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Factors Contributing To Job Stress of Garments Sector Manager in Bangladesh

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Abstract

Stress is a part of life. Employers today are critically analyzing organizational stress management issues which contribute to lower job performance. A manager working in the garments sector, which is the largest (18 percent) contributor of GDP in Bangladesh, is under a great deal of stress in their work due to physical, psychological and financial imbalances (Ashraf and Strumpell, 2011). This study assumes that these stresses ultimately have an economic implication for their organization. The purpose of this study is to identify the work related stress factors and it effects on the task performance of the managers, working in this sector. A survey was conducted in 869 garment factories in two sub-district of Dhaka. The primary data were collected from 284 respondents from those selected factories through self-interviews using structured questionnaires. A factor analysis is conducted to identify the factors related with job stress and it indentified the factors such as job uncertainty, long working hour, less time for family, lack of administrative support and work overload are significantly related with job stresses. Then a regression analysis was carried out that reveals the extent of contribution of different factors on job stress of the garment sector managers in Bangladesh. Findings from the regression analyses showed that job uncertainty, long working hour, less time for family and lack of administrative support are significantly and positively related and increased job stress for managers. On the other hand, the findings of the study revealed that work overload does not have any significant effect on stress.

Keywords: Job stress, Job Performance, Stress related factors, Regression analysis, Garment sector manager, Factor analysis.

1.0 Introduction

In recent times, managers of industrial sectors undergoes through a great deal of job stress due to physical, psychological and financial imbalances in their life that in turn, exerts significant economic implications for the organization. Moreover, managers from every sector of economy are bearing this burnt of job stress, and consequently, they are losing their confidence thus refusing to take responsibilities in job, getting irritated, remaining dissatisfied with their job; and all these in various combinations ultimately resulting in a detrimental effect on a managers' job performance. On the whole, work stress is impacting a manager's day to day life, affecting his relationship with his/her family members, and organization where s/he is employed. Predominantly, garment sector is the one in which managers' are highly affected by job stress due to many factors such job uncertainty, long working hours, work overloads, lack of administrative supports, and work-life balance. Therefore, the employers are supposed to identify the symptoms of job stress, and must have the necessary knowledge and skills for managing and reducing the stress level of its employees before the organization itself becomes endangered.

2.0 Objectives of the Study

The purpose of this study is to identify the job related stress factors and their effect on the task performance of the managers working in the garments sectors in Bangladesh

Specific object:

- To evaluate the contribution of each factor on overall job stress and their effect on task performance of the managers working in the garment sector
- To suggest some measures towards effectively coping with stresses in improving managers' task performance in garments companies in Bangladesh

3.0 Literature Review

"Work stress is defined as the harmful physical and emotional responses that occur when job requirements do not match the worker's capabilities, resources, and needs"(National Institute of Occupational Safety and Health Report,1999). It is recognized world-wide as a major challenge to individual mental and physical health, and organizational health (ILO 1986). Stressed workers are also more likely to be unhealthy, poorly motivated, less productive and less safe at work. And their organizations are less likely to succeed in a competitive market. By some estimates work-related stress costs the national economy a staggering amount in sick pay, lost productivity, health care and litigation costs (Palmer et al. 2004), Jackson and Schuler (1985), Abramis (1994), and Tubre, Sifferman, and Collins (1996) conducted meta-analyses on the results of research that examined the relationship between role stressors and subjective indicators of performance. These findings suggest that there is considerable variation among the correlations across these studies. Furthermore, the average correlation between role stressors and performance ratings from supervisors or peers was very modest though slightly higher correlations were observed between role stressors and self-assessments of performance. Xie and Johns (1995) posited a U-shaped curvilinear relationship between job scope and the stress variables of emotional exhaustion and anxiety, suggesting that both high and low scope may be dysfunctional. In their study a curvilinear relationship was found with exhaustion, while anxiety had a more typical negative association with the job scope measures. Stress positively affects up to tolerable level and when it exceeds this level, it has negative impact on employee performance (Laiba Dar, 2011). Stress exists in every organization either big or small the work places and organizations have become so much complex due to which it exists, work place stress has significant effects over the employees job performance, and the organizations in UK are trying to cope with this scenario, (Anderson, 2003).

Job performance is arguably one of the more important dependent variables of interest to educators, businesses, the government, and society. Researchers and businesses are just now reaching consensus on common definitions and conceptualizations of individual level job performance. Rotundo (2000) presents an integration and summary of the body of literature that has emerged in defining job performance. Key themes from this review are highlighted below combined with a discussion of more recent literature. The end product is a definition of job performance that incorporates the ideas from prior research.

Aryee et al., (1999) state, changing economic trends, demographic shifts, technological advances and competitive forces have made the work-life balance a pertinent area of concern to scholars, individuals and organizations across the globe (as cited in Baral et al., 2011, p. 220). A lot of researches have been done to identify an acceptable definition of 'work-life balance'; still there is a very little evidence to get an ideal definition so far. Most of the major reviews of work-family relations either do not mention work-family balance or mention balance but do not explicitly define the concept (Greenhaus, et al., 2003).

4.0 Research Methodology

The methodology here is a combination of qualitative and quantitative aspects. Qualitative method includes primary data collection through structured questionnaires. A detail research work was conducted to achieve the objectives of the study. A structured close ended questionnaire using 5 point likert scale

4.1 Sampling and data collection

A survey was conducted in garment factories in Saver and Ashulia sub-district of Dhaka. A total of 400 questionnaire forms were delivered to respondents through of which 284 feedbacks was received. As all the respondents were literate, they were requested to self-administer the questionnaire. The respondents filled in

through electronic media the questionnaire in which their identities were anonymous. The frame of respondents of the research comprised of mangers' of garment factories with in Saver and Ashulia sub-district of Dhaka.

4.2 Questionnaire design and pretesting

A structured, close ended questionnaire using 5 point Likert Scale with end points ranging from strongly agree (5) to strongly disagree (1) on selective factors of job stress was developed for the research. The questionnaire also included necessary socio economic and demographic information. Initially, a draft questionnaire was prepared based on secondary research and extensive brainstorming. The questionnaire was verified in a validation meeting consisting of professionals from the garments sector. The professional finally verified the factors explaining the job stress. It was pretested on a sample of 35 selected respondents and necessary adjustment was done.

4.3 Data Analysis

The aim of the research is to increase the current understanding of the factors that influence managers job stress in garments sector. Frequency distribution was obtained to check for data validity. The data for the study were analyzed using descriptive and inferential analysis.

Three types of analysis were carried out on this study:

- Descriptive Analysis to explain the respondent Characteristics
- Factor analysis to group the response into the hypothesized quality attribute
- Reliability Analysis
- Regression analysis to find out if and to what extend the quality attributes explain job stress of the managers' working in garments sector in Bangladesh
- The collected data was computerized and the final analysis was performed using the Statistical Package for Social Sciences (SPSS) 20.0 Version.

4.4 Hypothesis of the Study

The hypotheses of the study are as follows:

H1 : Job uncertainty does not have a negative effect on job stress

H2 : Long working hour does not have a negative effect on job stress

H3 : Work overload does not have a negative effect on job stress

H4 : Lack of administrative support does not have a negative effect on job stress

H5 : Less time for the family does not have a negative effect on job stress

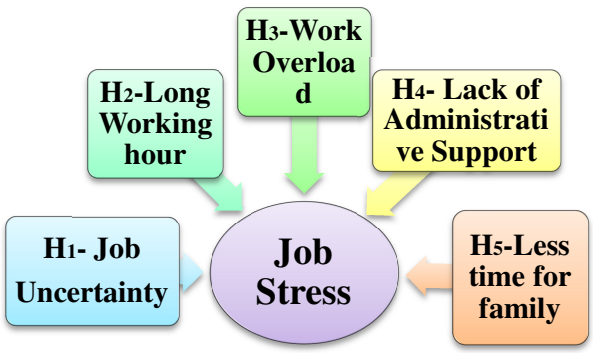

Figure 1: Hypothesis Model

5.0 Analysis of Findings:

5.1 Analysis of General Dimensions:

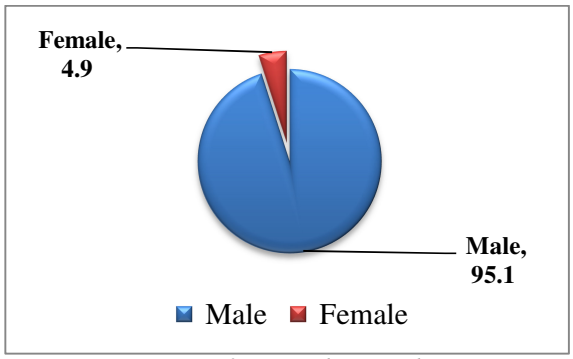

Figure 2: Respondents Gender

The figures below summarize the respondents according to their gender, age, income and job experience and education. Male garment managers made the healthy proportion of the sample size. A 95.1 percent of the respondents were male (Figure 2).

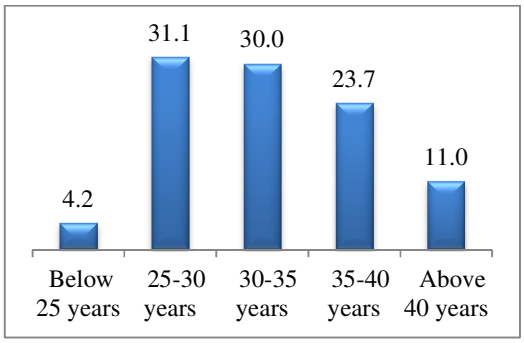

Figure 3: Respondents Age

About 84.8 percent of the respondents were within the age of 25-40 years (Figure 3).

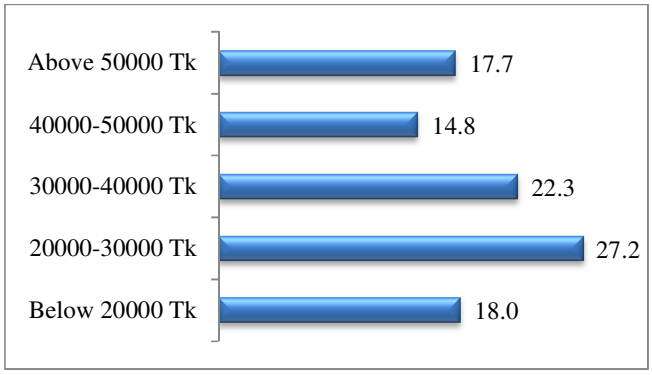

Figure 4: Respondents Income

A 18 percent of respondents belongs to the lowest income (less than or equal to Bangladeshi Taka 20,000 per month). About 27.2 percent of respondents fell into income BDT 20,000 to 30,000 per month which is the most frequently reported by the respondents, while 22.3 percent lie into the income of BDT 30,000 to 40,000.The rest 32.5 percent fit into the highest income (over BDT 40,000) (Figure: 4)

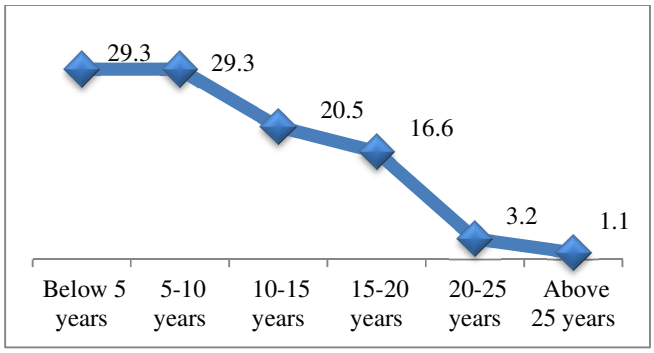

Figure 5: Respondents Job Experience

Among the respondents 58.6 percent employees have less than 10 years job experience and the 41.4 percent employees are more than 10 years professional experience (Figure:5). It is notable only 1.1 percent respondents have more than 25 years of job experience.

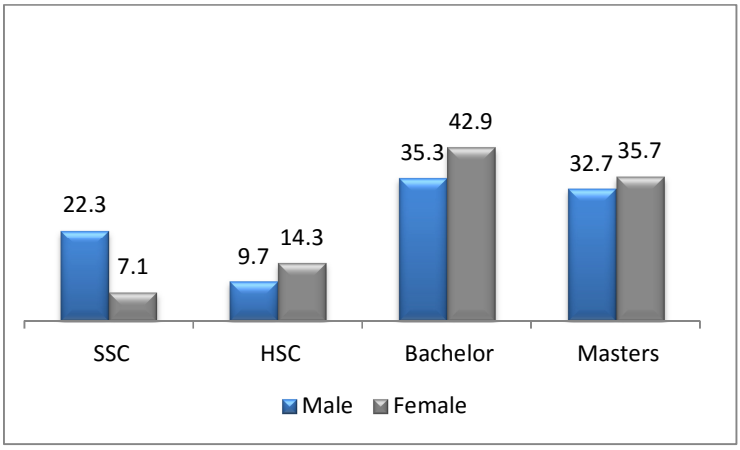

Figure 6: Respondents Education based on Gender

Among the respondents 35.3 percent male and 42.9 percent female employees are Bachelor and 32.7 percent male and 35.7 percent female managers are post graduate (Masters). On the other hand 22.3 percent male and only 7.1 percent female are below SSC (Secondary School Certificate) (Figure: 6).

5.2 Analysis of Results of Factor Analysis

The factor analysis was conducted using principal axis factoring with varimax rotation as an extraction method (Nummenmaa et al., 1996.p 244). The Bartlett's test of Sphericity confirmed that the variables within factors are correlated (Table 1). Factor analysis of 16 items of job stress was done to check the grouping of response.

Table 1: Factor Analysis of Job Stress (Independent Variable)

Component Matrix[a]

	Component				
	1	2	3	4	5
Feel frustrated on the job	0.774	0.159	0.472	0.097	0.375
Get upset in the job more than usual	0.637	0.009	0.538	0.135	0.304
Blame myself for anything bad that happens on the job	0.394	0.519	0.114	0.478	0.053
Always worried to lose job	0.800	0.347	0.146	0.014	0.256
Need to work extra hours every day without overtime	0.935	0.360	0.333	0.131	0.238
Need to work more than 10 hours in day	0.669	0.284	0.069	0.174	0.568
Productivity without overworking	0.204	0.102	0.506	0.714	0.671
Department is understaffed	0.273	0.259	0.090	0.096	0.529
There is too much pressure from the job	0.615	0.348	0.013	0.288	0.081
Hurry or rush to complete deadline at work	0.018	0.072	0.624	0.142	0.204
Sometimes feel more frustrated with my subordinates and peers	0.621	0.046	0.160	0.262	0.134
Shortage of required materials put in frustration	0.121	0.236	0.389	0.522	0.256
Lack of logistics put in pressure	0.411	0.384	0.528	0.302	0.161
Often work for holidays	0.720	0.817	0.105	0.014	0.102

Factor	Eigen values	% of Variance	Cumulative
1	3.634	22.711	22.711
2	2.196	13.723	36.435
3	1.469	9.182	45.617
4	1.226	7.661	53.278
5	1.078	6.738	60.016

5 components extracted

Extraction Method: Principal Component Analysis

Rotation method: Varimax with Kaiser Normalization

Factor analysis extracted five (5) major factors which influences job stress of the garment managers. These identified factors represent 60.016 percent of the variance of the variables. Table 2 shows the items that are included in each factor

Table 2: Grouping of Items in Each Factor

Factor 1	**Job Uncertainty**	▪ Feel frustrated on the job ▪ Get upset in the job more than usual ▪ Blame myself for anything bad that happens on the job ▪ Always worried to lose job
Factor 2	**Long Working hour**	▪ Need to work extra hours every day without overtime ▪ Need to work more than 10 hours in day ▪ Productivity without overworking
Factor 3	**Work Overload**	▪ Department is understaffed ▪ There is too much pressure from the job ▪ Hurry or rush to complete deadline at work
Factor 4	**Lack of Administrative support**	▪ Sometimes feel more frustrated with subordinates and peers ▪ Shortage of required materials put in frustration ▪ Lack of logistics put in pressure
Factor 5	**Less time for family**	▪ Often work for holidays ▪ Sometimes unable to sleep because of work pressure ▪ It's not possible to spend quality time with family in the weekends

5.3 Analysis of Regression Model

The above model explains roughly more than 89.3 percent of the variability in the dependent variable (Nagelkerke R Square = 0.893). Also the Hosmer and Lemeshow Test (estimated value of test statistic = 3.744 with 13 percent level of significance) suggests that the model fits with the data. However, the sample size is not large enough to make certain conclusions.

Analysis also suggest that the overall predictive capacity of the above mentioned model is 83 percent which is higher compared to the null model of the dependent variable (overall predictive capacity of null model was 72 percent).

The level of significance of independent variables suggest that only four of the independent variables namely Job uncertainty, long working hours, lack of administrative support and less time for family are significantly positively related (unstandardized B coefficients are positive) to the dependent variable (Job stress category). However, work overload is not identified as a significant factor for Job stress. This suggests that each unit increase in any of the above mentioned independent variables increases the possibility of Job stress. The unstandardized B coefficient suggests that 1 unit increase in Job uncertainty is associated with $e^{1.691}$ (similar to odds ratio) unit increase in Job stress. The estimated standardized B coefficients suggest that lack of administrative support has the greatest influence on Job stress compared to any other variable.

The estimated odds ratio suggest that there is 5.4 times greater likelihood of Job stress if Job uncertainty increase, such effect is 5 times for long working hours, 6.6 times for less time for family and 7.5 for lack of administrative support controlling for the other associated factors.

Table 3: Regression Results (Significant factors, Dependent Variable: Job Stress)

	Unstandarized-B	S.E.	Significance	Exp(B)	95% C.I. for EXP(B)	
					Lower	Upper
Constant	-4.862	.752	.000	.008		
Job Uncertainty	1.691	.362	.000	5.425	2.666	11.036
Long working hour	1.610	.384	.000	5.001	2.355	10.620
Work overload	.591	.436	.175	1.806	.769	4.241
Lack of administrative support	2.015	.479	.000	7.501	2.931	19.193
Less time for family	1.899	.362	.000	6.681	3.289	13.571

5.4 Analysis of Reliability Analysis

In general, the computation of coefficient alpha involves the matrix of correlations or covariance's among all items of a scale. For Cronbach's alpha, the Pearson covariance matrix is routinely used. The inter-item (5 factors identified through factor analysis) correlation matrix (Table 3) does not reveal any strong association among factors themselves.

Table 5 describes that scale mean and scale variance reaches its peak if work overload is removed from analysis. However, the Cronbach's alpha continues to increase with the inclusion of each factor. Hence, work overload remains a factor to determine the level of Job stress. Also the values in the column 'Corrected Item-Total Correlation' are the correlations between each item and the total score combining all items. All the values in this column are greater than 0.3 which qualifies for further analysis.

Cronbach's alpha reliability coefficient normally ranges between 0 and 1. However, there is actually no lower limit to the coefficient. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. George and Mallery (2003) provide the following rules of thumb: "_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and _ < .5 – Unacceptable" (p. 231). In this case alpha is slightly over 0.7 which is acceptable according to the referred scale.

Table 4: Inter-Item Correlation Matrix

	Job Uncertainty	**Long Working hour**	**Work Overload**	**Lack of Admin. support**	**Less time for family**
Job Uncertainty	1.000	0.443	0.343	0.318	0.3129
Long Working hour	0.443	1.000	0.348	0.420	0.4120
Work Overload	0.343	0.348	1.000	0.412	0.314
Lack of Admin. support	0.3183	0.420	0.4123	1.000	0.312
Less time for family	0.3129	0.412	0.314	0.312	1.000

Table 5: Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Job Uncertainty	34.1625	38.839	.525	.248	.567
Long Working hour	34.9329	45.347	.547	.254	.561
Work Overload	35.0141	53.773	.422	.170	.636
Lack of Admin. support	34.6678	51.407	.425	.134	.630
Less time for family	36.6855	49.181	.311	.107	.701

6.0 Recommendations and Conclusion

The primary objective of this study was to study the job stress of the mangers working in the garment sectors in Bangladesh. It is anticipated that research information provided by the current study will prove useful to garment industry to reducing the stress levels of the managers. With the factor analysis, the overall stress of the mangers working in the garment sectors in Bangladesh is associated with five factors such as, job uncertainty, long working hour, less time for family, lack of administrative support and work load. The results of the regression analysis conducted on the five factors indicate that job uncertainty, long working hour, less time for family and lack of administrative support were found to be the most influential factors explaining the stress level of the managers working in the garment sectors. Findings refer to the fact that work load has no statistically significant effect on stress. If these stress factors are addressed positively at the work place, overall stress level may be reduced significantly. From a theoretical point of view, the results presented in this study, contributed to the existing literature in a number of ways. First, the research makes a contribution to job stress literature by providing insights on the factors that seem to affect the stress level of the managers working in the garment sectors. Secondly, the research contributes to the job stress literature by suggesting job uncertainty, long working hour, less time for family and lack of administrative support were to be more influential factors of causing stress. From the managerial point of view, this research can facilitate the policy maker to improve the overall working environment. Organizations might consider some methods to reduce the stress level of the managers , such as, by allowing flexible wok hour, motivating employees, emphasis on more administrative support ,improving organizational communications, developing a performance planning program, job redesign, counseling program, and wellness programs. Despite the merits of this research, it has certain limitations that should be recognized. First, the research is based on two sub-district of Dhaka city only. Other metropolitan cities are much different in many aspects. So, factors should be considered to take decision on the overall job stress of the mangers working in the garment sectors in Bangladesh. Secondly, a total of 400 questionnaire forms were delivered to respondents through of which 284 feedbacks was received (71 percent). To get more accurate results, one should consider the total process with a large number of samples. These limitations pave the way to future research. An interesting avenue for future research could be a detailed study of job stress in both inside EPZ and outside EPZ garment industries in Bangladesh. In addition, a comparative study on causes of stress among different professionals can also be executed.

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