

Periodic Research

Relationship between Job Satisfaction & Job Stress amongst Manager & Supervisors

(A Case Study of FMCG Sector in Udham Singh Nagar, District of Uttarakhand)

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Abstract

This study examines the relationship between job stress and job satisfaction amongst managers and supervisors. Data was collected from 25 managers and 35 supervisors in FMCG sector of Uttarakhand. Results show no significant differences in job stress and job satisfaction of managers and supervisors. However, supervisors experience low job satisfaction and they face job stress while in case of managers the two do not seem to associate.

Keywords: LEA- Long Employee Attitude Scale, SIDCUL-State Infrastructure Corporation of Uttarakhand Limited, Ho: Null Hypothesis, H1: Alternate Hypothesis.

Introduction

The term job satisfaction came into vogue when Hoppock (1935) published his classic work 'Job Satisfaction'. He defined job satisfaction as 'any combination of psychological, psychological, and environment circumstances that cause a person truthfully to say, I am satisfied with my job'. Milton Blum (1949) later on has pointed out that job satisfaction is the result of various attitudes the employee holds toward his job, toward related factors, and toward life in general. We say that job satisfaction is an attitude which results from a balancing and summation of many specific likes and dislikes experienced in connection with the job.

In job satisfaction, four parameters are involved: (i) The person's needs, values and character traits, (ii) The person's education, training, skill, experience etc. that determine his contribution to the job, (iii) Rewards the employer gives to him, (iv) Rewards given to other employees in this and other similar organizations. Different combinations of these factors account for satisfaction-dissatisfaction of employees. There are many theories of job satisfaction but each of these base their theory on a combination of a few only of the above four parameters. Thus each theory embodies a partial truth and none covers the entire spectrum of satisfaction-dissatisfaction.

From the practical point of view, the factors involved in job satisfaction can be classified in two: (i) Factors which generate a negative feeling of dissatisfaction in the person; (ii) Factors which lead to positive feeling of satisfaction. The fixed annual increment in salary is an example of the former; if not granted, dissatisfaction results; when given, it is forgotten and no increase in satisfaction follows. Incentive payment based on individual productivity, on the other hand, satisfies. Job security again acts as dissatisfiers. It is understood that classification of factors as satisfiers and dissatisfiers depends on the person, the organization and the socio-economic- technological environment of the particular society and is not universal. What is true for America is not necessarily true for India.

Job satisfaction is closely related to the gratification of needs. It is composed of effective, cognitive and behavioural elements. These elements vary in their intensity and consistency from one individual to another. Thus, job satisfaction is the satisfaction is the satisfaction derived from any pursuit directed by the process of the fulfillment of the needs. It is the favorableness or unfavorableness with which employees view their work. It results from specific attitudes of employees in three areas viz., specific job factors, individual adjustment on the job and group relationship.

Job satisfaction may refer either to a person or a group. It results from the best fit among job requirements, wants and expectations of an employee. It is used to express the extent of match between the employees' expectations of the job and the rewards that the job providers.

Stress is derived from the Latin word "Stringere" which means to draw tight. Stress is a dynamic condition in which an individual is confronted with an opportunity, demand or resource related to what the individual desires and for which the outcome is perceived to both uncertain and important (Cooper et. al.2002). Stress has been a focus of study in medical science where it has been defined as a perturbation of the body's homeostasis. This demand on mind body occurs when it tries to cope with incessant changes in life. In the organizational context, stress has been found to be experienced by employees during job insecurity, performance expectations, technology changes, and personal and family problems. A more generalized description is provided by Caplan et. al. (1975) who suggests that stress is any characteristic of the job environment. There have been many studies on the relationship between job stress and job satisfaction and these studies generally indicate that job stress and satisfaction are inversely related (Sullivan & Bhagat 1992). Stress is believed to cause depression, irritation, anxiety, fatigue and thus lower self-esteem and reduce job satisfaction. (Manivannam et. al. 2007). Job satisfaction or job dissatisfaction is often included stress research as a consequence of stress and a negative relationship between stress and job satisfaction is frequently reported.

Uttarakhand comprises of two divisions Kumaun and Garhwal region. If we talk about State Infrastructure Development Corporation of Uttarakhand Ltd (SIDCUL). One is developed in Kumaun region especially in district of Udham Singh Nagar and another is developed in Garhwal region specially spread in Haridwar and Dehradun districts. For proposed study only one SIDCUL situated in Udham Singh Nagar of Uttarakhand is taken.

Udham Singh Nagar district, the biggest of Uttarakhand state is situated in North of the state at tarai area of the state. This district is prosperous in terms of agriculture and industrial development. Earlier government of India had emphasized its attention on this district for the development of agriculture based industries and other industries. The industries like century pulp and paper Ltd. Pepsi co. holdings (India) Ltd. Mahindra & Mahindra Ltd., Shri Ram Honda India Ltd., Philips India Ltd., had established before 2000. The government of newly formed state of Uttarakhand has formed an SIDCUL to govern, promote and attract industrialists in the state. These industries are categories as newly established industries.

There are many industries based on IT sector, FMCG sector, Automobile sector and pharmaceutical sector running successful & earning high profit and contributing in making economy strong.

Review of Literature

The relationship between stress and job satisfaction has been studied in a variety of professions. A study by Chung and Fong (1990) on general medical practitioners in Hongkong found that though the medical practitioners' job is considered as hard work, majority of the practitioners were generally satisfied with their work. In another study on military pilots, Ahmadi and Alireza (2006) found that during peace times in Iran. 13.5% pilots out of 89 military pilots studied experienced high stress. Another study on role stress of scientists and defence personnel in the Antarctic expedition by Roy and Dev (1999), role stress was found to be correlated with job related tension and alienation. In the expedition, both scientists and defence personnel had to play roles that were not in conformity with their occupation. The observation suggested that both the groups would perceive some difficulty in integrating the different roles assigned to them while they were in Antarctica.

There have been other studies on different professionals on their experiences on job satisfaction and role stress. For example Soleiman et. al. (2007) studied organizational role stress among medical school faculty members in Iran and found that role stress was experienced comparatively in higher degree among faculty members.

Chandraiah et.al.(2003) studied the effect of occupational stress on job satisfaction among 105 managers of different age groups and found a positive relationship between role stress and job satisfaction amongst older managers.

Richardson and Burke (1991) studied occupational stress and job satisfaction among physicians. Major sources of stress as indicated were time pressures on the job, and major sources of satisfaction were relationships with patients and colleagues. Correlations indicate that for both female and male physicians high levels of occupational stress was associated with less satisfaction with medical practice and more negative attitudes about the medicare system and health care in general, and high job satisfaction was related to fewer specific work stressors and more positive attitudes about health care. Similarly in another study, Healy and McKay (1999) found that amongst nurses higher levels of reported nursing stress were associated with lower levels of job satisfaction.

Once again, among the medical professional, Pestonjee and Mishra (1999) examined role stress and job satisfaction amongst junior and senior doctors and found that job satisfaction variables correlated negatively with all the dimensions of role stress in the case of both the groups. As far as teaching profession is concerned, Singh (2007) studied the effects of stress on job satisfaction and work values among female teachers of secondary schools and found that stressed and dissatisfied teachers had less attachment with their institution and less dedication to their profession. In the US context, Langford (1987) examined the relationship between stress and job satisfaction amongst boarding academy teachers and found that stress was a significant determinant of teacher job satisfaction.

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Similar findings on the relationship on primary teachers are reported by Chaplain (2001). Literature on the relationship between stress and satisfaction across a variety of professions shows an inverse relationship between them.

Objectives and Research Methodology

This study examine the relationship between Job Stress and Job Satisfaction amongst managers & supervisors of FMCG sector in Udham Singh Nagar of Uttarakhand.

Based on survey of literature and an examination of existing measures on stress, 26 items questionnaire given by Dr. H.C. Ganguli in which 20 items were related to job stress and six items were identified for job satisfaction has been taken into the consideration. This was presented to senior managers & supervisors and they were asked if the statements measured job stress on the face. All 26 items were found to have face validity. These items were presented to the respondents and they were asked to indicate their agreement or disagreement to these statements on a five point scale.

This is further supported in a study by Wanous and Lawler (1974) who found that 23 operational definitions based on 23 facets of job satisfaction did not yield empirically comparable measures of satisfaction. Therefore, job satisfaction was directly measured to get an overall index of satisfaction. In addition some demographic details were sought. The sample consisting 25 managers and 35 supervisors from Nestle, Bisleri, Dabur & HUL.

Selected Organization	Managers	Supervisors	Total
Nestle	6	9	15
Bisleri	6	9	15
Dabur	6	9	15
HUL	7	8	15
Total	25	35	60

Sources of Data

The study is based mainly on primary data which is collected from managers (both senior & junior), supervisors of FMCG Sector.

Methodology

The methodology adopted in collecting the data, selection of the sample, analysis of data and interpretation of data is presented below:

Techniques of Data Collection

For the purpose of collecting primary data from the managers, supervisors of SIDCUL region of Udham Singh Nagar, the questionnaire based on LEA (Long Employee Attitude Scale) developed by Dr. H.C. Ganguli consisting of all the 26 items relating to job satisfaction have been used. 26 items of LEA scale are related to nature of work, income, security, supervision, colleagues, promotional & training opportunities, welfare activities, union management relation, companies policy etc. Apart from questionnaire method, group discussion, observation techniques have been adopted to elicit adequate information from the respondents.

Sample Design

For the purpose of selecting the sample for managers, supervisors in selected organizations purposive sampling technique has been adopted. The

sample respondents are selected from three categories i.e., managers, supervisors. For this purposive a list of managers, supervisors & workers of selected organizations was obtained. The sample size for the study is 60.

One of the widely used approaches to measure the overall job satisfaction of managers and supervisors is by identifying the number of satisfied and dissatisfied managers, supervisors & workers in the selected FMCG organizations situated in Udham Singh Nagar district of Uttarakhand. 26 job related factors have been identified (as per the employee attitude scale given by Dr. H.C. Ganguli). These factors are:

1. Achievement
2. Nature of work
3. Interest in job
4. Visible result
5. Salary
6. Job security
7. Responsibility
8. Recruitment policy
9. Self-respect
10. Work environment
11. Sense of belongingness
12. Performance
13. Prestige attached to the job
14. Recognition
15. Work group
16. Opportunity for advancement
17. Authority and power
18. Company policy and administration
19. Technical supervision
20. Personal life
21. Training & Education
22. Freedom of expression
23. Association
24. Personal benefit
25. Betterment
26. Interpersonal relationship

In order to measure job satisfaction, the responses for each statement have been obtained on a five point Likert- scale with ratings

1. Highly satisfied (SS)
2. Satisfied (S)
3. Middling or average (M)
4. Dissatisfied (D)
5. Highly dissatisfied (DD)

Table-1

Positive Statements	Weights	Negative Statements	Weights
Highly satisfied	5	Highly satisfied	1
Satisfied	4	Satisfied	2
Middling	3	Middling	3
Dissatisfied	2	Dissatisfied	4
Highly dissatisfied	1	Highly dissatisfied	5

Sample Profile

To measure level of job stress, out of 26 items given by Dr. H.C. Ganguli (LEA scale) 20 items are taken for the measurement of job stress. In order to arrive at a single score for each of the respondent, their responses on these 20 items were inter-

correlated suggesting thereby that majority of items were added together to get a single score for job stress which ranged between 54 to 82. Six items are considered for job satisfaction.

Hypothesis

Based on the review of literature and variations in job profiles of managers and supervisors, this study examines the following hypothesis:

Ho

There are no significant differences in the job stress and job satisfaction scores of managers and supervisors.

H1

There are significant differences in the job stress and job satisfaction scores of managers and supervisors.

In order to test the hypothesis that the job stress and job satisfaction scores of managers and supervisors are different, mean and standard deviation estimates, were calculated for each of them.

Table 2 presents the stress score of managers and supervisors.

In order to test the hypothesis that there is no significant difference in the job stress level of managers and supervisors, a t-test of unequal sample size was calculated. The result shows that there is no significant difference in the job stress between the managers and supervisors. ($t=0.51$; $dof=58$)

Table-2: Job Stress

	Number	Mean	Standard Deviation
Managers	25	68.7	9.59
Supervisors	35	48.91	10.37

Table 3: Presents the mean and standard deviation estimates of job satisfaction for managers and supervisors.

	Number	Mean	Standard Deviation
Managers	25	31.48	6.13
Supervisors	35	24.81	4.23

The results of the t-test show that there is no significant difference in the job satisfaction score of managers and supervisors. ($t=0.37$; $dof=58$)

Limitation of the Study

1. The job satisfaction is complex behavioral aspect which can be examined from various angles. The study examines these aspects from selected dimensions only.
2. In the process of obtaining the views relating to various statements, it is found that certain statements were not understood by respondents. In such cases, sufficient explanation is given to understand the meaning of the statement. However, adequate care is taken to see that opinions are not imposed on the respondents.
3. The data for the present study is collected from the managers, supervisors only. Trade unions, middle level and top level executives are not included in the analysis. Therefore, the study reflects the views of selected categories of organization members only.
4. Though the study aims at examining job satisfaction of selected organizations of SIDCUL

region of Udham Sing Nagar of Uttarakhand, the in-depth analysis is restricted to selected units only.

5. The analysis on job satisfaction is carried out only on the basis of identified factors/dimensions only given by Mr. H.C. Ganguly. However, it is possible that there may be other factors which might not have been included in these statements.

Discussion

This study was conducted to examine the relationship between job satisfaction and job stress among managers and supervisors. Both managers and supervisors have to deal with a number of people and their success on the job, to a large extent, depends on their own work. While there are some similarities between managers' and supervisors' jobs in the sense that both managers and supervisors need to plan, direct, supervise and guide their subordinates and workers respectively. Managers have to work with educated mass and adults who have already formed their perceptions and biases. Majority of the workers show their hard work with regard to assigned task and work performance. As far as supervisors are concerned the results suggest that the greater the job satisfaction, the lower the stress. Perhaps the variables leading to stress at job for supervisors training & Education, Authority & power, interpersonal relationship, self-respect, associations, company policy & administration, freedom of expression, opportunity for advancement, prestige attached to the job, nature of work, recognition, performance appraisal, sense of belongingness, personal life and work environment.

Variable leading to job satisfaction of supervisors is responsibility given to them in performing their duties. They might be satisfied with the nature of work performed. Achievement, interest in job, interpersonal relationship, job security, visible results, salary, and prestige attached to the job and work group are other indicators influencing the satisfaction level of the supervisor.

The results of the study show that there is a possibility of negative relationship between job satisfaction and stress among managers. However, it does not reach the critical level required for it to be statistically significant. Perhaps the variables leading to job satisfaction do not involve stress experienced during the job of a manager. Managers have a variety of roles to play. Some of these may lead to high degree of job satisfaction irrespective of the job stress experienced, for example degree of independence and authority, high salary, new challenges etc. By the same token there might be variables in the job which may lead to high degree of job stress independent of the job satisfaction for example, long working hours, too many meetings, meeting targets, fiscal accuracy, dependence on others for getting their job done. Unless specific stress factors are invoked, job satisfaction may not be impacted.

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