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Full Length Research Paper

Conceptual framework on job stress on job satisfaction among marketing employees

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This article is about the relationship between job stress and job satisfaction. The determinants of job stress that have been examined under this study include, causes of job stress, symptoms of job stress, strategies of job stress and managing the job stress. The purpose of the study was to explore the relationship between job stress and job satisfaction. A structured questionnaire survey was conducted. The required information was collected from the marketing employees. This result shows the significant relationship between the job stress and job satisfaction.

Keyword: Job Stress, Job Satisfaction, Marketing Employees.

INTRODUCTION

Job life is one of the important parts of our daily lives which cause a great deal of stress. Due to the competitive nature of the job environment most of the people in the world are spending their time for job related work purposes resulting ignore the stressor those are influencing their work and life. People with a higher percentage of job stress may not be satisfied with their job and therefore they will not feel happy working in the organization. They may feel frustrated or “burned out” when they are having problems with peers or customers. Job stress at work is a relatively new phenomenon of modern lifestyles. The nature of work has gone through drastic changes over the last century and it is still changing at whirlwind speed. They have touched almost all professions, starting from an artist t a surgeon or a commercial pilot to a sales executive. Job stress and workplace health has become issues of great concern

over the last decade, both nationally and internationally. Given the value of work in the society, the amount of time spent at work and the current changes that are affecting the nature of work, it is not surprising that work stress appears to be increasing (szynamski, 1999).

LITERATURE REVIEW

Numerous surveys and studies found that job stress influences the employees’ job satisfaction and their overall performance in their work.

The NIOSH report on the right is an excellent resource that cites the following:

- 40% of workers reported their job was very or extremely stressful;
- 25% view their jobs as the number one stressor in their lives;
- Three fourths of employees believe that workers have more on-the-job stress than a generation ago;

- 29% of workers felt quite a bit or extremely stressed at work;
- 26 percent of workers said they were "often or very often burned out or stressed by their work";
- Job stress is more strongly associated with health complaints than financial or family problems.

This information was obtained in the 1990's in large surveys by Northwestern National Life Insurance Co, Princeton Survey Research Associates, St. Paul Fire and Marine Insurance Co., Yale University and The Families and Work Institute.

More recently, the 2000 annual "**Attitudes in the American Workplace VI**" Gallup Poll sponsored by the Marlin Company found that:

- 80% of workers feel stress on the job, nearly half say they need help in learning how to manage stress and 42% say their coworkers need such help;
- 14% of respondents had felt like striking a coworker in the past year, but didn't;
- 25% have felt like screaming or shouting because of job stress, 10% are concerned about an individual at work they fear could become violent;
- 9% are aware of an assault or violent act in their workplace and 18% had experienced some sort of threat or verbal intimidation in the past year.

To read the 2001 "**Attitudes in the American Workplace VII**" report and take a quick "Workplace Stress" quiz created by the Marlin Company and The American Institute of Stress. A subsequent **2000 Integra Survey** similarly reported that:

- 65% of workers said that workplace stress had caused difficulties and more than 10 percent described these as having major effects;
- 10% said they work in an atmosphere where physical violence has occurred because of job stress and in this group, 42% report that yelling and other verbal abuse is common;
- 29% had yelled at co-workers because of workplace stress, 14% said they work where machinery or equipment has been damaged because of workplace rage and 2% admitted that they had actually personally struck someone;
- 19% or almost one in five respondents had quit a previous position because of job stress and nearly one in four have been driven to tears because of workplace stress;
- 62% routinely find that they end the day with work-related neck pain, 44% reported stressed-out eyes, 38% complained of hurting hands and 34% reported difficulty in sleeping because they were too stressed-out;
- 12% had called in sick because of job stress;
- Over half said they often spend 12-hour days on work related duties and an equal number frequently skip lunch because of the stress of job demands.

These findings are supported by other studies that put their significance in perspective.

The 20th Century Disease" and a few years later the World Health Organization said it had become a "World Wide Epidemic." A 1998 study reported that rapid changes in the workforce had resulted in a staggering unemployment rate of 10% in the European Union and higher rates of job stress complaints. Japan had a similar problem as a result of a major and prolonged recession. A subsequent European Commission survey found that:

- More than half of the 147 million workers in the European Union complained of having to work at a very high speed and under tight deadlines;
- Approximately half reported having monotonous or short, repetitive tasks and no opportunity to rotate tasks.

Job Stress are believed responsible for the following

- 30% of workers suffering from back pain;
- 28% complaining of "stress";
- 20% feeling fatigued;
- 13% with headaches.

Workers' compensation awards as well as tort and FELA judgments

Consider the following statistics:

- 40% of job turnover is due to stress.
- Xerox estimated that it cost them \$1 to \$1.5 million to replace a top executive and that was two decades ago
- Replacing an average employee today costs between \$3,000 and \$13,000.
- 60 to 80% of accidents on the job are stress related and some, like the Three Mile Island and Exxon Valdez disasters, can affect untold thousands many miles away.
- In California, the number of Workers' compensation claims for mental stress increased by almost 700 percent over eight years and ninety percent were successful with an average award of \$15,000 compared to a national average of \$3,420.
- In 1987, California shelled out almost \$1,000,000,000 for medical and legal fees alone, which is more than most states spend on actual awards.
- Double digit increases in Workers' compensation premiums every year as a result of mental stress claims threaten to bankrupt the system in several states.
- A jury in New York awarded nearly \$6 million in 1996 to three women for repetitive stress injury allegedly due to faulty computer keyboards.
- Repetitive musculoskeletal injuries like carpal tunnel syndrome have become the nation's leading workplace health cost and account for almost a third of all Workers' compensation awards.

Link between job stress and job satisfaction

Several studies have tried to determine the link between job stress and job satisfaction. Job stress and Job satisfaction are the two hot focuses in human resource management researches. According to Stamps and Piedmonte (1986) Job satisfaction has been found significant relationship with Job stress. One study of general practitioners in England identified four job stressors that were predictive of job dissatisfaction (Cooper, et al., 1989). In other study, Vinokur-Kaplan (1991) stated that organization factors such as workload and working condition were negatively related with job satisfaction. Fletcher and Payne (1980) identified that a lack of satisfaction can be a source of stress, while high satisfaction can alleviate the effects of stress. This study reveals that, both of job stress and job satisfaction were found to be inter-related. The study of Landsbergis (1988) and Terry et al. (1993) showed that high levels of work stress are associated with low levels of job satisfaction. Moreover, Cummins (1990) have emphasized that job stressors are predictive of job dissatisfaction and greater propensity to leave the organization. Sheena et al. (2005) studied in UK found that there are some occupations that are reporting worse than average scores on each of the factors such as physical health, psychological well-being, and job satisfaction. The relationship between variables can be very important to academicians. If a definite link exists between two variables, it could be possible for an academician to provide intervention in order to increase the level of one of the variables in hope that the intervention will also improve the other variable as well (Koslowsky, et al., 1995).

Causes of job stress

Job stress may be caused by a complex set of reasons. Some of the most visible causes of job stress are:

Lack of control

Feeling as if you have no control over your work or job duties is the biggest cause of job stress. People who feel like they have no control at work are most likely to get stress-related illnesses..

Increased responsibility

Taking on extra duties in your job is stressful. You can get more stressed if you have too much work to do and you can't say no to new tasks.

Job satisfaction and performance

Do you take pride in your job? If your job isn't meaningful, you may find it stressful. Are you worried about doing well at work? Feeling insecure about job performance is a major source of stress for many people.

Uncertainty about work roles

Being unsure about your duties, how your job might be changing, or the goals of your department or company can lead to stress. If you report to more than one boss, juggling the demands of different managers can also be stressful.

Poor communication

Tension on the job often comes from poor communication. Being unable to talk about your needs, concerns, and frustrations can create stress.

Lack of support

Lack of support from your boss or coworkers makes it harder to solve other problems at work that are causing stress for you.

Poor working conditions

Unpleasant or dangerous physical conditions, such as crowding, noise, or ergonomic problems, can cause stress.

Job Insecurity

Organized workplaces are going through metamorphic changes under intense economic transformations and consequent pressures. Reorganizations, takeovers, mergers, downsizing and other changes have become major stressors for employees, as companies try to live up to the competition to survive. These reformations have put demand on everyone, from a CEO to a mere executive.

High Demand for Performance

Unrealistic expectations, especially in the time of corporate reorganizations, which, sometimes, puts unhealthy and unreasonable pressures on the

employee, can be a tremendous source of stress and suffering. Increased workload, extremely long work hours and intense pressure to perform at peak levels all the time for the same pay, can actually leave employees physically and emotionally drained. Excessive travel and too much time away from family also contribute to an employee's stressors.

Technology

The expansion of technology, computers, pagers, cell phones, fax machines and the Internet—has resulted in heightened expectations for productivity, speed and efficiency, increasing pressure on the individual worker to constantly operate at peak performance levels. Workers working with heavy machinery are under constant stress to remain alert. In this case both the worker and their family members live under constant mental stress. There is also the constant pressure to keep up with technological breakthroughs and improvisations, forcing employees to learn new software all the times.

Workplace Culture

Adjusting to the workplace culture, whether in a new company or not, can be intensely stressful. Making oneself adapt to the various aspects of workplace culture such as communication patterns, hierarchy, dress code if any, workspace and most importantly working and behavioral patterns of the boss as well as the co-workers, can be a lesson of life. Maladjustment to workplace cultures may lead to subtle conflicts with colleagues or even with superiors. In many cases office politics or gossips can be major stress inducers.

Personal or Family Problems

Employees going through personal or family problems tend to carry their worries and anxieties to the workplace. When one is in a depressed mood, his unfocused attention or lack of motivation affects his ability to carry out job responsibilities.

Job Stress and Women

Women may suffer from mental and physical harassment at workplaces, apart from the common job stress. Sexual harassment in workplace has been a major source of worry for women, since long. Women may suffer from tremendous stress such as 'hostile work environment harassment', which is defined in legal terms as 'offensive or intimidating behavior in the workplace'. This can consist of unwelcome verbal or physical conduct. These

can be a constant source of tension for women in job sectors. Also, subtle discriminations at workplaces, family pressure and societal demands add to these stress factors.

Research studies indicate certain working conditions are stressful to most people. This scientific evidence places greater emphasis on working conditions as the key source of job stress, and job redesign as the primary prevention strategy. Excessive workload demands and conflicting expectations, for example, are key sources of job stress.

Other sources may include:

- Infrequent rest breaks;
- Long work hours and demanding work shifts;
- Hectic and routine tasks that have little inherent meaning, do not utilize a worker's skills, and provide little sense of control;
- Management styles—a lack of participation by workers in decision-making, poor communication in the organization, lack of family-friendly policies;
- Interpersonal relationships—poor social environment, lack of support or help from co-workers and supervisors;
- Work roles—conflicting or uncertain job expectations, too much responsibility, too many "hats to wear";
- Career concerns – job insecurity, lack of growth opportunity, rapid changes for which workers are unprepared.
- Environmental conditions—unpleasant physical conditions such as crowding, noise, air pollution; ergonomic problems.
- Work conditions that pose risk to health and safety.

SYMPTOMS OF JOB STRESS

Early Warning Signs that coping with job stress is becoming difficult for an employee are

- Muscle Tension or Headache
- Feeling anxious or depressed
- Upset stomach
- Sleep problems
- Social withdrawal
- Irritability and short temper
- Difficulty in concentrating,
- Job dissatisfaction
- Loss of sex drive
- Using alcohol or drug to cope
- Apathy
- Negativism
- Low morale
- Boredom
- Frustration
- Fatigue

- Alienation
- Absenteeism

Strategies for managing job stress

While many of the methods of preventing job stress need

to be developed and supported by the organization, there are things that workers can do to help you better manage job stress.

Here are 10 tips for dealing with the stress from your job:

1. Put it in perspective. Jobs are disposable. Your friends, families, and health are not. If your employer expects too much of you, and it's starting to take its toll on you, start looking for a new job/new employer.

2. Modify your job situation. If you really like your employer, but the job has become too stressful (or too boring), ask about tailoring your job to your skills. And if you got promoted into a more stressful position that you just are not able to handle, ask about a lateral transfer -- or even a transfer back to your old job (if that's what you want).

3. Get time away. If you feel the stress building, take a break. Walk away from the situation, perhaps walking around the block, sitting on a park bench, taking in a little meditative time. Exercise does wonders for the psyche. But even just finding a quiet place and listening to your iPod can reduce stress.

4. Fight through the clutter. Taking the time to organization your desk or workspace can help ease the sense of losing control that comes from too much clutter. Keeping a to-do list -- and then crossing things off it -- also helps.

5. Talk it out. Sometimes the best stress-reducer is simply sharing your stress with someone close to you. The act of talking it out -- and getting support and empathy from someone else -- is often an excellent way of blowing off steam and reducing stress. Have a support system of trusted people.

6. Cultivate allies at work. Just knowing you have one or more co-workers who are willing to assist you in times of stress will reduce your stress level. Just remember to reciprocate and help them when they are in need.

7. Find humor in the situation. When you -- or the people around you -- start taking things too seriously, find a way to break through with laughter. Share a joke or funny story.

8. Have realistic expectations. While Americans are working longer hours, we can still only fit so much work into one day. Having unrealistic expectations for what you can accomplish sets you up for failure -- and increased stress.

9. Nobody is perfect. If you are one of those types

that obsess over every detail and micromanage to make sure "everything is perfect," you need to stop. Change your motto to performing your best, and leave perfection to the gods.

Maintain a positive attitude (and avoid those without one). Negativism sucks the energy and motivation out of any situation, so avoid it whenever possible. Instead, develop a positive attitude -- and learn to reward yourself for little accomplishments (even if no one else does).

The following strategies are also helpful for reducing job stress:

1. Organize your time. Use a schedule planner and schedule tasks. Stick to the schedule! Be sure to schedule in time you need to meet deadlines, make

2. phone calls, send correspondence, write reports, and so on.

3. Follow your bio-clock. Try to schedule the hardest tasks during your hours peak performance and concentration.

4. Make "TO DO" lists. List everything you need to do in order of priority. As you finish a task, check it off and go to the next one.

5. Throw it away. Don't let things accumulate! Sort mail and toss what you don't need. Sort e-mails and delete what you don't need to read. Sort files and toss what's out-of-date.

6. Organize your work space. Organize papers, files, or items so that you know where everything is, and things can be found quickly.

7. Don't procrastinate. Don't wait. Do it now. You'll be happy you got it done!

8. Think in steps. Take a large project and break it down into small steps. Then do the project one small step at a time.

9. Take breaks. Avoid working around the clock. Go get a cup a coffee. Eat lunch away from your desk or work area. Try to go home on time.

10. Share a problem. If you encounter an unusually challenging work problem, talk with co-workers. They may not have a solution, but it helps to talk through issues. Sometimes just by talking through a problem, you can recognize a solution.

11. Sleep. Make sure you get enough sleep. Lack of sleep impairs concentration which can add pressure and anxiety.

12. Target ideas. Each time you feel stress, write down a list of targeted things you need to do to reduce the stress for that event.

13. Take a real vacation. When you take time off, avoid thinking about work. Focus things you enjoy. This applies to your time off on weekends as well.

14. Transition. Between work and home, do something to get your mind off work. Listen to the car radio, stop for a coffee, drop by the library, stop at the store.

15. Leave work at work. Take home as little work as

possible.

16. Practice relaxation techniques. During times of stress, try:

- deep breathing;
- muscle relaxation techniques;
- exercising;
- taking a walk;
- mentally rehearsing by mentally walking through an upcoming event;
- talking with a friend;
- listening to relaxing music;
- meditating;
- Engaging in an activity you enjoy to divert your attention.

TIME MANAGEMENT FOR REDUCING JOB STRESS

- Create a balanced schedule. Analyze your schedule, responsibilities, and daily tasks. All work and no play is a recipe for burnout. Try to find a balance between work and family life, social activities and solitary pursuits, daily responsibilities and downtime.
- Don't over-commit yourself. Avoid scheduling things back-to-back or trying to fit too much into one day. All too often, we underestimate how long things will take. If you've got too much on your plate, distinguish between the "shoulds" and the "musts." Drop tasks that aren't truly necessary to the bottom of the list or eliminate them entirely.
- Try to leave earlier in the morning. Even 10-15 minutes can make the difference between frantically rushing to your desk and having time to ease into your day. Don't add to your stress levels by running late.
- Plan regular breaks. Make sure to take short breaks throughout the day to take a walk or sit back and clear your mind. Also try to get away from your desk or work station for lunch. Stepping away from work to briefly relax and recharge will help you be more, not less, productive.

Task management for reducing job stress

- Prioritize tasks. Make a list of tasks you have to do, and tackle them in order of importance. Do the high-priority items first. If you have something particularly unpleasant to do, get it over with early. The rest of your day will be more pleasant as a result.
- Break projects into small steps. If a large project seems overwhelming, make a step-by-step plan. Focus on one manageable step at a time, rather than taking on everything at once.
- Delegate responsibility. You don't have to do it all yourself. If other people can take care of the task, why not let them? Let go of the desire to control or oversee

every little step. You'll be letting go of unnecessary stress in the process.

- Be willing to compromise. When you ask someone to contribute differently to a task, revise a deadline, or change their behavior at work, be willing to do the same. Sometimes, if you can both bend a little, you'll be able to find a happy middle ground that reduces the stress levels for everyone concerned.

CONCLUSION

The ability to manage stress in the workplace can not only improve your physical and emotional health, it can also make the difference between success or failure on the job. Your emotions are contagious, and stress has an impact on the quality of your interactions with others. The better you are at managing your own stress, the more you'll positively affect those around you, and the less other people's stress will negatively affect you. Job stress is often linked or equated with challenge, but the two are very different. Challenge motivates and energizes us psychologically and physically to learn new skills and master given tasks. When a challenge is met, we feel a great sense of accomplishment. We feel relaxed and satisfied. Challenge is beneficial in the work environment as it helps increase productivity. This is what people are referring to when they say - "a little bit of stress is good for you." It might be more accurate to say - "a little challenge is good for you." Take control of your situation - and fix it -- and you will have better mental and physical health, as well as better relationships with the people around you. But, not all stress is bad, and learning how to deal with and manage stress is critical to our maximizing our job performance, staying safe on the job, and maintaining our physical and mental health.

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