  | 48               |
|               | Std. Deviation | 6.110               | 9.529            |
| Post graduate | Mean           | 44.85               | 75.69            |
|               | N              | 26                  | 26               |
|               | Std. Deviation | 5.424               | 6.944            |
| Diploma       | Mean           | 45.67               | 71.78            |
|               | N              | 18                  | 18               |
|               | Std. Deviation | 6.704               | 6.339            |
| Total         | Mean           | 45.17               | 71.72            |
|               | N              | 92                  | 92               |
|               | Std. Deviation | 5.986               | 8.641            |
| F-Value       |                | 0.098 (.907)        | 4.612 (.012)     |

A high level of stress (Mean=45.67) was observed among the diploma holders and a low level of stress (Mean=44.85) among the post graduate respondents. A high level of job satisfaction (Mean=75.69) was observed among the post graduate respondents and a low level of job satisfaction (Mean=69.54) was observed among the graduate respondents. There was a significant difference in job satisfaction ( $F=4.612$  &  $p<.05$ ) among the respondents of different education.

**Table: 5 Showing the Mean and Standard Deviation of research variables in different experience groups**

| Experience |                | Occupational Stress | Job Satisfaction |
|------------|----------------|---------------------|------------------|
| Below 5    | Mean           | 45.48               | 68.29            |
|            | N              | 42                  | 42               |
|            | Std. Deviation | 5.505               | 8.730            |
| 5 - 10     | Mean           | 44.95               | 73.76            |
|            | N              | 42                  | 42               |
|            | Std. Deviation | 6.666               | 7.338            |
| Above 10   | Mean           | 44.75               | 79.00            |
|            | N              | 8                   | 8                |
|            | Std. Deviation | 5.203               | 7.251            |
| Total      | Mean           | 45.17               | 71.72            |
|            | N              | 92                  | 92               |

| Experience |                | Occupational Stress | Job Satisfaction |
|------------|----------------|---------------------|------------------|
| Below 5    | Mean           | 45.48               | 68.29            |
|            | N              | 42                  | 42               |
|            | Std. Deviation | 5.505               | 8.730            |
| 5 - 10     | Mean           | 44.95               | 73.76            |
|            | N              | 42                  | 42               |
|            | Std. Deviation | 6.666               | 7.338            |
| Above 10   | Mean           | 44.75               | 79.00            |
|            | N              | 8                   | 8                |
|            | Std. Deviation | 5.203               | 7.251            |
| Total      | Mean           | 45.17               | 71.72            |
|            | N              | 92                  | 92               |
|            | Std. Deviation | 5.986               | 8.641            |
| F-Value    |                | 0.100 (.905)        | 8.544 (.000)     |

A high level of stress (Mean=45.48) was observed among the below 5 year experience group and a low level of stress (Mean=44.75) among the above 10 year respondents. A high level of job satisfaction (Mean=79.00) was observed among the above 10 year respondents and a low level of job satisfaction (Mean=68.29) was observed among the below 5 year respondents. There was a significant difference in job satisfaction (F=8.544 & p<.01) among the respondents of different experience groups.

**Table: 6 Showing the Mean and Standard Deviation of research variables in different income groups**

| Monthly income |                | Occupational Stress | Job Satisfaction |
|----------------|----------------|---------------------|------------------|
| Below 20000    | Mean           | 45.73               | 69.92            |
|                | N              | 52                  | 52               |
|                | Std. Deviation | 5.549               | 9.587            |
| 20000-30000    | Mean           | 44.33               | 72.00            |
|                | N              | 24                  | 24               |
|                | Std. Deviation | 6.091               | 5.437            |
| Above 30000    | Mean           | 44.62               | 77.12            |
|                | N              | 16                  | 16               |
|                | Std. Deviation | 7.302               | 7.256            |
| Total          | Mean           | 45.17               | 71.72            |
|                | N              | 92                  | 92               |
|                | Std. Deviation | 5.986               | 8.641            |
| F-Value        |                | 0.523 (.594)        | 4.605 (.012)     |

A high level of stress (Mean=45.73) was observed among the below 20000 income group and a low level of stress (Mean=44.33) among the 20000-30000 income group. A high level of job satisfaction (Mean=77.12) was observed among the above 30000 respondents and a low level of job satisfaction (Mean=69.92) was observed among the below 5 year respondents. There was a significant difference in job satisfaction (F=4.605 & p<.05) among the respondents of different income groups.

**Table: 7 Showing the correlation among the research variables**

|                     |                     | Occupational Stress | Job Satisfaction |
|---------------------|---------------------|---------------------|------------------|
| Occupational Stress | Pearson Correlation | 1                   | -.306**          |
|                     | Sig. (2-tailed)     |                     | .003             |
|                     | N                   | 92                  | 92               |
| Job Satisfaction    | Pearson Correlation | -.306**             | 1                |
|                     | Sig. (2-tailed)     | .003                |                  |
|                     | N                   | 92                  | 92               |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Correlation test revealed that there was a significant negative correlation ( $r=-.306$  &  $p<.01$ ) between occupational stress and job satisfaction. This finding replicates the findings of the studies conducted by Ashok Pratap Singh and Ashish Kumar Dubey (2011).

**Table: 8 Showing regression analysis with satisfaction as dependent variable**

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .306 <sup>a</sup> | .294     | .284              | 8.271                      |

a. Predictors: (Constant), STRESS

**ANOVA<sup>b</sup>**

| Model |            | Sum of Squares | df | Mean Square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | 637.142        | 1  | 637.142     | 9.313 | .003 <sup>a</sup> |
|       | Residual   | 6157.510       | 90 | 68.417      |       |                   |
|       | Total      | 6794.652       | 91 |             |       |                   |

**Coefficients<sup>a</sup>**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
|       |            | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant) | 91.685                      | 6.600      |                           | 13.892 | .000 |
|       | STRESS     | -.842                       | .145       | -.706                     | -6.052 | .003 |

a. Dependent Variable: SATISFACTION

Regression analysis was conducted to investigate the association between occupational stress and job satisfaction. F-Test was statistically significant. The R-Squared is .294 which means that approximately 29% of the variance of job satisfaction was explained by occupational stress. This finding is consistent with the findings of the study conducted by Ashok Pratap Singh and Ashish Kumar Dubey (2011).

**Conclusion**

The purpose of the study was to study the impact of stress on job satisfaction among the employees an auto component manufacturing company. A sample of 92 employees participated in the study. Structured questionnaires were used to assess the level of stress and job satisfaction. The collected data was analysed with Mean, Standard Deviation, Correlation, regression and ANOVA tests using SPSS 16. Results showed that a high level of stress was observed among the respondents of 30-40 years age group. A high level of job satisfaction was observed among the respondents of 30-40 years age group. There was a significant difference in

occupational stress among the respondents of different gender. A high level of stress was observed among the female respondents. There were significant differences in job satisfaction among the respondents of different experience, and income groups. Correlation test revealed that there was a significant negative correlation between occupational stress and job satisfaction. Regression analysis revealed that approximately 29% of the variance of job satisfaction was explained by occupational stress.

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