

Research Paper

OCCUPATIONAL STRESS AND WORK MOTIVATION AMONG TELECOM EMPLOYEES

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ABSTRACT

Aim: The present research was planned with the primary objective to assess the relationship between Work Motivation and Occupational Stress among two different telecom employees. The secondary aim was to find out the significant differences among these groups on given dimensions.

Method: For this purpose 96 telecom employees from Mysore city were selected, using randomization technique, as respondents. The sample comprised of 48 Airtel employees and 48 BSNL employees with mean age of 25.41 and 25.68 respectively. The SD was 4.91 for Airtel employees and 4.85 for BSNL employees.

Results: Results revealed that Dependent (F1) was positively related to Organizational Orientation (F2). Material Incentives (F5) was positively related to Dependent (F1), Organizational Orientation (F2) and was negatively related to Work Group Relations (F3). Job Situation (F6) was positively related to Organizational Orientation (F2) and Material Incentives (F5). Occupational Stress was positively related to Dependent (F1) ($r=0.236$) and negatively related to Work Group Relations (F5). There were significant mean differences among these groups on work motivation and occupational stress.

Conclusion: Finally, On the basis of the results obtained and studies done in the past it could be said that Work Motivation has a significant relationship with Occupational Stress. As job stress produces negative effects for both the employee and the organization, it is critical that occupational stress not be considered a private matter for the employee to deal with alone and in isolation. These results go a long way in suggesting the impact of work motivation and occupational stress for efficacy of work.

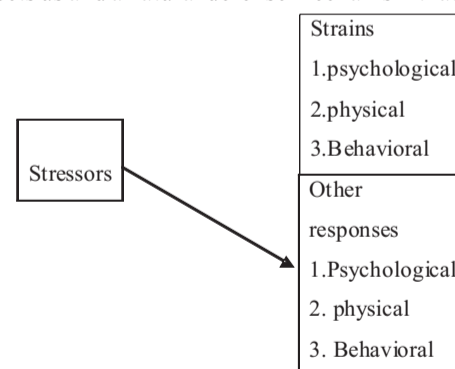
Key-words: Occupational Stress, Work Motivation, Telecom employees.

Introduction:

Compared to other fields of scientific enquiry the study of occupational stress is relatively new. Infact the earliest work related to stress can be traced back to the pioneering work of the 'Walter Cannon' in the early part of the last century, but actual scientific investigation of stress goes back only fifty five years to the work of 'Hans Selye'(1956) who is generally recognized as the 'father of stress'.

Occupational stress has unique set terms that are used to define important variables and concepts. The word stress is derived from the Latin word 'strictus' which means 'to tighten'. The word stress can be understood as a stimulus definition implies that stress refer to those stimuli in the environment that may require some adoptive response on the part of an employee. In the other hand stress refers to the feelings that one experiences when the demands of the job exceed one's ability to cope.

Stress is a mind-body arousal that can, on the other fatigue body systems to the point of malfunction and disease. Stress is both physical response that protects us and a natural defense mechanism that has allowed our species to survive. This process depicted in below figure.



The term stressor is used to indicate job or organizational conditions that may require adoptive response from employees, and strain is used to refer to a multitude of negative ways employees may respond when faced with stressors. If an employee's response to a stressor were either neutral or even positive (Payne, Jabri, & Pearson, 1988), such a response would not be

considered a strain.

Strains generally classified as psychological, physical, or behavioral examples of commonly studied psychological strains include such things as job dissatisfaction, anxiety, and depressed mood. Physical strain covers a broad spectrum ranging from minor somatic complaints (e.g., headaches, upset stomach) to more serious conditions such as coronary heart disease. Finally, behavioral strains include such things as absenteeism, poor performance, and turnover. That means stress can be motivating, energizing, and exciting us to greater endeavor. At the same time stress arousal is thought to be in some way responsible for most illness that plagues modern society. A review of hundreds of studies over the last three decades has shown that stress arousal is implicated in 70 to 80 percent of all the visits to physicians and at least 50 percent of all illness in general.

Work is about search for daily meaning as well as a daily bread, for recognition, as well as cash for astonishment rather than torpor. Work has a qualitative as well as quantitative aspect, and both can produce stress. It will come as no surprise that work and the relationships among co-workers, superiors and subordinates are always listed as height on the scale of stressors in just about every survey.

People differ not only in their ability to do but also in their will to do, finally we can call it motivation. The motivation of the people depends on the strength of their motives, sometimes it defined as needs, wants, derives or impulses with in the individuals.

Literature Review

Several studies have tried to determine the link between stress and job satisfaction. Job stress has been measured by conflict at work, workload and physical environment. Stress is found to be negatively related to employee's job satisfaction Caplan (1991) and Keller (1975). Studies reinforce the importance of employee job satisfaction which is essential for successful firm in current era (Mansoor et al., 2011).

Role conflict is important job stressor that is faced due to the multiple roles (Butler & Constantine, 2005). Role conflict may start when two or more concurrent and unsuited expectations exist in such a way that in agreement with a given role compromises fulfilling other roles (Drury, 1984; Thompson & Powers, 1983).

Role conflict decreases job satisfaction among both men and women (Coverman 1989). Work role conflict has a greater impact on job satisfaction in those workers who have a high centrality of the family role (Carlson and Kacmar, 2000).

Role conflict involves contradiction in expectations of an employee sales position. This may occur when a sales person is given a variety of contrary orders or is given a range of responsibilities that cannot be completed all together (Brashear et al., 2003).

Occupational stress, in particular, is the inability to cope with the pressures in a job, (Rees, 1997) because of a poor fit between someone's abilities and his/her work requirements and conditions. (Rytkonen & Strandvik, 2005) It is a mental and physical condition which affects an individual's productivity, effectiveness, personal health and quality of work (Comish & Swindle, 1994).

Moreover a study on physical education teachers in Greece explored inverse relationship between role conflicts on the one hand, and job satisfaction on the other (Koustelios et al., 2005).

A study of professional accountants revealed that role conflict was associated with low job satisfaction and high propensity to leave (Lui et al., 2010).

Job Satisfaction and job stress are the two hot focuses in human resource management researches. The stress itself will be affected by number of stressors. Amongst some important factors causing stress one is role conflict. It has a significant negative impact on job satisfaction (Fie et al., 2009).

Occupational stress has been associated with burnout, which is considered a product of long term exposure to stress (Burke & Greenglass, 1994; Mearns & Cain, 2003).

It has also been strongly associated with temporary and chronic illnesses, such as headache, hypertension, reduced immune response, stomach complaints, depression and stroke (Ashcraft, 1992; Burke & Greenglass, 1994; Guthrie, 2006; Kahn & Byosiore, 1992; Kyriacou, 2001; Kyriacou & Sutcliffe, 1977).

A study of managers of Chinese restaurant in Hong Kong showed that the physical work environment is one of the important determinants of job satisfaction in that industry (Lam et al. 2001). A study of 360 technical supervisors showed that the employees who perceive their physical work environment adequate are more satisfied with their jobs (Srivastava, 2008).

Job stress is due to organizational aspects, long work hours, lack of organizational support and organizational change (Davey, et al., 2001), lack of support from supervisors and colleagues, and conflict with demands and pressures (Leka, et al., 2004).

A study of naval personnel of Malaysia examined the relationship between stress and job satisfaction. Results revealed that occupational stress was negatively associated with job satisfaction (Bokti & Talib, 2009).

As stress affects the performance of the people working in any type of organization, same is the case with air force military pilots. According to a study of air force pilots of Iran job stress reduces job satisfaction (Ahmadi & Alireza, 2007). Occupational stress has a direct negative effect on job satisfaction (Yahaya et al., 2008).

The primary aim of the present investigation was planned to assess the relationship of work motivation and occupational stress among telecom employees and the secondary aim was to find out the group differences.

HYPOTHESES: After reviewing the concerned literature the following hypotheses was formulated:-

(Ha) This is expected that there will be a significant relationship between different dimensions of work motivation and occupational stress of telecom employees.

(Ha) This is expected that there will be a significant difference on work motivation among different telecom employees.

(Ha) This is expected that there will be a significant difference on occupational stress among different telecom employees.

MATERIAL AND METHOD

Sample: The sample comprised of total ninety six (N=96) telecom employees from different telecom companies at Mysore, out of which forty eight (n=48) from AIRTEL and forty eight (n=48) from BSNL, with mean age of 25.41 and 25.68

respectively. The SD was 4.91 for Airtel employees and 4.85 for BSNL employees.

Measures: The following standardized tools were administered: 1. Work Motivation Questionnaire (WMQ) developed by Dr. K. G. Agrawal (1998), & 2. Occupational Stress Index (OSI) by Dr. A. K. Srivastava & Dr A. P. Singh. (1989). The scoring was done according to the respective manuals.

Statistical Analysis: Pearson's correlation method was applied to assess the relationship and independent t test was also applied to compare the mean scores and to find out the significant difference.

RESULTS

Table: 1 Pearson's Correlation

Sr. No.	Variables	F1	F2	F3	F4	F5	F6	Occupational Stress
1.	Dependent (F1)	1	0.321*	-0.119	-0.034	0.351**	0.113	0.236*
2.	Organizational Orientation (F2)		1	0.165	-0.035	0.332**	0.347*	0.132
3.	Work Group Relations (F3)			1	-0.061	-0.326**	0.072	-0.257*
4.	Psychological Work Incentives (F4)				1	0.089	-0.032	0.122
5.	Material Incentives (F5)					1	0.288*	0.133
6.	Job Situation (F6)						1	0.049
7.	Occupational Stress							1

* Correlation is significant at the 0.05 level (2-tailed).

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

It has been observed from the table-1 that Dependent (F1) was positively related to Organizational Orientation (F2) ($r=0.321$). Material Incentives (F5) was positively related to Dependent (F1) ($r=0.351$), Organizational Orientation (F2) ($r=0.332$) and it was negatively related to Work Group Relations (F3) ($r=-0.326$). Job Situation (F6) was positively related to Organizational Orientation (F2) ($r=0.347$) and Material Incentives (F5) ($r=0.288$).

Finally, Occupational Stress was positively related to Dependent (F1) ($r=0.236$) and negatively related to Work Group Relations (F5) ($r=-0.257$).

TABLE: 2 INDEPENDENT T-TEST FOR DIFFERENT GROUPS (N=96)

Sr. No.	Variable	AIRTEL (n=48)			BSNL (n=48)			't' ratio
		Mean	SD	SEM	Mean	SD	SEM	
1.	Dependent (F1)	26.31	4.90	0.70	24.79	4.74	0.68	1.54
2.	Organizational Orientation (F2)	17.40	4.85	0.70	17.48	6.04	0.87	-0.07
3.	Work Group Relations (F3)	13.21	3.26	0.47	13.19	3.52	0.50	0.03
4.	Psychological Work Incentives (F4)	15.35	3.84	0.55	14.58	2.83	0.40	1.11
5.	Material Incentives (F5)	20.04	2.74	0.39	19.31	3.85	0.55	1.06
6.	Job Situation (F6)	12.08	2.10	0.30	13.88	3.00	0.43	-3.38
7.	Occupational Stress	103.65	8.68	1.25	104.77	6.49	0.93	-0.71

**Significant at 0.01, df =94

It has been observed from the table-2 that, mean scores of Dependent (F1) among Airtel and BSNL employees were 26.31 and 24.79 respectively. The standard deviation was 4.90 for Airtel employees and for BSNL employees it was 4.74. The standard error of mean for Airtel employees came out to be 0.70 and for BSNL employees it came out to be 0.68. The 't' ratio of Dependent (F1) 1.54 was found to be not statistically significant. This shows that there was no significant difference among telecom employees.

The mean scores of Organizational Orientation (F2) among Airtel and BSNL employees were 17.40 and 17.48 respectively. The standard deviation came out to be 4.85 for Airtel employees and for BSNL employees it was 6.04. The standard error of mean for Airtel employees came out to be 0.70 and for BSNL employees it came out to be 0.87. The 't' ratio of Organizational Orientation (F2) -0.07 was found to be not statistically significant. This shows that there was no significant difference among telecom employees on this dimension.

Further, the mean scores of Work Group Relations (F3); Psychological Work Incentives (F4); and Material

Incentives (F5) among Airtel and BSNL employees were 13.21, 13.19; 15.35, 14.58; 20.04, 19.31 respectively. The standard deviations were 3.26, 3.84 and 2.74 for Airtel employees and for BSNL employees were 3.52, 2.83 and 3.85. The standard error of mean for Airtel employees came out to be 0.47, 0.55 and 0.39, and for BSNL employees it came out to be 0.50, 0.40 and 0.55. The 't' ratios of Work Group Relations (F3) 0.03; Psychological Work Incentives (F4)= 1.11; and Material Incentives (F5) 1.06 were found to be not statistically significant. This shows that there was no significant difference among telecom employees.

For the final Work Motivation Variable, Job Situation (F6), mean scores were 12.08 for Airtel employees and 13.88 for BSNL employees. The standard deviation was 2.10 for Airtel employees and for BSNL employees it was 3.00. The standard error of mean for Airtel employees came out to be 0.30 and for BSNL employees it came out to be 0.43. The 't' ratio of Job Situation (F6) -3.38 was found to be statistically significant. This shows that BSNL employees were higher on this dimension as compared to their counterparts.

Finally, mean scores of Occupational Stress for Airtel and BSNL employees were 103.65 and 104.77 respectively. The standard deviation was 8.68 for Airtel employees and for BSNL employees it was 6.49. The 't' ratio of Occupational Stress -0.71 was found to be not statistically significant.

Fig: 1 Comparison of mean scores for Employees of Different Telecom Companies with regard to Work Motivation

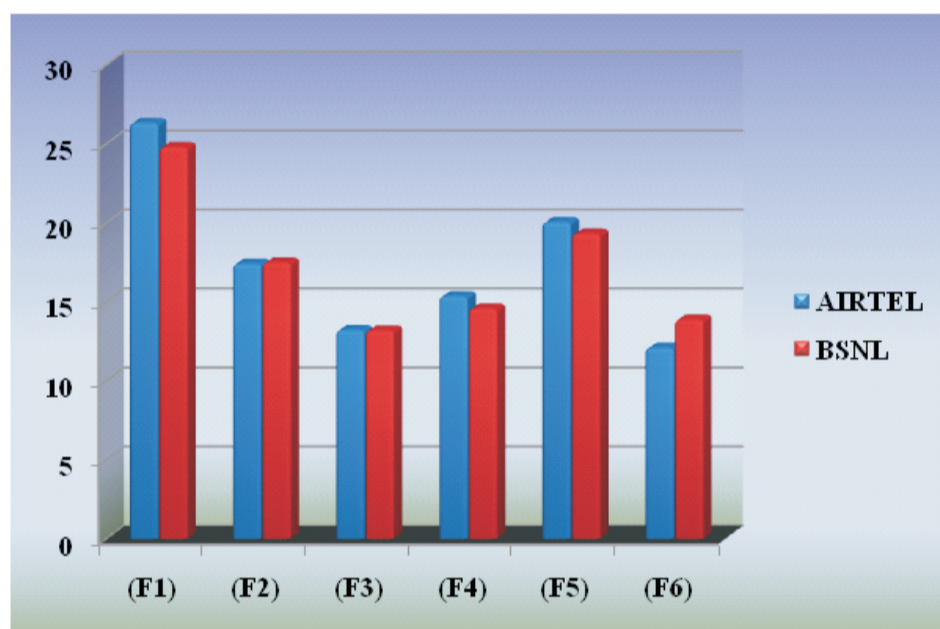
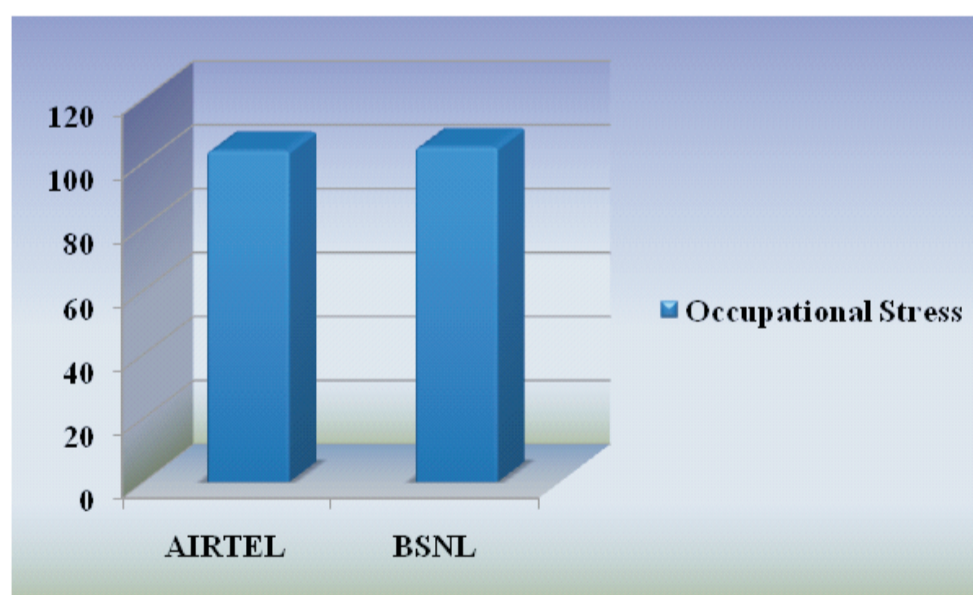


Fig: 2 Comparison of mean scores for Employees of Different Telecom Companies with regard to Occupational Stress



DISCUSSION

The primary aim of the investigation was to study the relationship of Work Motivation and Occupational Stress. Secondary aim was to study the differences between different Telecom Companies employees on these dimensions. For this purpose the participants in this investigation were total ninety six (N=96) telecom employees from two different telecom companies, i.e. Airtel and BSNL, from Mysore City, out of which forty six (n=46) from Airtel and forty six from BSNL (n=46) with mean age of 25.41 and 25.68 respectively. The SD was 5.61 for males and 31.32 for females. The SD was 4.91 for Airtel employees and 4.85 for BSNL employees.

In the beginning of the investigation it was hypothesized that there will be significant relationship between different dimensions of Work Motivation and Occupational Stress. This was also hypothesized there will be a significant difference between different these employees.

The participants were tested for Work Motivation and Occupational Stress with the help of Work Motivation Questionnaire (WMQ) developed by Dr. K. G. Agrawal (1998), & Occupational Stress Index (OSI) by Dr. A. K. Srivastava & Dr A. P. Singh (1989) respectively. The scoring was done for both the scales after the administration of the same. The scales were scored according to the response options chosen by the participants and grand totals on each were obtained. The scores were further statistically analyzed and Pearson's correlation and t-ratios were calculated.

Pearson correlation was calculated for different dimensions of Work Motivation and Occupational Stress for studying the relationship. Result revealed that Dependent (F1) was positively related to Organizational Orientation (F2). Material Incentives (F5) was positively related to Dependent (F1), Organizational Orientation (F2), and it was negatively related to Work Group Relations (F3). Job Situation (F6) was positively related to Organizational Orientation (F2) and Material Incentives (F5).

It was also found that Occupational Stress was positively related to Dependent (F1) and negatively related to Work Group Relations (F5). Sagie,(2002) & Udogo,(2008), admitted that communication, problem solving, decision making, learning and motivation all can be affected by the organizational climate, which in turn might have impact on the effectiveness and productivity of the organization as well as the work environment and employee well being in the workplace (Adenike, 2011).

Sun & Chiou (2011) explored the determinants of work performance. For this purpose the target population was aviation ground crews working in Taoyuan International Airport, Taiwan. The result exhibited that occupational stress had a negative impact on work performance, and the coping strategies were the mediator survivals between occupational stress and work performance

Further, t-ratios were also calculated to find out the group difference for Work Motivation and Occupational Stress. t-ratio revealed that only on Job Situation (F6) level the two groups differ. t-ratio for Job Situation (F5) came out to be -3.38. This was significant on 0.01 level. BSNL employees were higher on this dimension of Work Motivation as compared to Airtel employees. Thus, two out of three hypotheses were accepted. Negeliskii & Lautert (2011) evaluated the relationship between occupational stress and the work capacity index of 368 nurses (82.1% of the population) of a Hospital Group. Results revealed that Occupational stress was present in 23.6% of the nurses, of these 15.2% presented High Strain work and 8.4% Passive Work. Social Support exercised a significant positive influence on all groups - exposed or not to occupational stress.

Marzuki & Ishak (2011) concluded in their research that occupational stress at work and individual health and well-being appear to be closely intertwined. Whereas an acceptable work stress can bring good things to an organization, it also hurts health and well-being especially when it lingers on, when passivity and withdrawal dominate the way people cope with stress, and when socio-emotional and relationship issues are at stake causing depleting individual and organizational performance.

Further, the results implied that the Occupational Stress tend to have positive relationship with dependency of an employee. Results also revealed that Occupational Stress also tend to have negative relationship with work group relations of the organization. Group differences revealed that BSNL employees were more satisfied in terms of job situation as compared to their counterparts.

CONCLUSION

On the basis of the results obtained and studies done in the past it could be said that Work Motivation has a significant relationship with Occupational Stress. As job stress produces negative effects for both the employee and the organization, it is critical that occupational stress not be considered a private matter for the employee to deal with alone and in isolation. Results of the study will hopefully aid employees and their management to become more sensitive and aware of the increased risks and difficulties for the overall psychological health. These results go a long way in suggesting the impact of work motivation and occupational stress for efficacy of work.

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