

# Correlates of Job Stress and Job Involvement among the Employees of Private Industries Limited, Tiruchirapalli District

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## Abstract

The term 'Job Involvement' is an indicator of how much an employee is involved in his/her job. For an organization, it is important that all its employees are highly involved in their jobs, that is, they should have high level of job involvement. Job involvement appears to be a construct that follows directly from the way individuals are affected by their immediate work environment and interpersonal relationships. Job stress comes in different forms and affects the mind and body in different ways. Major stress comes from having too much or not enough work or doing work that doesn't satisfy the person. Conflicts with the boss, coworkers, or customers are other major causes of stress. Psychological strain is often due to the culture and management style adopted within an organization. The main aim of the study is to study the correlation of Job Stress and Job Involvement among the Employees at Private Sectors in Tiruchirappalli District. In this study the researcher attempts to describe the various characteristics of job involvement and job stress and to measure its associates with the related socio-demographic variable and hence the researcher has adopted descriptive research design. The researcher adopted simple random sampling method to collect the samples. The universe of the study is 210 and out of which 157 were selected as respondents using lottery method. The researcher adopted standardized scale developed by Linkers (1998) to evaluate the stress level and to measure the level of job involvement, the researcher used the standardized tool developed by Agarval (1972). The data was analyzed and the finding reveals that more than half 51.6 percent of the respondents have low level of job involvement and less than half 48.4 percent of the respondents have high level of Job Involvement. The overall Job stress more than half 57.3 percent of the respondents have low level of job stress and less than half 42.7 percent of the respondents have high level of Job stress. The researcher suggest that Management has to involve the union at the highest levels as an equal partner from planning, through implementation, and evaluation of employee Involvement. In order to reduce the stress the management need to arrange work properly, and improve or simplify the work process to avoid long hours of monotonous and repetitive work.

**Keywords:** Job Involvement, Job Stress, Job Autonomy, Job Motivation, Job Commitment

## 1. Introduction

### 1.1 Stress

The term "stress" was first used by psychologist Hans Selye. He later broadened and popularized the concept to include the response of the body to any demand. In Selye's terminology, "stress" refers to a condition, and "stressor" to the internal reaction causing stress. The word is originated from Latin word "STRINGERE" means force and presser.

Job stress comes in different forms and affects your mind and body in different ways. Small things can make you feel stressed, such as a copy machine that never seems to work when you need it or phones that won't quit ringing. Major stress comes from having too much or not enough work or doing work that doesn't satisfy you. Conflicts with your boss, coworkers, or customers are other major causes of stress.

Psychological strain is often due to the culture and management style adopted within an organization. The factors relating to organizational structure and climate that are stressors include hierarchical, bureaucratic structures that allow employees little participation in decisions affecting their work; lack of adequate communication between managerial and non-managerial levels; cynicism regarding leadership and attempts by employees to further their own interest at the expense of others.

### 1.2 Job Involvement

The term 'Job Involvement' is an indicator of how much an employee is involved in his/her job. For an organization, it is important that all its employees are highly involved in their jobs, that is, they should have high level of job involvement. Conceptually, job involvement is an employee's work related attitude which is reflected in his/her enthusiasm, zeal and interest while performing his/her job.

Research on job involvement is comparatively recent and mostly based on extensive contributions of empirically oriented psychologists. It appears that the term 'job involvement' is still in quest of a distinct identity, as there is a problem of semantics. A number of other terms are used by people to convey the same meaning as

'job involvement', such as, attachment to work, central life interest, commitment towards work, intrinsic motivation, ego involvement, morale etc., Paullay, Alliger & Stone Romero (1994) also supports this notion that there are numerous terms such as work alienation, work involvement, job commitment, work commitment etc., that have been used by the researchers to describe attitude or orientation towards one's job; and this leads to considerable confusion in precisely defining the term.

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)

Supporting the same notion, Agarwala (1978), who has done pioneering research for developing the scale to measure job involvement in Indian context, refers to this construct of job involvement as an individual's willingness to invest himself/herself in their job activities perceived to be meaningful. In his opinion, person who is highly involved in his job is sure to demonstrate a strong desire to be at work, would be willing to exert himself/herself to cope with the demands of the job, consider the work activities as self-rewarding etc. So, job involvement can be considered as an indicator for determining the individual's commitment towards his/her own work/job.

## 2. Review of Literature

**Manisha Jain, Prashant Mishra and Saroj Kothari (2002)** made a study titled Type A/B behavior pattern and occupation as predictors of occupational role stress to understand the effect of Type A/B behavior pattern among doctors and engineers. It is clear from findings that engineers experienced higher occupational role stress than doctors, and Type A personalities experienced higher occupational role stress than Type B personalities.

**Khalid A. (2012)** in his research titled —Role of Supportive Leadership as a Moderator between Job Stress and Job Performance, have found that, there is a direct relationship between stress and job performance in any organization. To improve the performance of an individual in an organization an employee should receive good support from their leaders. Therefore, a supportive leader can improve the performance of an employee even at unfavorable situations.

**Dhanesha (2013)** made a study on A Psychological Study o Job Involvement among B.S.N.L Employees. The sample was consisted of 480 employees of Rajkot district. The Job Involvement Scale was used to measure involvement of the employees. The conclusions drawn were as follows: (1) There is a significant mean differences between education of employees with reference to their job involvement. (2) There is no significant mean differences between types of job of employees with reference to their job involvement.

**G.Kalpana and K. Gunasundari (2016)** made a study on Job Involvement of Bank Employees in Private Sector Banks with Reference to Tirupur District. The study revealed that there is a no significant difference in the level of job involvement among the employees of different age groups and there is no significant difference in the level of job involvement among the married and the unmarried employees at 0.05 level of significance. The study also that there is no significant difference in the level of job involvement among the under graduate and the post graduate employees that demographic variables, namely gender and level of management do influence the job involvement of bank employees

## 3. Research Methodology

Stress is a reality of our everyday life. Stress is a factor that everyone has to contend with on a daily basis in the work and non-work sphere of life. Employees stress is growing concern for organizations today. Job involvement is an indicator of how much an employee is involved in his / her job. When an employee encounters stress in his job, eventually he lacks involvement in performing his / her job. Job stress leads to lack of commitment which affects the performance of an individual, which leads to decrease in job involvement, productivity gets reduced, management pressure is increased and it makes people ill in many ways. Hence this research focus on how Job Involvement and Job Stress Correlates among the Employees at Private Sectors in Tiruchirappalli District. In this study the researcher attempts to describe the various characteristics of job involvement and job stress and to measure its associates with the related socio-demographic variable and hence the researcher has adopted descriptive research design. The researcher adopted simple random sampling method to collect the samples. The universe of the study is 210 and out of which 157 were selected as respondents using lottery method. The researcher adopted standardized scale developed by Linkers (1998) to evaluate the stress level and to measure the level of job involvement, the researcher used the standardized tool developed by

Agarval (1972). The data was analyzed using SPSS.

#### 4. Findings

It is found in the study that little more than half 50.3 percent of the respondents were from rural background where as the remaining little less than half 49.7 percent of the respondents were from the urban background. Among the employees more than half 59.9 percent of the respondents were married and while the remaining less than half 40.1 percent of the respondents were unmarried and majority 64.3 percent of the respondents were from joint family and while the remaining one third 35.7 percent of the respondents were from Nuclear Family. While analyzing education more than one third 40.1 percent of the respondents have completed their technical studies (ITI), less than one fourth 22.3 percent of the respondents have completed higher secondary school and below, considerable 15.3 percent of the respondents have completed their Diploma or Engineering studies, considerable 14.6 percent of the respondents have completed high school level studies or below and less than one tenth 7.6 percent of the respondents have completed their graduation.

While analyzing the job involvement, It is inferred that in the dimension of Job Analysis more than half 64.3 percent of the respondents have low level of Job Analysis whereas the remaining little more than one third 35.7 percent of the respondents have high level of Job Analysis. It is observed that in the dimension of Job Interest little more than half 51.6 percent of the respondents have low level of job Interest and less than half 48.4 percent have high level of Job Interest. It is found that in the dimension of Job autonomy little more than half 51 percent of the respondents have low level of job autonomy and little less than half 49 percent of the respondents have high level of Job autonomy. It is perceived that in the dimension of Job motivation more than half 57.3 percent of the respondents have low level of job motivation and less than half 42.7 percent of the respondents have high level of Job motivation. It is found that in the dimension of Job commitment majority 63.7 percent of the respondents have low level of job commitment and little more than one third 36.3 percent of the respondents have high level of Job commitment. It is understood that in the overall Job Involvement little more than half 51.6 percent of the respondents have low level of job involvement and less than half 48.4 percent of the respondents have high level of Job Involvement.

While we examine the stress level, it is observed that in the dimension of Individual stressors more than half 52.9 percent of the respondents have low level of individual stress and less than half 47.1 percent of the respondents have high level of individual stress. It is perceived that in the dimension of Group stressors little more than half 51.6 percent of the respondents have low level of group stress and less than half 48.4 percent of the respondents have high level of group stress. It is understood that in the dimension of Organizational stressors more than half 54.1 percent of the respondents have low level of organizational stress and less than half 45.9 percent of the respondents have high level of organizational stress. It is observed that in the overall Job stress more than half 57.3 percent of the respondents have low level of job stress and less than half 42.7 percent of the respondents have high level of Job stress.

#### 4.1 Major Findings

TABLE 1

**‘Z’ TEST BETWEEN THE DOMICILES OF THE RESPONDENTS WITH THE JOB INVOLVEMENT AND JOB STRESS**

Dimension	Place of Living	N	Mean	Standard Deviation	Std. Error Mean	Statistical Inference
Overall Job Involvement	Urban	78	97.2436	13.1615	1.4902	Z = .271 P > 0.05 Not Significant
	Rural	79	96.7342	10.2753	1.1560	
Over all Job Stress	Urban	78	88.6026	14.6361	1.6572	Z = 2.794 P < 0.05 <b>Significant</b>
	Rural	79	82.6076	12.1522	1.3672	

From the above table using ‘Z’ Test, it is found that there is no significant difference between the respondent’s place of living and Job Involvement. While analyzing the stress there is a significant difference between the respondent’s place of living and job stress.

**TABLE 2**  
**‘Z’ TEST BETWEEN THE MARITAL STATUSES WITH THE DIMENSIONS OF JOB INVOLVEMENT AND WORK STRESS**

Dimension	Marital Status	N	Mean	Standard Deviation	Std. Error Mean	Statistical Inference
Overall Job Involvement	Married	94	98.308	11.9596	1.233	Z = 1.730
	Single	63	95.015	11.2687	1.419	P > 0.05 Not Significant
Over all Stress	Married	94	86.6915	14.52179	1.49781	Z = 1.234
	Single	63	83.9365	12.39520	1.56165	P > 0.05 Not Significant

From the above table using ‘Z’ Test it is found that there is no significant difference between the respondent’s marital status and Job Involvement and work stress.

**TABLE 3**  
**‘Z’ TEST BETWEEN THE TYPES OF FAMILY WITH THE DIMENSIONS OF JOB INVOLVEMENT AND WORK STRESS**

Dimension	Types of Family	N	Mean	Standard Deviation	Std. Error Mean	Statistical Inference
Overall Job Involvement	Nuclear Family	101	96.5842	11.77308	1.1714	Z = -.575
	Joint Family	56	97.7143	11.81480	1.5788	P > 0.05 Not Significant
Over all Stress	Nuclear Family	101	85.4257	14.9414	1.4867	Z = -.196
	Joint Family	56	85.8750	11.3555	1.5174	P < 0.05 <b>Significant</b>

From the above table using Z - Test it is found that there is no significant difference between the respondent’s types of family and job involvement and there is a significant difference among respondent’s types of family and job stress.

**TABLE 4**  
**ONE WAY ANALYSIS OF VARIANCE AMONG THE RESPONDENTS EDUCATIONAL QUALIFICATION WITH THE DIMENSIONS OF JOB INVOLVEMENT**

DIMENSION	VARIABLES	SUM OF SQUARES	DF	MEAN	MEAN SQUARE	STATISTICAL INFERENCE
Overall Job Involvement	Between Groups	3172.28	4	G1=107.304 G2=96.7714 G3=93.8730 G4=95.0000 G5= 98.1667	793.071	F = 6.547 p < 0.01 <b>Highly Significant</b>
	Within Groups	18411.6	152		121.130	
Over all Stress	Between Groups	6685.44	4	G1=99.2609 G2=88.3143 G3=81.2698 G4=79.3333 G5=86.5833	1671.36	F = 11.17 p < 0.05 <b>Highly Significant</b>
	Within Groups	22738.6	152		149.596	

G1=10<sup>th</sup>std and below G2=12<sup>th</sup>std and below G3=ITI G4=DME/BE G5=Graduates

From the above table using One Way Anovait is found that there is a highly significant variance among the respondent’s educational qualification and overall Job Involvement and Work stress.

**5. Discussion**

While analyzing the data it is found that employees from urban area seemed to have more job involvement than employees from rural area. In the level of stress it is observed that the employees from urban area had more stress than employees from rural area. It may be because of the personal responsibility and family commitments. It is observed that married employees had more job involvement than unmarried employees. Married employees seem to have more stress than unmarried employees. It may be that once they are married they become responsible and concentrate on the job and get involved. Sometimes if they are not able to achieve their expectations it is natural to go through stress in the job.

Employees living in a Joint family had more Job involvement than employees from nuclear families. It may be that respondents from joint family have understood the family commitments and wants to contribute to the family by getting involved in work and proving himself or herself. Employees from joint family as well as

nuclear family seem to have more or less same level of job stress.

There is a significant variance among the respondent's educational qualification and Job Involvement. There is a significant variance among the respondent's educational qualification and job stress. Based on the educational qualification the work role also changes and more is expected from the educated person. Due to this the educated get more involved and when they are not able to complete or fulfill the requirements they get into stress.

## 6. Suggestion

- Provide training to cope up with stress and relaxation techniques
- Provide good work ambient and provide basic facilities
- More role clarity helps to do the job
- Train the experienced staff members to be like mentors and counselors so that they help the other employees
- Conduct more employee engagement activities
- Get the employees into decision making process – participatory model
- Strengthen the feedback system and concentrate on welfare measures.

## 7. Conclusion

This research study aimed at finding the correlation between the job stress and job involvement among the employees of private sectors at Tiruchirapalli. It revealed in the finding the influence of domiciles of the respondents, marital statuses of the respondents, educational qualification of the respondents on the level of job stress and the level of job involvement.

Job stress needs to be addressed and the efforts have to be done by employee as well as the organization. In order to increase the job involvement of the employees the organization has to get them involved in the decision making process and increase employee engagement activities.

Sharing of responsibility, proper rewards and recognition, proper working conditions, proper pay, clear cut role definition, active role of the unions and work committees would help the organization to reduce job stress and increase the job involvement. When job involvement increases in an organization it is bound to be a successful one with less job stress. So job involvement and reducing the job stress has to be addressed simultaneously by the organizations in order to be a successful industry.

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