

EFFECT OF WORK STRESS ON JOB SATISFACTION OF EMPLOYEES IN HOTEL INDUSTRY

ABSTRACT

Work related stress is a growing problem around the world that affects not only the health and well-being of employees, but also the productivity of organizations. The main aim of the study is to analyse the influence of work stress on job satisfaction of employees in hotel industry and to give necessary suggestions to the management. The data was collected from 160 employees working in various Hotels. One way ANOVA and linear regression were conducted on the data. Results show that female employees experience high level of stress. Employees who experience less level of work stress have moderately high level of job satisfaction.

Keywords: *Work stress, Job satisfaction, employees, Hotel Industry*

INTRODUCTION

Hans Selye (1936) has defined stress as non-specific response of the body to any demand for change. In the present scenario, stress has become a major issue for each and every individual. There may be numerous conditions in which people may feel stress. Occupational stress can occur when there is a discrepancy between the demands of the environment/workplace and an individual's ability to carry out and complete these demands. Cobb (1975) had the opinion that, "The responsibility creates severe stress among the employees". If the individual manager cannot cope with the increased responsibilities it may lead to several physical and psychological disorders among them. To the individual whose health or happiness has been ravaged by an inability to cope with the effects of job related stress, the costs involved are only too clear. Stress – related problems exact a heavy toll on individual's lives. Cartwright and Cooper (1997) has given six primary work related stressors such as intrinsic job characteristics, roles in the organization, relationships at work, career development issues, organizational factors and home – work interface. Work stress is a very serious issue which should be understood by individuals so that they can cope up with it. Even though extensive research has been done on work stress, stress of employees in hotel industry has not been studied much.

Job satisfaction is considered to be the key for all types of employee behaviour in the organization. Satisfied employees put in extra efforts to satisfy customers and, generally, will not be always looking at opportunities to leave the organisation. On the contrary, dissatisfied employees will not display positive employee behaviour, will do the job carelessly, and will attempt to evade work all the time. Job satisfaction is a kind of attitude that an individual employee holds about his or her job. Vroom (1968) defined it as the positive orientation of an individual towards the work role. In this study the effect of work stress on job satisfaction of employees in hotel industry is being studied.

REVIEW OF LITERATURE

Work stress

A lot of research has been conducted in stress over the last hundred years. Some of the theories behind it are now settled and accepted; others are still being researched and debated. The earlier

studies made on stress among the employees are briefly reviewed here. Stress in individual is defined as any inference that disturbs a person's healthy mental and physical well being. It occurs when the body is required to perform beyond its normal range of capacities.

The most commonly accepted definition of stress is that "It is a condition or feeling experienced when a person perceives that demands exceeds the personal and social resources the individual is unable to mobilize" - Richards Lazarus

Work is the main cause of stress in their life because a significant positive relation as been revealed between jobs related stress and role overload, role conflict and strenuous working condition (Chand and Sethi, 1997).

French and Caplan (1975), "Pressure of both qualitative and quantitative overload can result in the need to work excessive hours, which is an additional source of stress." Having to work under time pressure in order to meet deadlines is an independent source of stress. Studies show that stress levels increase as difficult deadlines draw near. Beehr and Newman define job stress as "a condition arising from the interaction of people and their jobs and characterized by changes within the people that force them to deviate from their normal functioning

The interpersonal relationships within the department and between the departments create qualitative difficulties within the organization to a great extent. The presence of supportive peer groups and supportive relationships with supervisor are negatively correlated with the role conflict (Caplan et al., 1975). Workplace interpersonal conflicts and negative interpersonal relations are prevalent sources of stress (Dewe, 1993). Employees have tendency towards high level of stress regarding time, working for longer hours reduces employees urge for performing better. Management support helps in reducing or increases stress in employees, The job stress had a negative relation with job performance that when stress occurs it effects the performance of employees negatively , that lower the stress it increases the performance so both these are inversely proportional each other thus job stress and job performance is negatively correlated. (Stamper & Johlke, 2003) apparent organizational assistance, management support work as a cushion which acts positively in decreasing work related stress in employees . Stress is an unwanted reaction people have to severe pressures or another types of demands placed upon them.

A huge and multi fields literature points a lot of key factors such as work environment, management support, work load etc in determining the stressful the work can be and its effect on employee physical and mental health-(Ganster & Loghan, 2005).

John W. O'Neill, Kelly Davis(2011) Stress have direct effects on employee productivity, job performance, and customer service, and also result in increases in hostility, withdrawal, and costly turnover .The two most common stressors revealed in this study were interpersonal tensions and overloads. Hotel employees reporting relatively more interpersonal tensions at work were significantly less satisfied with their jobs and significantly more likely to be considering leaving their jobs to pursue alternative employment.

Cooper and Marshal (1976) stated that occupational stress includes the environmental factors or stressors such as work overload, role ambiguity, role conflict and poor working conditions associated with a particular job.

SHGani has studied that the responsibility load creates severe stress among workers and managers. The manager employees are facing comparatively high role ambiguity at workplace because of lack of clarity about behavioural expectations on work. Higher the level of role ambiguity, higher level of stress experienced by the members at work place. Lack of free and uninterrupted flow of information all across the hierarchical level is the main problem leading to

role ambiguity at workplace. Also, ambiguity exists when a person has inadequate clarity / information about their job.

Vinokur-Kaplan (1991) stated that organization factors such as workload and working condition were negatively related with job satisfaction. Fletcher and Payne (1983) identified that a lack of satisfaction can be a source of stress, while high satisfaction can alleviate the effects of stress. This study reveals that, both of job stress and job satisfaction were found to be interrelated.

The study of Landsbergis (1988) showed that high levels of work stress are associated with low levels of job satisfaction. According to Stamps and Piedmonte (1986) job satisfaction has been found significant relationship with job stress.

METHODOLOGY

Sample

Sample consists of 160 employees. Convenience sampling was used. Employees working in hotels in Chennai, Tamil Nadu were approached. The structured questionnaire was administered during recess. 99% of responses were usable and hence constitutes data for the study. The demographic profile of the respondents is shown in Table 1.

Table 1

Variables	Frequency	Valid Percent
Gender:		
Male	144	90
Female	16	10
Age:		
18 – 25	47	29.4
26 – 35	67	41.9
36 – 45	34	21.3
46 – 55	9	5.6
>55	3	1.9
Educational Qualification		
School	34	21.3
Diploma	69	43.1
Under Graduate	43	26.9
Post Graduate	14	8.8
Years of Experience		
<1 year	39	24.4
1 – 2 years	62	38.8
>2 years	59	36.9

Procedure

The study was conducted in Chennai, Tamil Nadu, and India. The data was collected from hotel employees in Chennai. The structured questionnaire was distributed to employees and was collected. Clarifications were explained by the data collector.

Measure

Totally there are 35 questions. Part I of the questionnaire dealt with personal information of the respondents. Part II of the questionnaire dealt various dimension of work stress and job satisfaction. The demographic variables like age, gender, educational qualification and years of

service were asked. The questionnaire dealt with various dimension of work stress such as demand, workload, managerial relationship, role, supervisor report and change. The HSE management standards indicator tool consists of 35 items by the author R. Cousins et al. These are presented with exactly the same wordings and in the same order to all the respondents.

- Demand was measured by 8 items (e.g.: I am pressured to work long hours)
- Role was measured by 4 items. (e.g.: I m clear in role and objectives)
- Managerial support was measured by 2 items. (e.g.: I m given supportive feedback on the work I do)
- Colleagues support was measured by 4 items. (e.g.: I get help and support I need from colleagues)
- Relationship was measured by 3 items. (e.g.: There is anger between colleagues)
- Change was measured by 2 items. (e.g.: Staff are consulted about change at work)
- Job satisfaction was measured by the 11 items (e.g.: I am satisfied with the present working hour.

All the questions in Part II used a 5 point Likert Scale rating from Strongly Disagree to Strongly Agree and Never to Always.

DATA ANALYSIS

The data analysis is done using IBM SPSS Statistics 19 version. Linear regression is done using the data collected to find the strength of the relationships between job satisfaction and work stress. The correlation coefficient within the variables is given in Table2. The values tell us about the strength of the relationship between the variables.

RESULT

The data were initially tested using One Way Anova. The assumptions of Anova was tested for the data and found to be fulfilled. The results of Anova are shown in Table 2. The demographics variables were tested with level of work stress and job satisfaction. The variables which had significant difference are shown in the table.

Table 2

Variable	Mean	F	Significance
Gender * Work Stress	Male: 68.51 Female: 73.31	13.7	.000
Age * Work Stress	18 – 25: 68.47 26 – 35: 68.21 36 – 45: 72.06 46 – 55: 66.56 >55 : 67.33	4.53	.002
Educational Qualification * Work Stress	School: 67.97 Diploma: 69.67 UG: 70.07 PG: 64.86	4.87	.003
Educational qualification * Job satisfaction	School: 40.88 Diploma: 37.97 UG: 40.56 PG: 39.93	15.49	.000

Linear regression was conducted in the data. The main rationale of regression analysis is to discover more about the causal relationship between independent variable and a dependent

variable. Work stress and job satisfaction are the variables studied. Job satisfaction is the dependent variable and work stress is the independent variable. Work stress has 87% of negative influence over job satisfaction ($R^2 = 0.872$) for the employees of hotel industry in Chennai. The results are given in Table 3.

Table 3

Variable	B	Std. Error	Beta
Work Stress X Job Satisfaction	- 0.871	0.084	- 0.869

DISCUSSION

According to the results, Gender has a significant influence over level of work stress. Female employees tend to have higher level of stress than male employees. Todd D. Jick and Linda F. Mitz (1985) have studied the influence of gender over stress which has been proved in this study also. In their review they have found that female employees experience more level of stress which leans to psychological distress. Age has a significant influence over level of work stress. Employees around the age of 36 – 45 years old tend to have high level of stress. This shows that the deficiency in career advancement may be the key player in stress level of employees. Educational qualification has influence over level of work stress and in job satisfaction. Employees who have done only school education comparatively have less level of stress and moderately high level of job satisfaction. Landsbergis (1988) showed that high level of work stress is associated with low level of job satisfaction. Fletcher and Payne (1980) identified that lack of satisfaction can be a source of stress, while high satisfaction can alleviate the effects of stress. According to Stamps and Piedmonte (1986) job satisfaction has been found significant relationship with job stress. The results of the above mentioned researchers have been proved in this study too.

IMPLICATIONS

Employees of hotel industry experience moderately high level of work stress. Work stress and job satisfaction are inter – related. Work stress may cause decrease in job satisfaction and also less satisfaction may lead to high level of stress. Results show the influence of work stress on job satisfaction. Management has to take steps to reduce the level of stress in employees. Effective management is to be practiced in order to get the full potential of efficient employees. Stress management issues like counselling are unexplored option for the organizational management, which can be employed along with monetary and non monetary reforms by the management to effectively manage the stress and retain high performance of employees by lowering their turnover and dissatisfaction. Organizational stress management training programs with specific human resources development goal in consultation with senior management with a help to reduce stress level of the employees.

CONCLUSION

On the basis of the study it is found that employees are pressured to work for long hours and they are facing heavy workload. Employees are much concerned about the feedback and suggestions from the management which is necessary for their improvement in their job. The employees should be given with the good working environment. The employees should maintain good relationship among their coworkers. If the organization concentrates on these matters, they can improve the job satisfaction among the employees which in turn will reduce level of work stress in employees of hotel industry.

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