A Study on Job Stress, Job Performance, and Employee Job Satisfaction among Female Employees of Automotive Industries in India

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ABSTRACT

Background: Job stress is an important factor among female employees of automotive industries. Stress not only affects the physical, psychological and financial balances of an employee but also the employers as well. Stressed employees not only lose their work days but also results in loss of productivity of the organization. The job stress helps in determining the level of job performance and job satisfaction among the female employees. The main reason behind job stress is that leaders and managers of the organization do not understand the problems faced by female employees in the organization. This make the female employee feel fatigue, job stress and affects their job performance and satisfaction level. Objective: This paper focuses on the female employees of automotive industries in India to determine their job stress, job performance and satisfaction level. Results: The result shows that there is no job stress based on the educational background of the female employees. Also the job performance and job satisfaction were not affected by educational background. Compared with regression methods and correlation, a significant positive relationship exist between job stress and job performance and the outcome shows the job satisfaction level of female employees of automotive industries in India. Conclusion: This research proposed a framework to show the job stress among, job performance and job satisfaction among the female employees of automotive industries in India. The female employee low level of job stress and high job performance leads to increase in job satisfaction level. The working environment in the automotive industry makes the female employees enjoy the organizational climate. This consequently increases the productivity and profit of the organization.

INTRODUCTION

Over the past several decades, research has been growing to understand just how much individual stress is correlated with the work environment, and what the impacts are on our physiological and psychological health. There is no doubt that the competition for opportunities in the working population is high as economy struggles through many reorganizations, right sizings, and downsizings. These events combined with other psychosocial environmental conditions can contribute to a great deal of stress for the working population. Stress is a condition of physical and psychological mental disorder which occurs in a situation of pressure, when resources are unable to fulfill the demand of an individual. Stress is leading in frequency health problem regarding the occupational environment. Job stress is considered to be a worldwide problem and increasing steadily in India where the automotive industry is growing rapidly. Most of time of our lives spent at work, job stress is widely experienced and so pervasive, that it’s been found to effect people in every sector. Female employees face sheer volume of work which results in overwhelming at times. Female employees in automotive industries are directly targeted by stress which decreases the productivity at their workplace greatly. Job stress drastically increases the absenteeism level of employees which downgrades the job performance in the organization. Poor salary packages, long working hours, mistreatment of supervisors with employees, are the major causes of creating stress among female employees. Furthermore employee job satisfaction is also reduced and makes them to leave the ob. Hence it is necessary to find the relationship between absenteeism and employee job satisfaction. Absenteeism seems to be a behavior that organizations can never eliminate, but they can rather control and manage it and the factor behind absenteeism is job stress. Job stress is an unavoidable consequence of modern living. Stress is a condition of strain that has a direct bearing on emotions, thought process and physical
conditions of a person. This research focuses on job stress and job satisfaction and categorizes the female employees in automotive industries. Hence female employees will be able to overcome the job stress in the organization and the managers of the organization will focus on female employees to solve their problems and issues which lead to job stress. This can make the employees satisfied in their job and can increase the profit and productivity of the organization in accordance with the outcome of research.

**Literature review:**

Job stress is an unpleasant emotional situation that an individual experiences when the requirements of job are not counter balanced with his ability to cope the situation. It is a well-known phenomenon that expresses itself different in different work situations and affects the workers differently (Malek, 2010; Medi bank Private Inc., 2008). Stress can be defined as any circumstances that threaten or are perceived to threaten one’s well-being and tax one’s coping abilities (Weiten, 2005). The stress begins with the demand and opportunity from environment for a person and ends with the individual’s response to that demand and opportunity (Shah, 2003). (Beehr & Newman, 1978) define Job stress as a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning. Stress has a considerable importance for the organizational concern, because it has a direct effect on the employee’s health and their performance (Bytyqi, 2010). Productivity is an important factor which shows the output of the employee strength. (Meneze, 2006) defined productivity as the employee’s ability to produce work or goods and services according to the expected standards set by the employers, or beyond the expected standards. Increase in productivity delivers profit to the organization and the competitors arise to achieve innovation and quality. With increase in designation, stress increases and factors of creating stress in employees are feeling undervalued, work home interface, fear of joblessness, traumatic incidents at work and economic instability (Dar, 2011). The supervisors in the organization also have to feel the pressure of job stress, if the employee does not finish the assigned work by the employee. Stress at job occurs due to clash between the capabilities of employee and demands of job (Bhatti, 2011). Stress also gets caused when employee does not fulfill the demand of job and supervisor (Rehman, 2010). Stress creates a direct effect on the employee’s health and their performance. Due to high competition among organizations, employees perform their duties beyond the routine working hours. The effects of job stress are not only destructive to the employees, but also for the organization (Salleh, 2008). The occurrence of stress is highly depending upon how an employee perceives the situation. Employee differences such as personality type, gender, and age are three characteristics that may further exacerbate the negative impact of stress. Experienced workers have a greater ability to manage emotional responses to negative workplace events. However, after the accumulation of job security threats, competition with younger workers, and increases of workload, experienced workers face a greater likelihood to withdraw from the workforce and potentially be subjected to greater negative health and emotional effects.

The history of job satisfaction stems back to the early 1900’s with the situations perspective on job satisfaction. This perspective states that satisfaction is determined by certain characteristics of the job and characteristics of the job environment itself. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007). Job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees. The behavior of workers depending on their level of job satisfaction will affect the functioning and activities of the organization’s business. (Bilimoria, 2006) argue that women are mainly satisfied with internal relationships and fairness in the relational support received from colleagues, and that these factors positively influence their satisfaction with the job as a whole. Rewarding employees for their work increases satisfaction and productivity (Walker, 1998). Employees attain high level of job satisfaction when they feel no stress and involved in their job. Job satisfaction is closely linked to that employee's behavior in the work place. High employee satisfaction is important to managers who believe that ‘an organization has a responsibility to provide employees with jobs that are challenging and intrinsically rewarding’ (Robbins, 2001). Employees with higher degree of trust will have low stress and high level of job satisfaction. Workplace factors will have direct effects on stress and job satisfaction as well as stress influencing job satisfaction. (Hartmann ,2000) has also considered job satisfaction a more appropriate dependent variable than managerial performance in studies on performance evaluation. Job satisfaction is essentially the extent to which someone likes his or her job (Kreitner & Kinicki, 2007). It depends upon the organizational climate he or she is enjoying. Age also plays a role in the job satisfaction level of female employees. Employees become more satisfied with their jobs during their thirties as their careers become more defined. This satisfaction levels off as these employees enter their forties, due in part to disenchantment with their careers. Finally as these employees enter their fifties and resign themselves to their lot in life, job satisfaction rises once again. Several determinants of job satisfaction has been established in prior research to overcome the job stress. They include organizational reward systems, factors such as motivation and creating a healthy organizational climate (Lankau & Scandura, 2002). The output of job performance leads to job satisfaction and results in achievement of business objectives.
Methodology:
This study investigates job stress and job satisfaction among female employees of automotive industries in India. The survey instrument adopted for this study was a questionnaire. The data were collected from a sample of 120 female employees of automotive industries in India. A total of 150 Questionnaires were distributed among the female employees and were requested to fill on the spot and 120. Job stress was measured using the items employed by (Chang, 2008). Employee job satisfaction was measured based on the items used by (McCue & Gianakis, 1997). This measure has been consistently correlated with job satisfaction including Minnesota satisfaction questionnaire. Out of the 150 questionnaires, 120 were returned. Based on our literature review, the research framework and hypothesis are presented on Fig.1.

H1: There is a significant relationship between factors of stress and job performance
H2: There is a significant relationship between job performance and employee job satisfaction.

Fig. 1: Research framework.

The job stress scale had four dimensions: relationships, role, change and control. There are 16 items each scored on a five-point Likert-like scale. A higher score represents higher the amount of job stress as perceived by the respondent. The job satisfaction scale had six items and is also scored using a five-point Likert-type scale with higher scores representing a greater level of job satisfaction. The job performance has also been measured using a seven-point Likert scale and has four items with higher scores representing higher job performance.

Results:
The results of one-way ANOVA in (Table.1) shows that there were differences based on educational background (F= 4.14, ρ< .01). Similarly there is no job stress levels based on educational background (F= 2.38, ρ> .05). The job satisfaction level based on educational background shows no difference (F= 4.29, ρ< .01). The demographic variables of the female employees were considered first. Also the job performance is not affected by educational background (F= 4.01, ρ> .05). The mean, reliabilities and correlation among the variables were tabulated in (Table.2.) The correlations between the variables are significant at ρ≤ .05 levels. There is a significant positive relationship exist between the job stress and job performance among the female employees of automotive industries in India with a confidence interval of 95 %. Similarly positive relationship exists between job performance and employee job satisfaction with a calculated value ‘r’ at ρ≤ 0.05. The regression analysis between the variables of job stress and job performance can enter the final regression equation explaining the job satisfaction among female employees of automotive industries in India. The results of independent t-tests between the variables are reported in (Table.3) and shows that there was a significant difference between the variables in terms of job stress, job performance and job satisfaction.

<table>
<thead>
<tr>
<th>Table 1: Difference in Educational background among female employees.</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>High school</th>
<th>Secondary</th>
</tr>
</thead>
<tbody>
<tr>
<td>High school</td>
<td>22</td>
<td>13.22</td>
<td>4.27</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secondary</td>
<td>60</td>
<td>10.62</td>
<td>3.16</td>
<td>-0.37</td>
<td></td>
</tr>
<tr>
<td>Bachelors</td>
<td>38</td>
<td>13.73</td>
<td>4.02</td>
<td>-3.26*</td>
<td>-3.71*</td>
</tr>
</tbody>
</table>

* p < 0.05

<table>
<thead>
<tr>
<th>Table 2: Reliabilities and correlation among variables.</th>
<th>Mean</th>
<th>SD</th>
<th>Job stress</th>
<th>Job performance</th>
<th>Job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Control variable</td>
<td>7.52</td>
<td>(0.74)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job stress</td>
<td>10.82</td>
<td>3.21</td>
<td>(0.58)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job performance</td>
<td>3.28</td>
<td>0.14</td>
<td>0.43</td>
<td>0.47*</td>
<td>0.24</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>4.17</td>
<td>0.29</td>
<td>-0.272**</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 3: t-test between variables.

<table>
<thead>
<tr>
<th>Variables</th>
<th>T</th>
<th>p values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job stress</td>
<td>-3.27</td>
<td>0.006</td>
</tr>
<tr>
<td>Job performance</td>
<td>4.18</td>
<td>0.001</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>4.73</td>
<td>0.001</td>
</tr>
</tbody>
</table>

Conclusion and suggestion:

The aim of this study was to examine the relationship between job stress, job performance and job satisfaction among employees of automotive industries in India. Results indicate that job stress was a predictor of job performance and job satisfaction in several areas. The results were consistent with previous results from European countries. Female employees with lower level of job stress reported high levels of job performance and job satisfaction. The results of the high performance lead to the higher profit and achieving objectives of the organization goals in quick succession. In addition, the mediating effect of job satisfaction affects job performance leading to job stress of female employee. This clearly shows the individual job stress affects his performance and also the productivity of an organization. The implication of these result shows that female employees can overcome the stress by involving themselves in their job and make the organizational climate suitable for them. The work environment makes the female employees concentrate on their job and makes them motivated to achieve the objective of the organization. The leaders of the organization have to fulfill the needs of the employees which create a positive relationship among the peers. Another important aspect is that management needs to report higher level of job satisfaction level among the employees by reducing their work time and increasing the facilities in the organization. The future research needs to be practiced among different sectors of industries. The sample size has been improved a lot in the future research and different statistical tools to be implemented to get an accurate result. Also the future research needs to be practiced among different countries and compared with the results of the Indian organizations.

REFERENCES


