# Job Involvement and Job Stress Perceived by the Employees – An Empirical Study

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**Abstract**
The main aim of the study is to find out the Job involvement and Work Stress prevail among the employees in private sector at Tiruchirappalli District. The researcher like to find out the association and difference between the social demographic variable with the Job involvement and Work Stress and also to provide suitable suggestion to improve the employee standard. The researcher formulated five hypothesis for this present study. The research is descriptive in nature because the researcher like to describe the characteristic of the respondents. The universe of the study consists employee from 10 different industry. From the universe the researcher adopted stratified dis propionate random sampling using lottery method the data was be collected from 500 respondents. To measure the level of job involvement, the researcher used the standardized tool developed by Agarval (1972). The questionnaire consists of five dimensions namely and to measure the level of stress, Linkers (1998)scale was used. The questionnaire consists of two dimensions. Questionnaire method were adopted to collect the data from the respondents. Statistical Package for Social Science (SPSS) were adopted for analyzing the collected data. While analyzing the dimension more than half 53.2 percent of the respondent have low level of Job Analysis and less than half 46.8 2 percent of the respondent have high level of Job Analysis. More than half 56.8 percent of the respondent have low level of Job Interest and less than half 43 2 percent of the respondent have high level of Job Interest. More than half 55.2 percent of the respondent have low level of Job Autonomy and less than half 44 8 percent of the respondent have high level of Job Autonomy. More than half 50.8 percent of the respondent have low level of Job Motivation and less than half 49 2 percent of the respondent have high level of Job Motivation. More than half 53.2 percent of the respondent have low level of Job Commitment and less than half 46 8 percent of the respondent have high level of Job Commitment and the overall Job involvement reveals more than half 51.6 percent of the respondent have low level of Job involvement and less than half 48 4 percent of the respondent have high level of Job Involvement. While analyzing the stress level more than half 55.6 percent of the respondent have low level of individual stress and remaining 44.4 percent of the respondent have high level of individual stress. Slightly more than half 50. 4 percent of the respondent have low level of organization stress and less than half 49.6 percent of the respondent have high level of organization stress. While analyzing the overall stress level it reveals that slightly more than half 50. 8 percent of the respondent have low level of stress and less than half 49.2 have high level of stress.
**Keywords**: Job Involvement, Stress, Employee, respondent

## 1. Introduction

In the opinion of Lodahl & Kenjer (1965), who developed the most celebrated and widely used measure of job involvement, this primary work attitude - job involvement affects people for whom his/her job constitutes the most important portion of life. Thus, we can conceptualize job involvement as "the degree to which a person identifies psychologically with his/her work or the importance of work in his total self-image. So, in a way, job involvement refers to the internalization of values about the goodness of work or the importance of work in the total worth of the person, and thereby it provides an insight about the ease with which the person can be further socialized by the organization, in the organization. So, job Involvement is a cognitive belief state reflecting the degree of psychological identification with one's job (Lawler (III) & Hall, 1970; Rabinowitz & Hall, 1977). Most of the factors that cause stress in the organization are in the hands of the management. It depends on the management how does it keep a control and modify them. Also, the level of stress an employee experiences largely depends on the type of the job and the experience of the employee. Some jobs are more stressful than others. Likewise, more experienced employees can better handle a stressful situation then an inexperienced employee.

## 2. Review of Literature

Srivastava and Krishna (1992) compared the level of job involvement and mental health on employees in the private and public sector organization. They found that employees of private sector organizations where significantly more involved in their jobs as compared to public sector organizations. Naaz (1999) studied the job involvement of textile mill workers in relation to job characteristics and demographic variable. Result indicated that the skill variety in one of the component. The result also indicated that the task identity and skills variety were found predictors of job involvement. Anitha R(2014) made a study on Job Involvement With Special Reference to Marketing Professionals in Coimbatore. The study concluded that moderate level of job

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involvement was found among the marketing professionals.

Viljoen and Rothmann, (2009) have investigated the relationship between occupational stress, ill health and organizational commitment. They found that organizational stressors contributed significantly to ill health and low organizational commitment. Kavitha(2012)in her research titled ─Role of stress among women employees forming majority workforce at IT sector in Chennai and Coimbatore, she has focused on the organizational role stress for the employees in the IT sector. She found in her research that, women face more stress than men in the organization and she viewed to be more specific married women faces more stress than the unmarried women. Santosh Kumar (2016) made a study on Occupational Stress among BPO workers and found that BPO workers have moderate occupational stress and there is no significant difference in occupational stress among the male and female BPO workers

## 3. Research Methodology

The main aim of the study is to find out the Job involvement and Work Stress prevail among the employees in private sector at Tiruchirappalli District. The researcher like to find out the association and difference between the social demographic variable with the Job involvement and Work Stress and also to provide suitable suggestion to improve the employee standard. The researcher formulated five hypothesis for this present study. The research is descriptive in nature because the researcher like to describe the characteristic of the respondents. The universe of the study consists employee from 10 different industry. From the universe the researcher adopted stratified dis propionate random sampling using lottery method the data was be collected from 500 respondents. To measure the level of job involvement, the researcher used the standardized tool developed by Agarval(1972). The questionnaire consists of five dimensions namely and to measure the level of stress, Linkers (1998)scale was used. The questionnaire consists of two dimensions. Questionnaire method were adopted to collect the data from the respondents. Statistical Package for Social Science (SPSS) were adopted for analyzing the collected data.

## 4. Findings

It show when we analyses the age of the respondent less than three fourth 69.4 percent of the respondents are in the age group of 31 – 40 years, one fourth 24.6 of the respondents are in the age group of below 30 years and very few 6 percent of the respondents are in the age group of above 40 years. The mean score say that majority of the respondent are adults. As the mean age of the respondent is 38, majority of the respondent 66.8 percent of the respondent got married and less than one third 33.2 percent of the respondent were single. While analyzing the department majority 64 percent of the respondent are skilled, less than one fourth 19.2 percent of the respondent were semi-skilled and remaining 16.8 percent of the respondent were unskilled workers .While analyzing the membership in the trade union more than half 51.6 percent of the respondent are not member in any trade union in other way majority of the industries does not encourage the employee to be the member of trade union. Less than half 48.4 percent of the respondent are member in trade union.

While analyzing the dimension more than half 53.2 percent of the respondent have low level of Job Analysis and less than half 46.8 2 percent of the respondent have high level of Job Analysis. More than half 56.8 percent of the respondent have low level of Job Interest and less than half 43 2 percent of the respondent have high level of Job Interest. More than half 55.2 percent of the respondent have low level of Job Autonomy and less than half 44 8 percent of the respondent have high level of Job Autonomy. More than half 50.8 percent of the respondent have low level of Job Motivation and less than half 49 2 percent of the respondent have high level of Job Motivation. More than half 53.2 percent of the respondent have low level of Job Commitment and less than half 46 8 percent of the respondent have high level of Job Commitment and the overall Job involvement reveals more than half 51.6 percent of the respondent have low level of Job involvement and less than half 48 4 percent of the respondent have high level of Job Involvement. While analyzing the stress level more than half 55.6 percent of the respondent have low level of individual stress and remaining 44.4 percent of the respondent have high level of individual stress. Slightly more than half 50. 4 percent of the respondent have low level of organization stress and less than half 49.6 percent of the respondent have high level of organization stress. While analyzing the overall stress level it reveals that slightly more than half 50. 8 percent of the respondent have low level of stress and less than half 49.2 have high level of stress.

## 4.1 Major Findings related to the hypothesis
**Table - 1**
Karl Pearson coefficient of correlation between the Age of the respondent and Job Involvement and Work Stress

| AGE & JOB INVOLVEMENT AND WORK STRESS | CORELATION VALUE | STATISTICAL INFERENCE |
|---|---|---|
| Job Analysis | .075 | P > 0.05 Not Significant |
| Job Involvement | .039 | P > 0.05 Not Significant |
| Job Autonomy | .057 | P > 0.05 Not Significant |
| Job Motivation | .088 | P < 0.05 Significant |
| Job Commitment | .083 | P > 0.05 Not Significant |
| Overall Job Involvement | .092 | P < 0.05 Significant |
| Individual stress | .064 | P > 0.05 Not Significant |
| Organizational stress | .121 | P < 0.05 Significant |
| Overall stress | .104 | P < 0.05 Significant |

It is inferred that there is positive very low relationship in all the dimension and the overall job involvement and there is a positive very low relationship in the dimension of individual stress and positive low relationship in the dimension of organizational stress and overall stress. However it is found that there is a significant relationship between the age of the respondent and in the dimension of job motivation and overall job involvement. There is a significant relationship between the age of the respondent and in the dimension of organization stress and overall stress.

**Null Hypothesis for Research Hypothesis**
There is a significant relationship between the age of respondent with Job Involvement and Work Stress.
Karl pearson coefficient of correlation test was applied and it is found that there is a significant relationship between the age of respondent and Job Involvement and Work Stress. Hence the null hypothesis is rejected.

**Table - 2**
Difference between the Marital Status of the respondent and Job Involvement and Work Stress

| JOB INVOLVEMENT AND WORK STRESS | Marital status | N | Mean | Std. Deviation | Std. Error Mean | STATISTICAL INFERENCE |
|---|---|---|---|---|---|---|
| Job Analysis | Married | 334 | 21.0778 | 2.46536 | .13490 | Z = 2.926 |
| | Unmarried | 166 | 20.4096 | 2.27788 | .17680 | P > 0.05 Not Significant |
| Job Involvement | Married | 334 | 20.4910 | 2.70439 | .14798 | Z = .710 |
| | Unmarried | 166 | 20.3133 | 2.49571 | .19370 | P < 0.05 Significant |
| Job Autonomy | Married | 334 | 16.8683 | 3.40209 | .18615 | Z = 2.843 |
| | Unmarried | 166 | 15.9398 | 3.51395 | .27274 | P > 0.05 Not Significant |
| Job Motivation | Married | 334 | 19.2096 | 4.21186 | .23046 | Z = 1.995 |
| | Unmarried | 166 | 18.4217 | 4.05155 | .31446 | P < 0.05 Significant |
| Job Commitment | Married | 334 | 19.1916 | 2.87671 | .15741 | Z = 3.273 |
| | Unmarried | 166 | 18.2410 | 3.39551 | .26354 | P < 0.05 Significant |
| Overall Job Involvement | Married | 334 | 96.8383 | 12.06057 | .65992 | Z = 3.091 |
| | Unmarried | 166 | 93.3253 | 11.78094 | .91438 | P < 0.05 Significant |
| Individual stress | Married | 334 | 41.9760 | 6.97309 | .38155 | Z = .764 |
| | Unmarried | 166 | 41.4699 | 6.97065 | .54103 | P > 0.05 Not Significant |
| Organizational stress | Married | 334 | 58.5150 | 8.34169 | .45644 | Z = 4.001 |
| | Unmarried | 166 | 55.2048 | 9.41792 | .73097 | P < 0.05 Significant |
| Overall stress | Married | 334 | 100.4910 | 14.18279 | .77605 | Z = 2.766 |
| | Unmarried | 166 | 96.6747 | 15.19817 | 1.17961 | P > 0.05 Not Significant |

It is found from the above table there is a significant different between the marital status of the respondent and in the dimension of job involvement, job motivation, job commitment and the overall job involvement. There is a significant different between the marital status of the respondent and in the dimension of organization stress. There is no significant different between the marital status of the respondent and in the dimension of job

analyze and job autonomy. There is a significant different between the marital status of the respondent and in the dimension of individual stress and overall stress. However the mean value reveals that married people have more job involvement and work stress than unmarried people.

**Null Hypothesis for Research Hypothesis**

There is a significant difference between the Marital Status of respondent with regard to Job Involvement and there is a significant difference between the Marital Status of respondent with regard to Work Stress.

Z test was applied and it is found that there is a significant difference between the marital status of respondent and job involvement. Hence the null hypothesis is rejected. It is found that there is no significant difference between the marital status of respondent and work stress. Hence the null hypothesis is accepted.

**Table – 3**

One way ANOVA among the variance of the Department and Job involvement and Work Stress

| JOB INVOLVEMENT AND WORK STRESS | DEPARTMENT | SUM OF SQUARES | DF | MEAN | MEAN SQUARE | STATISTICAL INFERENCE |
|---|---|---|---|---|---|---|
| Job Analysis | Between Groups | 50.402 | 1 | G1 = 20.7432 | 50.402 | F = 8.718 |
| | Within Groups | 2879.230 | 498 | G2 = 21.7500 | 5.782 | P < 0.05 Significant |
| Job Involvement | Between Groups | 13.795 | 1 | G1 = 20.4910 | 13.795 | F = 1.990 |
| | Within Groups | 3452.893 | 498 | G2 = 19.9643 | 6.934 | P > 0.05 Not Significant |
| Job Autonomy | Between Groups | 2.277 | 1 | G1 = 16.5360 | 2.277 | F =.189 |
| | Within Groups | 5984.923 | 498 | G2 = 16.7500 | 12.018 | P > 0.05 Not Significant |
| Job Motivation | Between Groups | 5.872 | 1 | G1 = 18.9865 | 5.872 | F =.337 |
| | Within Groups | 8678.776 | 498 | G2 = 18.6429 | 17.427 | P > 0.05 Not Significant |
| Job Commitment | Between Groups | 65.207 | 1 | G1 = 18.7477 | 65.207 | F = 6.919 |
| | Within Groups | 4693.105 | 498 | G2 = 19.8929 | 9.424 | P < 0.05 Significant |
| Overall Job Involvement | Between Groups | 111.217 | 1 | G1 = 95.5045 | 111.217 | F =.763 |
| | Within Groups | 72594.991 | 498 | G2 = 97.0000 | 145.773 | P > 0.05 Not Significant |
| Individual stress | Between Groups | 85.612 | 1 | G1 = 41.9550 | 85.612 | F = 1.765 |
| | Within Groups | 24151.956 | 498 | G2 = 40.6429 | 48.498 | P > 0.05 Not Significant |
| Organizational stress | Between Groups | 6.016 | 1 | G1 = 57.4550 | 6.016 | F =.077 |
| | Within Groups | 39015.456 | 498 | G2 = 57.1071 | 78.344 | P > 0.05 Not Significant |
| Overall stress | Between Groups | 137.016 | 1 | G1 = 99.4099 | 137.016 | F =.640 |
| | Within Groups | 106573.896 | 498 | G2 = 97.7500 | 214.004 | P > 0.05 Not Significant |

G1 – Technical        G2 – Non - technical

While analyzing the department it is found that there is a significant variance among the department of the respondent and Job Analysis and Job Commitment. There is no significant variance among the department of the respondent and job involvement, Job Autonomy, Job Motivation and Overall Job Involvement. There is no significant variance among the department of the respondent and Individual stress, Organizational stress and Overall stress. The mean value reveals that there is more job involvement for non-technical employee than technical employee but while analyzing the stress technical employee have more stress than non-technical employee.

**Null Hypothesis for Research Hypothesis**

There is a significant variance among the department of respondent and with the Job involvement and Work stress.

One way ANOVA test was applied and it is found that there is no significant variance among the department of respondent and with the Job involvement and Work stress.Hence the null hypothesis is accepted.

**Table – 4**
Difference between the Member in Trade Union of the respondent and Job Involvement and Work Stress

| JOB INVOLVEMENT AND WORK STRESS | Membership in Trade union | N | Mean | Std. Deviation | Std. Error Mean | STATISTICAL INFERENCE |
|---|---|---|---|---|---|---|
| Job Analysis | Yes | 242 | 20.7438 | 2.79457 | .17964 | Z =-1.003 |
| | No | 258 | 20.9612 | 2.01320 | .12534 | P < 0.01 Highly Significant |
| Job Involvement | Yes | 242 | 21.6529 | 1.53364 | .09859 | Z = 11.216 |
| | No | 258 | 19.2868 | 2.92632 | .18218 | P < 0.01 Highly Significant |
| Job Autonomy | Yes | 242 | 16.4628 | 3.30231 | .21228 | Z = -.607 |
| | No | 258 | 16.6512 | 3.61288 | .22493 | P > 0.05 Not Significant |
| Job Motivation | Yes | 242 | 20.8595 | 2.93302 | .18854 | Z = 11.064 |
| | No | 258 | 17.1550 | 4.36550 | .27178 | P < 0.01 Highly Significant |
| Job Commitment | Yes | 242 | 18.6033 | 3.41216 | .21934 | Z = -1.918 |
| | No | 258 | 19.1318 | 2.73151 | .17006 | P < 0.05 Highly Significant |
| Overall Job Involvement | Yes | 242 | 98.3223 | 10.23315 | .65781 | Z = 4.862 |
| | No | 258 | 93.1860 | 13.11058 | .81623 | P < 0.01 Highly Significant |
| Individual stress | Yes | 242 | 41.6446 | 6.45297 | .41481 | Z = -.507 |
| | No | 258 | 41.9612 | 7.43051 | .46260 | P > 0.05 Not Significant |
| Organizational stress | Yes | 242 | 56.8017 | 8.82717 | .56743 | Z = -1.506 |
| | No | 258 | 57.9922 | 8.83616 | .55012 | P > 0.05 Not Significant |
| Overall stress | Yes | 242 | 98.4463 | 13.69069 | .88007 | Z = -1.152 |
| | No | 258 | 99.9535 | 15.43852 | .96116 | P > 0.05 Not Significant |

It is inferred from the above table there is a high significant different between the member in the trade union of the respondent and in the dimension of Job Analysis, Job Involvement, Job Motivation, Job Commitment and Overall Job Involvement. There is a no significant different between the member in the trade union of the respondent and in the dimension of Job Autonomy. There is a no significant different between the member in the trade union of the respondent and in the dimension of Individual stress, Organizational stress and Overall stress. It is very clear that the employee who registered in trade union have more job involvement than those who have not register in the trade union. While analyzing the stress level who have not register in the trade union have high level of stress than employee who registered in trade union.

**Null Hypothesis for Research Hypothesis**
There is a significant difference between the membership in the trade union of respondent with regard to Job Involvement and there is a significant difference between the membership in the trade union of respondent with regard to Work Stress.

Z test was applied and it is found that there is a significant difference between the membership in the trade union of respondent and job involvement. Hence the null hypothesis is rejected. It is found that there is no significant difference between the membership in the trade union of respondent and work stress. Hence the null hypothesis is accepted.

**Table – 5**
Correlation between Job Involvement and Work Stress

| | | Job Analysis | Job Involvement | Job Autonomy | Job Motivation | Job Commitment | Overall Job Involvement | Individual stress | Organization stress | Overall Stress |
|---|---|---|---|---|---|---|---|---|---|---|
| Job Analysis | Pearson Correlation | 1 | | | | | | | | |
| Job Involvement | Pearson Correlation | .258** | 1 | | | | | | | |
| Job Autonomy | Pearson Correlation | .540** | .458** | 1 | | | | | | |
| Job Motivation | Pearson Correlation | .468** | .741** | .446** | 1 | | | | | |
| Job Commitment | Pearson Correlation | .572** | .249** | .615** | .342** | 1 | | | | |
| Overall Job Involvement | Pearson Correlation | .720** | .722** | .807** | .817** | .720** | 1 | | | |
| Individual Stress | Pearson Correlation | .454** | .294** | .553** | .394** | .451** | .566** | 1 | | |
| Organization Stress | Pearson Correlation | .542** | .403** | .676** | .454** | .600** | .701** | .706** | 1 | |
| Overall Stress | Pearson Correlation | .544** | .384** | .672** | .462** | .578** | .694** | .904** | .941** | 1 |

It is inferred from the above table that there is a high correlation between the various dimensions of Job involvement and Work stress.

**Null Hypothesis for Research Hypothesis**
There is a significant relationship between the Job Involvement and Work Stress.
Correlation test was applied and it is found that there is a high significant relationship between the Job Involvement and Work Stress. Hence the null hypothesis is rejected.

**5. Suggestion**
Arrange a get-together for the employees and their family members in order to develop a sense of belongingness. Management has to involve the union at the highest levels as an equal partner from planning, through implementation, and evaluation of employee Involvement. Encourage innovation and participation in decision-making process. Giving rewards and recognition when the employees do go work in the industry which make them to involve themselves in their work. Senior leaders need to actively participate in the activities and engage with the employees, so that the workforce will get motivated and work with more involvement.

**6. Conclusion**
The study reveals that there is a high significant relationship between the Job Involvement and Work Stress. Hence the company need to attend to employees with lot of relaxation activities like sports yoga and games. To reduce stress among employees the companies need to strengthen the employees' autonomy, Job commitment, motivation, job analysis and there by sustain their job involvement. The trade union should register all the employees and to ensure their welfare.

**Acknowledgement**

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