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STRESS MANAGEMENT FACTORS AND ITS INTERRELATIONSHIP WITH JOB SATISFACTION

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ABSTRACT

Stress is an adaptive response to an external situation that results in physical, psychological and / or behavior deviations for organizational. Stress can manifest itself in both positive way and a negative way. Level of work stress in any organization can contribute a lot in increasing/decreasing the job satisfaction level of the employees. Proper stress management can definitely improves the efficiency and effectiveness of work performance. In our study, we focus on the employees (teaching staff) of private professional education institutions to find the relationship between the intensity of stress and job satisfaction level. Here we also try to find out the main causes of stress among faculty members as well as the stress management techniques that can be fruitful in this respect. The study will focus on the different-2 factors that determine the composition of stress management in private professional education institutions. For this purpose we use KMO and Bartlett's Test of sphericity, multivariate factor analysis and Z-test. Data was collected from both primary and secondary sources where for primary data a structured questionnaire was constructed which was pilot tested to check reliability. The questionnaire consisted of two parts. The part consisted of details of demographic profile of employees of different -2 professional colleges teaching like age, gender, tenure etc .The second part consists of many questions which involved most important issues that are considered essential for on a 5–point rating scale stress management and its interrelationship with the level of job satisfaction.

KEYWORDS

Demographic, Job satisfaction, Multivariate analysis, professional, Stress management.

INTRODUCTION

Stress is a universal element experienced by employees around the globe. Stress has become major problem for employer particularly in developing nations where the employer doesn't realize the impact of stress on employee performance which Employee Stress, Managerial Role, Stress Management, Job Performance. Stress has many definitions it is a part of both social and concrete sciences. However, Stress is a universal experience in the life of each and every employee, even executives and managers. This study discloses the impact of stress on employees of organizations regardless of any discrimination of male and female employees, kind of organization, and department (Bashir, Asad 2007). Stress is basically is a mental strain from the internal or external stimulus that refrains a person to respond towards its environment in a normal manner. These stress levels can be internal or external from the doctors, from their personal lives or professional lives (Khuwaja, Ali Khan et al, 2002). It is important to keep in mind that mismanaged stress at the organizational level can prove to be harmful to the overall organization. Work-related stress is additive in nature because the more the existence of stress factors in the working environment, the higher the level of work-related stress the employees suffer from. As a result, mismanaged stress of any type is likely to lead to physical, psychological, and behavioral problems as well as job dissatisfaction among employees (Larson, 2004). The management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous. An well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees, as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. In order to make employees satisfied and committed to their jobs in academic and research libraries, there is need for strong and effective motivation at the various levels, departments, and sections of the library.

RESEARCH METHODOLOGY

This study is aimed at identification of the factor of stress management and its interrelationship with the level of job satisfaction and underlying the attitude of professional towards stress management in general.

THE INSTRUMENT

For the purpose of this study, 20 statements has been used .These statements are regarding attitude-towards- stress factors its interrelationship with the level of job satisfaction in general and have been presented in the form of a comprehensive model depicting the primary structure of belief and attitudes towards stress management.

LIMITATION OF STUDY

The present study has some limitations. First, the study has been conducted in the professional colleges of two cities (Rohtak, Jhajjar) of Haryana. Naturally, opinion of people of other places may be different. Second, the analysis is based on five point Likert's scale only

THE SAMPLE

The population for the study comprised the professional colleges of two cities (Rohtak, Jhajjar) of Haryana State .A sample of 100 respondents comprising 50 from Jhajjar city's professional colleges and 50 from Rohtak city's Professional colleges was selected on the basis of convenience sampling. The data has been collected personally with the help of well structured and non-disguised questionnaire. Table 1 gives the description of demographic characteristics of the respondents.

TABLE 1: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

	Number of Respondents	Percentage
Age		
0 to 25 years	10	10%
25-35 years	45	45%
35-55 years	35	35%
Above-55 years	5	5%
Sex		
Male	60	60%
Female	40	40%
Education		
Under Graduation	20	20%
Graduation	30	30%
Post-Graduation	35	35%
PhD	5	5%
Income		
Below Rs 10,000	20	20%
Rs 10,000-Rs 20,000	25	25%
Rs20,001-30,000	35	35%
Above Rs-30,000	20	20%
Marital Status		
Married	75	75%
Unmarried	25	25%
Work Experience		
Below-10 years	65	65%
11-20 years	20	20%
21-30 years	10	10%
Above-35	5	5%

SURVEY ITEMS

Twenty attributes that were identified as per survey were rated on five point Likert scales ranging from 1 to 5 i.e strongly disagree to strongly agree.

TABLE 2: THE ATTRIBUTES OF THE SURVEY

Factors of Stress Management
1.Satisfaction with your job decrease your Stress
2. Line staff conflicts and poor relationship among colleagues increase intensity of stress among them
3. Good Communication Channel with management can be reduce stress among employees
4. Salary and other monetary benefits according to the potential of employees can reduce stress among employees
5. Job Security is the most important factor to manage stress.
6. Good relationship with superiors and subordinates can reduce your stress
7. Advance Loan Facility provided by your organization , can be a factor of stress management
8.Comfortability with job can reduce your stress
9. Good Gender Relationship may be factor of stress management
10.Job assignment according to specialization reduces job related stress
11. Grievances Handling System within job can be a factor of stress management
12. Good Working environment can decrease your stress
13. Promotional and growth Opportunities prevent job related stress
14. Effective Performance Appraisal System can play important role in management of stress
15. Adequate appreciation of work and performance feedback proves helpful in managing stress.
16. Advanced teaching aids reduce job stress
17. Recognition of work/efforts reduces stress
18. Physical and mental strain causes job stress
19.Compatibility between the personal goals of staff members with institutional goals can be helpful in managing stress
20. Centralized authority and decision making are sometimes responsible for increasing job stress

DATA ANALYSIS

1. FACTOR ANALYSIS

On the basis of the research objective, multivariate analysis model was selected In order to find out the dimensionality of beliefs toward the factor of stress management and its interrelationship with the level of job satisfaction; a factor analytic technique has been used. Factor analysis has been applied to the response of all 100 respondents regarding statements above **Table2 above**, measured on a five point Likert Scale. In order to test the suitability of the data for factor analysis, the correlation matrix was computed and examined. The results indicated that there were enough correlations to justify the application of factor analysis. Before test applying factor analysis; data were tested by Bartlett’s test and Kaiser- Meyer-Olken (KMO) measures. The Bartlett’s test examines the null Hypothesis that variables are not correlated. The calculated value of chi-square was 906.396 (degree of freedom 190 and significance .000) which were greater than tabulated value at 5% significant level. Therefore, null hypothesis was rejected and variables were correlated. To measure sampling adequacy for factor analysis, Kaiser- Meyer-Olken was employed. The measured value was .636, which was greater than 0.50 that indicated (values between .50 to 1.00) appropriateness of sample .The factor analysis model was applied with principle component analysis as extracted method followed by varimax rotation. All factor loadings greater than .40 (ignoring signs) have considered for further analysis. Seven factors were extracted which accounted for 73.903 percent of the total variance. The percentage of total variance is used as an index to determine how well the total factor solution accounts for what the variables together represent. The results of principle component Analysis with Varimax rotation for overall sample are shown in Table7. The Eigen values of factors/ components were 19.796, 13.586, 11.156, 9.180, 8.209, 6.612 and 5.363 respectively, which explained 73.903 of total factors variance.

TABLE-3: KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.636
Bartlett's Test of Sphericity	Approx. Chi-Square 906.396
	Df 190
	Sig. .000

TABLE-4: DESCRIPTIVE STATISTICS

	Mean	Std. Deviation	Analysis N
VAR00001	3.9200	.97110	100
VAR00002	3.6800	.98350	100
VAR00003	3.7700	.83913	100
VAR00004	3.2800	.56995	100
VAR00005	3.6800	1.01384	100
VAR00006	3.8600	.87640	100
VAR00007	3.7800	.94900	100
VAR00008	3.2000	.63564	100
VAR00009	4.0500	.47937	100
VAR00010	4.4800	.85847	100
VAR00011	3.6300	1.03138	100
VAR00012	3.6700	.87681	100
VAR00013	3.9300	.80723	100
VAR00014	3.4000	.60302	100
VAR00015	3.6300	.84871	100
VAR00016	3.5000	.81029	100
VAR00017	3.8300	.89955	100
VAR00018	3.9900	.84680	100
VAR00019	4.0000	.77850	100
VAR00020	3.7800	.87132	100

TABLE-5: COMMUNALITIES

	Initial	Extraction
VAR00001	1.000	.697
VAR00002	1.000	.606
VAR00003	1.000	.707
VAR00004	1.000	.790
VAR00005	1.000	.718
VAR00006	1.000	.832
VAR00007	1.000	.752
VAR00008	1.000	.798
VAR00009	1.000	.632
VAR00010	1.000	.703
VAR00011	1.000	.880
VAR00012	1.000	.712
VAR00013	1.000	.659
VAR00014	1.000	.710
VAR00015	1.000	.891
VAR00016	1.000	.841
VAR00017	1.000	.913
VAR00018	1.000	.698
VAR00019	1.000	.591
VAR00020	1.000	.653

Extraction Method: Principal Component Analysis.

TABLE-6: TOTAL VARIANCE EXPLAINED

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.959	19.796	19.796	3.959	19.796	19.796	3.363	16.817	16.817
2	2.717	13.586	33.382	2.717	13.586	33.382	2.367	11.837	28.654
3	2.231	11.156	44.539	2.231	11.156	44.539	2.061	10.305	38.959
4	1.836	9.180	53.719	1.836	9.180	53.719	2.008	10.038	48.997
5	1.642	8.209	61.928	1.642	8.209	61.928	1.788	8.941	57.938
6	1.322	6.612	68.540	1.322	6.612	68.540	1.640	8.202	66.140
7	1.073	5.363	73.903	1.073	5.363	73.903	1.553	7.763	73.903
8	.835	4.177	78.081						
9	.681	3.406	81.486						
10	.581	2.906	84.393						
11	.571	2.853	87.246						
12	.532	2.660	89.905						
13	.443	2.214	92.120						
14	.390	1.952	94.072						
15	.360	1.801	95.873						
16	.278	1.392	97.265						
17	.191	.957	98.222						
18	.156	.781	99.003						
19	.124	.621	99.624						
20	.075	.376	100.000						

Extraction Method: Principal Component Analysis.

TABLE-7: COMPONENT MATRIX^a

	Component						
	1	2	3	4	5	6	7
VAR00001	-.188	-.163	-.328	-.120	-.550	.255	.381
VAR00002	.075	-.138	.090	-.574	.377	.012	.318
VAR00003	.133	-.439	-.356	.306	.321	-.337	-.243
VAR00004	-.564	-.378	.240	.485	-.106	-.145	.063
VAR00005	.050	-.036	.453	.138	.529	.322	-.326
VAR00006	-.678	.143	.397	.200	.047	.205	.333
VAR00007	-.077	.092	-.173	.286	.465	.639	.034
VAR00008	-.229	-.673	.274	.322	.116	-.084	.305
VAR00009	-.383	.355	.072	.582	-.041	.111	-.025
VAR00010	.441	-.087	-.543	-.156	.258	.300	.157
VAR00011	.825	-.233	-.084	.301	.124	-.176	.026
VAR00012	-.213	.539	.197	-.078	.342	-.414	.209
VAR00013	.081	.505	-.121	.053	.432	-.074	.433
VAR00014	-.390	.162	-.457	.145	.244	-.480	.106
VAR00015	.809	.032	.113	.389	-.068	.007	.259
VAR00016	.696	.274	.495	-.067	-.101	-.127	.068
VAR00017	.805	.003	.414	.236	-.136	.019	.137
VAR00018	-.049	.761	.162	-.049	-.056	-.005	-.291
VAR00019	.079	.612	-.187	.289	-.291	.021	.083
VAR00020	.201	.251	-.635	.371	-.054	.068	-.040

Extraction Method: Principal Component Analysis.

a. 7 components extracted.

TABLE 8: ROTATED COMPONENT MATRIX^a

	Component						
	1	2	3	4	5	6	7
VAR00001	-.145	.092	-.219	.000	-.248	-.737	.120
VAR00002	-.027	-.005	-.126	-.732	.211	.033	.088
VAR00003	-.034	.237	.793	-.005	-.039	.130	.042
VAR00004	-.247	.756	-.041	.339	-.066	.045	-.186
VAR00005	.073	.093	-.116	-.039	-.089	.784	.256
VAR00006	-.306	.467	-.621	.234	.257	.089	.076
VAR00007	-.104	.044	-.067	.138	.033	.244	.809
VAR00008	.033	.879	.053	-.115	-.080	.038	-.014
VAR00009	-.137	.161	-.190	.697	.192	.112	.127
VAR00010	.152	-.267	.323	-.331	-.027	-.222	.587
VAR00011	.744	.012	.552	-.080	-.057	.037	.098
VAR00012	-.096	-.094	-.161	.013	.763	.192	-.222
VAR00013	.124	-.144	-.047	-.016	.729	-.014	.299
VAR00014	-.433	.074	.394	.168	.549	-.167	-.057
VAR00015	.911	.000	.152	.100	.029	-.069	.149
VAR00016	.783	-.274	-.187	-.103	.082	.178	-.261
VAR00017	.942	-.015	-.040	.004	-.104	.102	-.048
VAR00018	-.048	-.569	-.304	.365	.240	.252	-.158
VAR00019	.159	-.346	-.118	.552	.240	-.258	.060
VAR00020	.060	-.280	.405	.423	.080	-.294	.368

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 12 iterations.

FACTOR ANALYSIS CONCLUSION PART

TABLE 9: DIFFERENT FACTORS

	Component						
	1	2	3	4	5	6	7
Faculty Training and Development Programme plays a pivotal role in job related stress reduction	.942						
Adequate appreciation of work and performance feedback proves helpful in managing stress.	.911						
Advanced teaching aids reduce job stress	.783						
Grievances Handling System within job can be a factor of stress management	.744						
Comfort ability with job can reduce your stress	.879						
Salary and other monetary benefits according to the potential of employees can reduce stress among employees	.756						
Physical and mental strain causes job stress	.569						
Good Communication Channel with management can be reduce stress among employees		.793					
Good relationship with superiors and subordinates can reduce your stress		-.621					
Line staff conflicts and poor relationship among colleagues increase intensity of stress among them				-.732			
Good Gender Relationship may be factor of stress management				.697			
Compatibility between the personal goals of staff members with institutional goals can be helpful in managing stress				.552			
Centralized authority and decision making are sometimes responsible for increasing job stress.				.423			
Good Working environment can decrease your stress						.763	
Promotional and growth Opportunities prevent job related stress						.729	
Effective Performance Appraisal System can play important role in management of stress						.549	
Job Security is the most important factor to manage stress							.784
Satisfaction with your job decrease your Stress							-.737
Advance Loan Facility provided by your organization , can be a factor of stress management							.809
Job assignment according to specialization reduces job related stress							.587

2. Z- TEST ANALYSIS

2.1 Hypothesis for Z-test for each factor of Stress Management

H₀: There is no significance difference between the means score of Rohtak and Jhajjar cities professional education institution's teaching staff about each stress management factors

H₁: There is significance difference between the means score of Rohtak and Jhajjar cities professional education institution's teaching staff about each stress management factors

2.2 Statistical Test

The Z – Test is chosen because the data are interval and two samples large and independent

2.3 Significance Level (α) = 0.05 (two –tailed test)

The Stress Management Factors:

TABLE10: THE Z-TEST (TWO TAILED TEST, SIGNIFICANCE LEVEL-0.05)

Stress Factors	Rohtak City Sample		Jhajjar City Sample		Calculated Value(Z)	Critical Value	Comparison	S/NS
	Mean	Stand Dev.	Mean	Stand Dev.				
V ₁	3.94	.9564	3.90	.9948	.205	1.96	.205 < 1.96	NS
V ₂	3.74	.9858	3.62	.9979	.608	1.96	.608 < 1.96	NS
V ₃	3.96	.7273	3.58	.9055	2.313	1.96	2.313 > 1.96	S
V ₄	3.32	.6528	3.24	.4764	.700	1.96	.700 < 1.96	NS
V ₅	3.76	1.001	3.60	1.030	.788	1.96	.788 < 1.96	NS
V ₆	3.62	.7529	4.10	.9313	2.834	1.96	2.834 > 1.96	S
V ₇	3.78	.9538	3.78	.9538	.000	1.96	.000 < 1.96	NS
V ₈	3.46	.7615	7.94	.3136	4.464	1.96	4.464 > 1.96	S
V ₉	3.92	.4882	4.18	.43753	2.804	1.96	2.804 > 1.96	S
V ₁₀	4.72	.6074	4.24	1.001	2.898	1.96	2.898 > 1.96	S
V ₁₁	4.28	.8091	4.06	.7951	8.103	1.96	8.103 > 1.96	S
V ₁₂	3.28	.7570	4.06	.8184	4.947	1.96	4.947 > 1.96	S
V ₁₃	3.74	.8526	4.12	.7182	2.410	1.96	2.410 > 1.96	S
V ₁₄	3.18	.5225	3.62	.6024	3.902	1.96	3.902 > 1.96	S
V ₁₅	4.14	.9037	3.12	.3282	7.501	1.96	7.501 > 1.96	S
V ₁₆	3.76	.8703	3.24	.6565	3.373	1.96	3.373 > 1.96	S
V ₁₇	4.42	.7024	3.24	.6565	8.678	1.96	8.678 > 1.96	S
V ₁₈	3.62	.8780	4.36	.6311	4.839	1.96	4.839 > 1.96	S
V ₁₉	3.89	.7917	4.16	.7384	2.095	1.96	2.095 > 1.96	S
V ₂₀	3.68	.9570	3.88	.7730	1.105	1.96	1.105 < 1.96	NS

Note: NS- Not Significant, S-Significant

FINDINGS OF COMPARISON Z-TEST ABOUT STRESS MANAGEMENT FACTORS

There is no significance difference between the means score of Rohtak and Jhajjar cities professional education institution's teaching staff about the followings factors of stress management

1. Satisfaction with your job decreases your Stress
2. Line staff conflicts and poor relationship among colleagues increase intensity of stress among them
3. Salary and other monetary benefits according to the potential of employees can reduce stress among employees
4. Job Security is the most important factor to manage stress
5. Advance Loan Facility provided by your organization, can be a factor of stress management
6. Centralized authority and decision making are sometimes responsible for increasing job stress

There is significance difference between the means score of Rohtak and Jhajjar cities professional education institution's teaching staff about the following factors of stress management

1. Good Communication Channel with management can reduce stress among employees
2. Good relationship with superiors and subordinates can reduce your stress

3. Comfort ability with job can reduce your stress
4. Good Gender Relationship may be factor of stress management
5. Job assignment according to specialization reduces job related stress
6. Grievances Handling System within job can be a factor of stress management
7. Good Working environment can decrease your stress
8. Promotional and growth Opportunities prevent job related stress
9. Effective Performance Appraisal System can play important role in management of stress
10. Adequate appreciation of work and performance feedback proves helpful in managing stress
11. Advanced teaching aids reduce job stress
12. Recognition of work/efforts reduces stress
13. Physical and mental strain causes job stress
14. Compatibility between the personal goals of staff members with institutional goals can be helpful in managing stress

SUGGESTIONS

The main aim of the study was an in-depth examination of the relationship of stress management factors and its interrelationship with job satisfaction Based on the findings evolved from the investigation, the investigator made an attempt to put forth the following suggestions :

- 1) To improve the Quality of Work Life can improve the performance as well as reduce the stress among employee.
- 2) All employees may be given due participation while framing policies in the organisation they serve, which will give them a feeling of being a part of the whole. This will help them to contribute to the achievement of the institution's goals.
- 3) Fringe benefits given to the staff may be enhanced their skills and motivate them do something better. The employees shall be provided with canteen, crèche, recreation and entertainment, health facilities etc. in their work place.
- 4) Satisfaction with plays vital role to reduce stress among employees, this factor of stress management both the cities' (Rohtak & Jhajjar) employees is equal effect.
- 5) Comfortableness with job like: Job security, monetary benefits, good grievance committee, good working environment, chance of growth factors are most important to reduce stress among employees.
- 6) After using companions test, both the cities have some difference about some factors of stress management theses factor can be handle after creating good working environment.

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