

## *Review of Literature*

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## CHAPTER II

### REVIEW OF LITERATURE

This chapter gives review of selected studies on occupational stress, job satisfaction, and organizational commitment in detail. It deals with reviews of various authors who have dealt with similar studies associated to the current topic of the study.

Nural Ain Bt Syed Alwee (2012) examined the relationship between occupational stress, job satisfaction, and organizational commitment. A convenience sample group of 130 employees of North Port (Malaysia) Bhd were selected over 2272 of total population. A self-administrated survey instrument was developed to measure and test the employee's external environment, occupational stress, job satisfaction, and intent to leave towards organizational commitment. Using SPSS 16.0 two statistical tests were employed to test study hypotheses. First by measuring correlation a Pearson correlation coefficient analysis was used to identify the relationship between predictor and criterion variables. Likewise multiple regressions were used to determine the effect between external environment, occupational stress and job satisfaction among related variables. The findings revealed that job satisfaction, occupational stress and intent to leave does affect organizational commitment. At the same time the occupational stress gives to the intent to leave.

Ashok Pratap Singh and Ashish Kumar Dubey (2011), at Banaras Hindu University, conducted a study on 210 managers from different private sector organizations to examine the role of stress (role stress) and locus of control on job satisfaction. For measurement of role stress, Occupational Stress Index (Srivastava and Singh, 1981) was used; for measurement of locus of control, Social Reaction Inventory (Rotter, 1966) was used; and for measurement of job satisfaction, S-D Employees' Inventory (Pestonjee, 1979) was used. The results of correlation indicated that role overload was significantly negatively correlated to satisfaction with management and total satisfaction; role ambiguity was significantly negatively correlated to satisfaction with management; and 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.

Anita Sharma, Shweta Verma, Chandraprabha Verma, and Dalip Malhotra (2010) conducted a study to determine the impact of burnout and psychosocial stressors on the job satisfaction among male and female lawyers from different courts of Himachal Pradesh. Three subscales of burnout and psychosocial stressors were used as predictors of job-satisfaction among 150 equal numbers of male and female lawyers. The statistical treatments included Pearson's product moment co-efficient of correlation along with descriptive data (means, standard deviation and t-test (for gender difference). Regression analysis was also computed to find out the best set of predictors of job satisfaction. The factors causing job dissatisfaction were (1) emotional exhaustion (2) depersonalization (3) reduced personal accomplishment (4) stress (5) strained interpersonal relationship (6) over-expectation (7) poor economic position (8) jealousy (9) poor social position (10) competition and (11) conflict between values and practice for male and female lawyers. The stepwise regression analysis indicated that emotional exhaustion, stress due to clients, work underload and economic position have turned out to be the significant predictors of job-satisfaction showing 45% variance for males and 55% variance for females. The t-test analysis revealed higher job-satisfaction for male lawyers as compared to their female counterparts. Female lawyers experienced significantly greater psychosocial stressors and burnout as compared to males.

Mark G. Borg and Richard J. Riding (2010) conducted a study among a sample of 150 school administrators in state primary and secondary schools in Malta. Participants completed a self-administered questionnaire on their perceptions of role-related stress. About one-fifth of the respondents found their job as school administrators either very stressful or extremely stressful; 80 per cent indicated that they were fairly satisfied or very satisfied with their job. Some of the demographic characteristics of the sample were related to the level of job stress and satisfaction. Results also showed that respondents who reported greater levels of stress were least satisfied with their role as school administrators. A principal components analysis of 22 listed sources of stress revealed four major stress factors, labeled "lack of support and resolving conflicts", "inadequate resources", "workload" and "work conditions and responsibilities".

Chris Gibbons, Martin Dempster and Marianne Moutray (2010) conducted a study to explore the relationship between sources of stress and psychological well-being and to consider how different sources of stress and coping resources might function as moderators and mediators on well-being. A questionnaire was administered to 171 final year nursing students in 2008. Questions were asked to measure sources of stress when rated as likely to contribute to distress (a hassle) and rated as likely to help one achieve (an uplift). Support, control, self-efficacy and coping style were also measured, along with their potential moderating and mediating effects on well-being, operationalized using the General Health Questionnaire and measures of course and career satisfaction.

Roland P. Chaplain (2006) conducted a study among a sample of 267 teachers, drawn from primary schools in the North and Eastern regions of England, using a self-report questionnaire. A picture of the sources of stress and job satisfaction was established. Teachers scored the frequency and intensity of 18 items on a stress scale. A principal components analysis was carried out and three factors were identified: professional concerns, pupil behavior and attitude and professional tasks. The strongest correlations were found between professional concerns and occupational stress. Biographical factors were examined and significant differences were found between men and women, and teachers of different ages and length of teaching experience. Men reported more stress than women on professional tasks and pupil behavior and attitude. Women scored higher than men on professional concerns. Just over one-third of teachers were satisfied with their job. When specific facets of job satisfaction were examined, teachers were most satisfied with their professional performance and least satisfied with teaching resources. Stress and job satisfaction were found to be negatively correlated. High reports of occupational stress were related to low levels of job satisfaction. Attention was drawn to the likely significance of including a frequency as well as intensity measure when considering the experience of stress and to the complex nature of job satisfaction.

Ernest Brewer (2003) examined the relationship between job stress and job satisfaction among a random sample of 133 industrial and technical teacher educators. Correlation analysis revealed a strong inverse relationship between the constructs, with stressors related to lack of organizational support being more strongly associated with job satisfaction than stressors related to the job itself were. There also were significant

differences ( $p \leq .05$ ) in correlations between job satisfaction and frequency of stressors and correlations between job satisfaction and intensity of stressors, suggesting that frequency of stressors had a greater impact on participants' job satisfaction than did intensity of stressors. These results have implications for addressing job stress and job satisfaction in higher education.

Chandraiah, K., Agarwal, S.C., Marimuthu, P., & Manoharan, N. (2003) investigated the effect of age on Occupational stress and job satisfaction among managers of different age groups. A sample of 105 industrial managers working in different large-scale organizations was selected randomly for the present study. The Occupational Stress Index (OSI) developed by Srivastava and Singh (1983) and Job Descriptive Index (JDI) by Smith Kendal (1963) were used to assess the level of job stress and job satisfaction of the sample. The findings of the study revealed higher levels of job stress and less job satisfaction among managers of 25-35 years age than their counterparts in the middle age (36-45 years) and the old age groups (46-55 years). The study also found that the age found to be negatively correlated with occupational stress and positively with job satisfaction.

Sebastian Rothmann (2000) examined the relationship between job satisfaction, occupational stress, and burnout and work engagement as dimensions of work-related wellbeing in a sample of members of the police force in South Africa. A survey design was used. Stratified random samples of members of the police force ( $N = 677$ ) were taken in the North West Province of South Africa. The Minnesota Job Satisfaction Questionnaire, Police Stress Inventory, Maslach Burnout Inventory – General Survey and Utrecht Work Engagement Scale were used as measuring instruments. The results provided support for a four-factorial model of work-related wellbeing consisting of the following dimensions: job satisfaction (indicating pleasure vs. displeasure), occupational stress (indicating anxiety vs. comfort), burnout (indicating fatigue vs. vigour), and engagement (indicating enthusiasm vs. depression).

Ahmad and Khanna (1992) investigated the relationship between job stress, job satisfaction and job involvement among 50 middle level hotel managers. The analysis of the data revealed that there is a 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

Ahmad et al. (1991) examined the relationship between organizational role stress and job satisfaction and personality dimensions of neuroticism – stability and extraversion – introversion. The sample consisted of 50 middle managers of a large industrial organization. The ORS Scale (Pareek, 1983), the Employee Satisfaction – Dissatisfaction Inventory (Pestonjee, 1973) and the Maudsley Personality Inventory (Eysenck, 1959) were used to collect the data. Results indicated that ORS was significantly but negatively correlated with all the four factors of job satisfaction (nature of job, management, personal adjustment, and social relations).

Chaudhary (1990) examined the relationship between role stress and job satisfaction among bank officers. The sample consisted of 100 bank officers. 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.

Cooper, Rout, and Faragher (1989) conducted a study to identify the sources of job stress associated with high levels of job dissatisfaction and negative mental wellbeing among general practitioners in England. Multivariate analysis of large database of general practitioners compiled from results of confidential questionnaire survey was undertaken. Data obtained on independent variables of job stress, demographic factors, and personality. Dependent variables were mental health, job satisfaction, alcohol consumption, and smoking. One thousand eight hundred seventeen general practitioners selected at random by 20 family practitioner committees in England participated. Women general practitioners both had job satisfaction and showed positive signs of mental wellbeing in contrast with other normative groups. Conversely, male doctors showed significantly higher anxiety scores than the norms, had less job satisfaction, and drank more alcohol than their women counterparts. Multivariate analysis disclosed four job stressors that were predictive of high levels of job dissatisfaction and lack of mental

wellbeing; these were demands of the job and patients' expectations, interference with family life, constant interruptions at work and home, and practice administration.

Viljoen, J.P., and Rothmann, S. (2009) investigated the relationship between occupational stress, physical, mental health and organizational commitment. The results showed that organizational stressors contributed significantly to mental and physical ill health and which in turn leads to low organizational commitment. Stress about job insecurity contributed to both physical and psychological ill health.

Tyson, Paul D, Pongruengphant, Rana(2004) conducted a five-year follow-up study of stress among nurses in public and private hospitals in Thailand. They examined the sources of occupational stress, coping strategies, and job satisfaction. A sample of 200 nurses was compared to 147 nurses sampled from the same hospital wards after 5 years and revealed a significant increase in nurses' workload, involvement with life and death situations, and pressure from being required to perform tasks outside of their competence. Although nurses working in public hospitals generally reported more stress than private hospitals, surprisingly nurses' satisfaction with their job increased particularly in public hospitals, which may be attributable to age, improvements in monetary compensation, and organizational support.

Azman Ismail, Amy Yao, Nek Kamal YeopYunus (2009) conducted a study to examine the effect of occupational stress on job satisfaction using 80 questionnaires collected from employees in private institutions of higher learning in Kuching City, Malaysia. Exploratory factor analysis and confirmatory factor analysis were used to assess the survey questionnaire data and found that the measurement scales met the acceptable standards of validity and reliability analyses. Next, a stepwise regression analysis was used to test the research hypotheses and the outcomes of this regression analysis showed two important findings: first, physiological stress significantly correlated with job satisfaction. Second, psychological stress insignificantly correlated with job satisfaction. Further, the study confirms that occupational stress does act as a partial determinant of job satisfaction.

occupational stress indicator and Spreitzer's empowerment measures were used to collect data from the North West (UK) call centre. The study found that the call centre

agents were most stressed, less satisfied and poor in mental and physical health than the general working population.

Newbury-Birch, D and Kamali, F (2001) in their study examined stress, anxiety, and job satisfaction, frustration towards the job and the influence of personality factors on these in a group of preregistration house officers in the north east of England. A total of 109 preregistration house officers anonymously completed a lifestyles questionnaire designed to measure self rated psychological stress, state anxiety, job satisfaction, and personality characteristics. Results showed that 37.5% of women and 24% of men preregistration house officers suffered from possible psychological stress. Altogether 38.9% of women and 5.4% of men were suffering from possible anxiety and 8.3% of women and 2.7% of men were suffering from possible depression. The mean (SD) job satisfaction scores were 83.8(17.4) (range 52–127; median 86.5) for men and 80.5(16.7) (range 41–114; median 81) for women. Altogether 30.6% of men and 41.7% of women reported to be dissatisfied with the organisational processes in their job. There were significant negative correlations between stress and job satisfaction scores ( $r = -0.508$ ;  $p < 0.0001$ ) and between anxiety and job satisfaction scores ( $r = -0.421$ ;  $p < 0.0001$ ), and significant positive associations between anxiety and stress scores ( $r = 0.593$ ;  $p < 0.0001$ ). Stress, anxiety, and depression scores were significantly correlated with neuroticism scores in both men and women.

Norbeck JS (1985) conducted a study to test the relationships among perceived job stress, job satisfaction, and psychological symptoms of critical care nurses. A self-administered questionnaire was sent to a sample of 180 critical care nurses from eight hospitals. The results supported the hypotheses that higher levels of perceived job stress are related to lower levels of job satisfaction ( $r = -.24$ ,  $p = .001$ ) and to higher levels of psychological symptoms ( $r = .33$ ,  $p = .000$ ). These effects remained even when years of experience in nursing and shift were controlled. Item analysis, however, showed that four of the five top-ranking stressors were not related to the outcome measures.