



## Job Satisfaction vs. Occupational Stress- An Empirical Analysis

### KEYWORDS

Employees, Human Resource Management, Universities,

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**ABSTRACT** *The present study investigates the relationship between the job satisfaction and occupational stress among Employees of Universities of Haryana. The sample of the study constitutes of 500 Employees engaged in different Universities of Haryana. The results of the study revealed that there is great negative impact of role of overload, role ambiguity, role conflict, unreasonable political pressure, responsibility for persons, under participation, poor peer relationship, intrinsic impoverishment, low status, strenuous working conditions powerlessness and unprofitability on job satisfaction of Employees of Universities of Haryana.*

### Conceptual Framework

Job Satisfaction is an emotional state resulting from the appraisal of one's job as achieving or facilitating the achievements of one's job values. It refers to how the employees view their work or degree to which they like their job. It is the degree to which one report satisfaction with various intrinsic and extrinsic features of job. Job satisfaction is expression of the relationship between what expectations from the job are and what the job provides him. It will be assessed by these items:

- Physical work conditions
- Rate of Pay
- Opportunity to use abilities
- Freedom to choose your own method of working
- Recognition you get for good work

Occupational stress includes role of overload, role ambiguity, role conflict, unreasonable political pressure, responsibility for persons, under participation, powerlessness, poor peer relationship, intrinsic impoverishment, low status, strenuous working conditions and unprofitability.

### Objective of the Study

The present study is taken up to achieve the following research objective:

**Ro:** To examine the relationship between the measures of job satisfaction and occupational stress among employees of Universities of Haryana.

### Research Methodology

The present study investigates the relationship between the measures of job satisfaction and occupational stress among Employees of Universities of Haryana. The sample of the study constitutes of 500 Employees engaged in different Universities of Haryana.

### Results and Discussion

As the study aims at identifying relationship between job satisfaction and occupational stress of Employees in Universities belonging to Haryana, correlation is applied.

**H<sub>4a:</sub>** There is negative correlation between the measures of job satisfaction and role of overload among Employees of Universities of Haryana.

**Result:** Employees perceives high level of stress on role of overload suggesting thereby that when the respondents' have to outgrow their previous performance on a role and take charge on the new role effectively, it produces stress on them.

**H<sub>4b:</sub>** There is negative correlation between the measures of job satisfaction and role ambiguity among Employees of Universities of Haryana.

**Result:** The correlation analysis shows that role ambiguity is significant predictor of job satisfaction.

**H<sub>4c:</sub>** There is negative correlation between the measures of job satisfaction and role conflict among Employees of Universities of Haryana.

**Result:** The correlation analysis shows that role conflict is significant predictor of job satisfaction.

**H<sub>4d:</sub>** There is negative correlation between the measures of job satisfaction and unreasonable political pressure among Employees of Universities of Haryana.

**Result:** From table we may conclude that there is negative correlation between **unreasonable political pressure and job satisfaction**. So, hypothesis is accepted.

**H<sub>4e:</sub>** There is negative correlation between the measures of job satisfaction and responsibility for persons among Employees of Universities of Haryana.

**Result:** From table we may conclude that there is negative correlation between **responsibility for persons and job satisfaction**. So, hypothesis is accepted.

**H<sub>4f:</sub>** There is negative correlation between the measures of job satisfaction and under participation among Employees of Universities of Haryana.

**Result:** From table we may conclude that there is negative correlation between **under participation and job satisfaction**. So, hypothesis is accepted.

**H<sub>4g:</sub>** There is negative correlation between the measures of job satisfaction and powerlessness among Employees of Universities of Haryana.

**Result:** From table we may conclude that there is negative correlation between **powerlessness and job satisfaction**. So, hypothesis is accepted.

**H<sub>4h</sub>:** There is negative correlation between the measures of job satisfaction and poor peer relationship among Employees of Universities of Haryana.

**Result:** From table we may conclude that there is negative correlation between **poor peer relationship and job satisfaction**. So, hypothesis is accepted.

**H<sub>4i</sub>:** There is negative correlation between the measures of job satisfaction and intrinsic impoverishment among Employees of Universities of Haryana.

**Result:** From table we may conclude that there is negative correlation between **intrinsic impoverishment and job satisfaction**. So, hypothesis is accepted.

**H<sub>4j</sub>:** There is negative correlation between the measures of job satisfaction and low status among Employees of Universities of Haryana.

**Result:** From table we may conclude that there is negative correlation between **low status and job satisfaction**. So, hypothesis is accepted.

**H<sub>4k</sub>:** There is negative correlation between the measures of job satisfaction and strenuous working conditions among Employees of Universities of Haryana.

**Result:** From table we may conclude that there is negative correlation between **strenuous working conditions and job satisfaction**. So, hypothesis is accepted.

**H<sub>4l</sub>:** There is negative correlation between the measures of job satisfaction and unprofitability among Employees of Universities of Haryana.

**Result:** From table we may conclude that there is negative correlation between **unprofitability and job satisfaction**. So, hypothesis is accepted.

**H<sub>4</sub>:** There is negative correlation between the measures of job satisfaction and occupational stress among Employees of Universities of Haryana.

**Result:** From table we may conclude that there is negative correlation between **occupational stress and job satisfaction**. So, hypothesis is accepted.

**Discussions**

Employees perceive high level of stress on role of overload suggesting thereby that when the respondents' have to outgrow their previous performance on a role and take charge on the new role effectively, it produces stress on them. When they are confronted with conflicting expectations from different role senders i.e. their boss and peers, there are too many expectations from their role set and they lack power or the amount of work they do might interfere with how well it is done, all these factors create high level of stress. This study concludes with suggestions directed to higher authorities of Universities in Haryana with a view to redesigning the work of Employees in "opportunity for all" programs.

The findings of the present study shows that all the measures of occupational stress such as role of overload, role ambiguity, role conflict, unreasonable political pressure, responsibility for persons, under participation, powerlessness, poor peer relationship, intrinsic impoverishment, low status, strenuous working conditions and unprofitability with job satisfaction are negatively correlated, which means increase in organisational stress decreases job satisfaction of Employees of Universities of Haryana. The findings of the study are in conformity with the earlier researches conducted by Landsbergis (1998); Terry et al (1993); Jick and Payne (1980); Prince et al (2005) and Dua (1994), they reported that respondents with high level of occupational stress show lower level of job satisfaction. A good amount of research supports the findings of the present that the measure role overload of occupational stress negatively correlates with job satisfaction (De Frank & Ivancevich 1998; Sparks & Copper 1999; Taylor et al., 1997 and Chandriah 2003). Similarly, the findings of the present study get support from previous findings of Aziz 2004 & Lim & Teo 1999 that the measure role conflict and role ambiguity of occupational stress negatively correlates with job satisfaction. The findings of the present study shows the measure role conflict and role ambiguity of occupational stress correlates negatively with job satisfaction which is in congruity with the findings of Balack & Davis 2010; Steven 2009; Communis 1990 and Naumann 1993.

**Table 1**  
**Correlation between Job Satisfaction and Occupational Stress Between Employees in Universities in Haryana**

Variables	Job Satisfaction	Occupational Stress	Role of Overload	Role Ambiguity	Role Conflict	Unreasonable Political Pressure	Responsibility for Persons	Under Participation	Powerlessness	Poor Peer Relationship	Intrinsic Impoverishment	Low Status	Strenuous Working Conditions	Unprofitability
Job Satisfaction	1	-.79**	-.22**	-.26**	-.25**	-.82**	-.50**	-.88**	-.27**	-.17**	-.13**	-.19**	-.05**	-.22**
Occupational Stress		1	.33**	.29**	.22**	.25**	.37**	.37**	.35**	.13**	.59**	.48**	.38**	.42**
Role of Overload			1	.24**	.34**	.17**	.23**	.25**	.53**	.25**	.15**	.29**	.27**	.35**
Role Ambiguity				1	.36**	.38**	.30**	.31**	.29**	.36**	.39**	.16**	.39**	.34**
Role Conflict					1	.39**	.39**	.39**	.27**	.26**	.27**	.24**	.20**	.23**
Unreasonable Political Pressure						1	.26**	.16**	.14**	.06**	.02**	.04**	.02**	.23**
Responsibility for persons							1	.47**	.31**	.16**	.26**	.06**	.06**	.14**

Under participation								1	.45**	.39**	.17**	.18**	.17**	.01**
Powerlessness								1	.40**	.35**	.23**	.29**	.11**	
Poor Peer Relationship									1	.21**	.28**	.12**	.19**	
Intrinsic Impoverishment										1	.35**	.23**	.33**	
Low Status											1	.16**	.16**	
Strenuous working conditions												1	.43**	
Unprofitability														1

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

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