



IMPACT OF JOB SATISFACTION AND JOB STRESS AMONG THE WOMEN COLLEGIATE TEACHERS: AN EMPIRICAL STUDY USING SEM

Dr.A.Krithika

Assistant Professor, Department of Commerce, Aiman College of Arts and Science for Women, (Affiliated to Bharathidasan University, Tiruchirappalli), Trichy, Tamilnadu, India

Dr K.Rajam

Assistant professor in Commerce, Srimad Andavan Arts and Science College (Autonomous), (Affiliated to Bharathidasan University, Tiruchirappalli), Trichy, Tamilnadu, India

ABSTRACT

Employee job stress and job satisfaction are significant issues in the education sector. Moreover, employee stress has cost implications on the stakeholders, i.e. employers and employees alike. Thus, the purpose of this paper is to examine the impact of job satisfaction and job stress among the women faculty in Tiruchirappalli district. A sample of 287 women faculty across different levels was selected through random sampling from a population of approximately 498 employees from 15 selected affiliated colleges in Tiruchirappalli. The details regarding the name of women faculty were kept confidential to comply with the research ethics and to protect their academic interests. It utilizes a sequential mixed-method approach to measures the study variables through phenomenography and then validates their causal relationship through structural equation modeling using AMOS-SEM. Satisfaction with pay and co-workers directly predicted a decline in job stress. Contrary to the authors' expectations, the authors could not find any significant effect from promotion to job stress and promotion to job stress. In identifying how job satisfaction factors and job stress are linked together previous empirical research on the relationship between job satisfaction factors and job stress.

Keywords: Job Satisfaction, Job Stress, Structural Equation Modelling.

Cite this Article: Dr.A.Krithika and Dr K.Rajam, Impact of Job Satisfaction and Job Stress Among The Women Collegiate Teachers: An Empirical Study Using Sem, *International Journal of Management (IJM)*, 11(12), 2020, pp. 4193-4201.
<https://iaeme.com/Home/issue/IJM?Volume=11&Issue=12>

1. INTRODUCTION

Due to the increased reach of work; increasing job demands and job stress have become a big problem recently. In the workplace, longer working hours and increased job responsibilities are becoming progressively more frequent. There are more single-parent families, dual-career families, and working individuals who are the breadwinners for their elders and children, which necessitates family changes (Razak et al., 2014; Gopinath, 2011a). Furthermore, work stress is produced by a worker's job requirements and demands being irrelevant or mismatched. Both employees and organizations understand job stress as a physical and psychological concept since it affects workers and leads to health issues and work-family conflict (Gopinath & Chitra, 2020). Workplace stress causes high worker turnover, poor job quality, high absenteeism, and low productivity (Chang et al., 2017).

The hotel industry works round the clock and during the peak business season it has to hire casual or temporary staff. However, it is pertinent to note that the regular employees are responsible for the core areas, such as customer care, including room service, catering food and beverages, etc. The customers' expectations coupled with employers' performance demand make their job very stressful and challenging (Dsere and Relebohile, 2015). Such intense customer focus may have a direct impact on the employees' work-life balance and consequently a silent regressive impact on the individual as well as organizational effectiveness (Gopinath, 2011b).

Stress management has become a major problem for both individuals and businesses in recent years. A recent study has underlined the need of understanding the implications and repercussions of workplace stress, which eventually affects WLC, individual well-being, and organizational performance in the wider context (Gillespie et al., 2001; Razak et al., 2014; Ross & Vasantha, 2014; Gopinath, 2019). Because of the rapid economic development and large population, Asian employment accounts for a significant percentage of the worldwide working population, highlighting the importance of Asian economies for research and practice (Gopinath, 2016).

Becoming a teacher was one of the most popular jobs in Indian particular Tamilnadu. Teachers in particular were highly respected by Indian society. Teachers were considered the great givers fulfilling their students' knowledge and influencing their student's well-being. Becoming teachers helped ones raise their social status and career advancement (Gopinath, 2014a). Teacher occupation was also considered one of the high job security careers. Most top-score students were expected they become teachers after graduated. The teacher career was not popular. The salary of teachers in India was observed to be lower than other careers. The teachers in the western countries were rich while those in India were not. Thai teachers needed to work hard to get higher professional development degree to get a better salary (Gopinath & Ganesan, 2014).

2. REVIEW OF LITERATURE

2.1. Demographic Factors and Job Satisfaction

It is well known in the research domain that demographic factors such as age, gender, marital status, etc., play an important role as independent variables in defining the concepts and for construction of theories on job satisfaction and job stress. Several of the earlier studies have argued that such demographic variables have impacted employees' job satisfaction (Abdulla et al., 2011; Davis, 1992; Zeffane, 1994). Job satisfaction, one of the most widely studied issues in the relevant literature, may be defined as 'the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values' (Locke, 1969).

It is considered as a multidimensional construct involving for example, perceptions about work content, relationships with co-workers and supervisors, job control, job security, rewards, career opportunities, promotion and advancement, physical work environment, customers and feelings such as self-accomplishment and self-advancement (Lu et al., 2012). On the basis that various factors can influence job satisfaction, the misfit between what is expected and what is actually received, drives the level of job satisfaction (Gopinath & Kalpana, 2019; Gopinath et al., 2020). However, observations differ and there is hardly any unanimity in the current literature with regards to relationships between demographic variables and other dependent variables such as, job satisfaction and job stress. While, in their study in five-star hotels, Kara et al. (2012) have found significant gender differences in job satisfaction of employees, Hashemi et al. (2015) found no significant difference between gender of hotel employees in Iran and their job satisfaction.

A similar study in 2012 was conducted by Ravichandra and Dalvi on the IT and manufacturing sectors in India. The authors did not find any significant differences between employees' age groups, gender, marital status, years of working experience and their level of job satisfaction. In an earlier study, Brush et al. (1987) conducted meta-analysis of more than 10,000 individuals from 21 organizations and found that the correlation between education and job satisfaction ranged from negative to positive. Al Ajmi (2001) found that managers with post-graduate degrees were more satisfied with their jobs than those with lower levels of education.

2.2. Demographic factors and job stress

The demographic variables influencing the level of job stress and quality of life of software employees were assessed by Ranjit & Mahespriya (2012). There was evidence of significant relationship between stress and age, experience qualifications and marital status found by Kavita & Hassan (2018) in primary and secondary school teachers. Anitha Devi (2007) noticed lower level of job stress among older women in different professions and levels of income and education are associated with level of stress. He found that low personal incomes and low levels of education were also associated with higher stress. For instance, shift, part-time, and non-white collar workers were more likely to have high-stress jobs. The employees with such jobs perceived their work to be physically demanding and less satisfying. Osmany & Khan (2003) found unmarried working women have higher level of job stress than their married counterparts. The authors found that unmarried working women reported high stress at work place due to political pressure and for married women, it was due to poor peer relation. It is evident from the above review that levels of job stress depend on different demographic factors, and apparently the pattern of dependency is not similar across different occupations or professions. Do the aforesaid patterns bear similarity with women employees in the academic, especially with those working in arts and Science College? The literature does not provide any significant evidence in this regard and this warrants further research inquiry.

2.3. Job Satisfaction and its Linkage with Job Related Stress

In a pressure work environment and stressful routine, the chances of reduction in job satisfaction, organizational commitment, and increase in burnout are high (Gopinath et al., 2020). Oneybu & Omotayo (2017) found that pay, promotion, reward system, job security, favorable working environment, co-worker support, working conditions and recognition turned out to be influential factors that positively affect job satisfaction of hotel employees in Nigeria. The authors agreed that apart from demographic factors, organizational or work-related factors too have an impact on employees' job satisfaction (Abdulla et al., 2011; Kavith & Gopinath, 2020). Some of the studies claim that unlike demographic factors, work-related factors are better predictors of job satisfaction.

Individuals with longer working experience have higher respect for their jobs and are more satisfied than those with comparatively lesser experience (Bilgic, 1998). Role ambiguity was found to be negatively related to job satisfaction (Kemery et al., 1985). Similarly in another study among branch managers of private sector commercial banks in Pakistan revealed that role overload and role conflict directly and negatively influenced employees' job satisfaction. In contrast, Smith (1976) developed the index of organizational reactions to measure the employee's satisfaction with eight different facets of work, i.e. supervision, company identification, kind of work, amount of work, co-workers, physical work conditions, financial rewards and career future. Based on this review of satisfaction measures, the authors decided to adopt five facets for the present study, namely satisfaction with pay, promotion, co-workers, supervision and job security have been used to measure job satisfaction for this study.

3. RESEARCH METHODS

3.1. Conceptual Framework

The conceptual framework and the hypotheses of the present study are exhibited in Figure 1. The five facets of job satisfaction, i.e. satisfaction with (a) pay, (b) promotion, (c) co-workers, (d) supervision and (e) job security, have been modeled as independent variables, and Job stress has been modeled as the dependent variable for the present study.

3.2. Sample and Data Collection

A sample of 287 women faculty across different levels was selected through random sampling from a population of approximately 498 employees from 15 selected affiliated colleges in Trichirappali. The details regarding the name of women faculty were kept confidential to comply with the research ethics and to protect their academic interests. A questionnaire was mandatory for the deductive analysis and was designed with appropriate tested scales and distributed through personal visits to the selected colleges and by sending soft copies through e-mail. The response rate was 57 percent which meant that from 287 respondents only 211 duly filled-in questionnaires were returned, out of which 14 questionnaires were not filled completely and were excluded from processing. Hence, the effective sample size for the study was 287 respondents. This study uses five facets of satisfaction, namely, (a) pay, (b) promotion, (c) co-workers, (d) supervision and (e) job security. A single-item measure for each facet of satisfaction (the facet name itself is the corresponding item name) is used in the questionnaire, and respondents were requested to rate the satisfaction with each facet on a five-point Likert scale of 1 being very dissatisfied to 5 being very satisfied. The use of single-item to measure each facet of satisfaction is advantageous because it takes less time for the respondents to fill in the questionnaire, more flexible and might contain better face validity than that of multiple item scales measuring the same facets of satisfaction (Ramamoorthy et al., 2016). In addition, the single-item measures of satisfaction facets are highly correlated with its multi-item measures of satisfaction facets (Gopinath, 2017). This implies that both single-item and multiple-item scales of satisfaction facets sufficiently measure the same phenomena.

Job stress. An eight-item scale developed by Tate et al. (1997) was adapted to measure job stress. This scale assesses both psychological and physiological features of stress. Many researchers have widely used this scale, such as Firth Siong et al. (2006), and exhibited good psychometric properties. A sample item of psychological features includes "I feel frustrated at my job," and a sample item of physiological features includes "Job-related problems make my heart beat faster than usual". A five-point Likert scale, where 1 = "strongly disagree" to 5 = "strongly agree," has been used to rate the items on this scale. The scales Cronbach's alpha for this study is 0.835, and the composite reliability is 0.819.

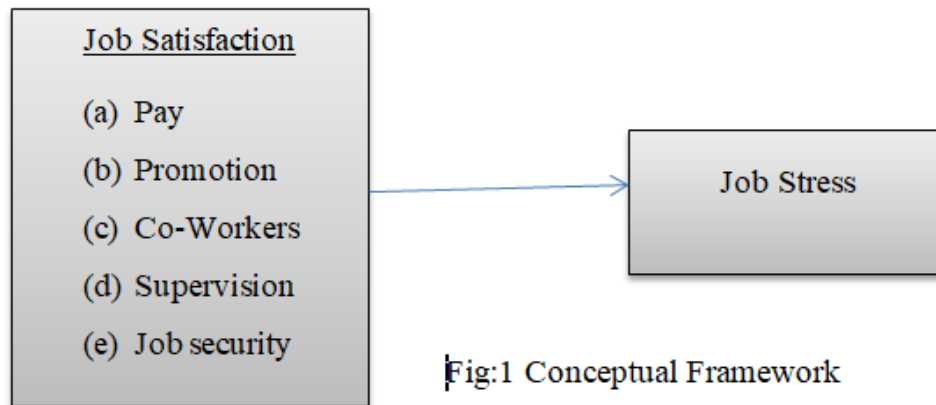


Fig:1 Conceptual Framework

4. RESULTS

4.1. Confirmatory Factor Analysis

Job satisfaction facets have been excluded from CFA due to the facets not being latent constructs. For job stress, we developed a first-order latent construct where the composite variable of the psychological and physiological features of stress has been used as the indicators of the overall job stress. For job stress, we used the items themselves as the indicators of the latent variable. Then, CFA for both job stress and job satisfaction has been conducted together. Hair et al. (2018) recommended that the researchers should provide one absolute fit index and one incremental fit index in addition to providing chi-square (X^2) and its associated degrees of freedom (df) statistics in determining the model fit. Hence, we incorporate the root mean square error of approximation (RMSEA) test, an absolute fit index measure, the comparative fit index (CFI) test and an incremental fit index measure to evaluate the fitness of the CFA model. The CFA models' fit statistics include $X^2 = 10.322$, $df = 7$, $p = 0.171$ (>0.05), $X^2/df = 1.475$ (<3), $RMSEA = 0.042$ (<0.07) and $CFI = 0.994$ (>0.96). The modified CFA model satisfies the proposed criteria of Gopinath et al. (2020) and indicates that the model provides an adequate fit for the data.

4.2. Convergent validity

Convergent validity refers to the degree of agreement in two or more measures of same construct Gopinath et al, (2019) indicated that convergent validity is not established because variance extracted values are less than 0.5. The results reported in Table II indicated that the variance extracted from the items ranged from 0.615 to 0.701. It is inferred that the scale used for job satisfaction and job stress convergent validity and thus the structural path for the same is validated.

4.3. Discriminant validity

Discriminant validity is adequate when the constructs have an AVE loading greater than 0.5. This implies that at least 50 percent of measurement variance was captured by the construct. In addition, discriminant validity was also confirmed as the diagonal elements were higher than the off-diagonal values in the corresponding rows and columns. The diagonal elements are the square root of the AVE score for each construct (i.e. job satisfaction and job stress).

Table: 1 Composite Reliability

S.No	Scale	Composite Reliability
1	Pay	0.877
2	Promotion	0.921
3	Co-Workers	0.874
4	Supervision	0.925
5	Job Security	0.898
6	Job Stress	0.954

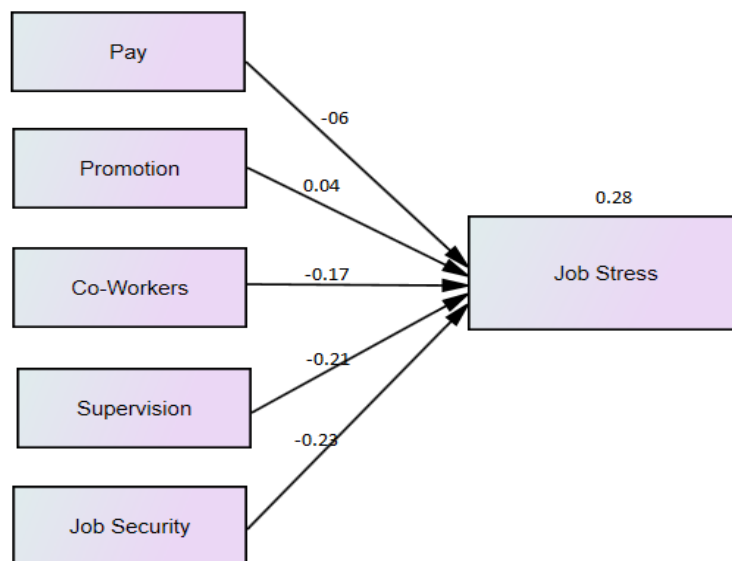
The diagonal values shown in Table III are higher than the off-diagonal values in the corresponding rows and columns. The results indicate that the constructs of job satisfaction (pay, promotion, co-workers, supervision, job security) and job stress discriminant validity. It is inferred that the standard scales of job satisfaction (pay, promotion, co-workers, supervision, job security) and job stress constructs are different from each other and thus the structural path for the same is validated.

Table: II Composite Reliability and AVE

S.No	Scale	Composite Reliability	AVE
1	Pay	0.877	0.622
2	Promotion	0.921	0.689
3	Co-Workers	0.874	0.729
4	Supervision	0.925	0.701
5	Job Security	0.898	0.640
6	Job Stress	0.954	0.615

4.3. Structural Equation Modeling

Lastly, we tested our specific research model using a bootstrapping sample with the use of AMOS. Specifically, this analysis tested the theoretical model, in which the five factors of job satisfaction differently predict the job stress. Hence, we examined whether job stress the relationship between five job satisfaction factors. Figure 2 illustrates the structural analytical model of this study, and the dashed lines represent all the non-significant in the model.

**Figure 2:** Structural Model

The X^2 of the structural analytical model is 28.508, $df = 19$, $p = 0.074$ (>0.05) with $X^2/df = 1.500$ (<3), RMSEA = 0.043 (<0.07) and CFI = 0.979 (>0.96). All of these tests fulfill the proposed criteria of Hair et al. (2018) and indicate that this structural analytical model provides a satisfactory fit for the data. Next, the data were assessed for univariate and multivariate normality by checking Mardia's coefficients of multivariate skewness and kurtosis. Univariate normality describes the distribution of only one variable in the sample, while multivariate normality describes all variables' joint distribution. Based on the skewness and kurtosis critical ratio range of greater than -1.96 and lower than 1.96 (Gopinath et al., 2020; Hair et al., 2018), only the data of pay, promotion, job stress and turnover intention is normally distributed. Hence, all the variables do not satisfy the univariate normality. Additionally, the multivariate normality critical ratio is 5.103, which is not within the aforementioned range. Therefore, we conducted Bollen-Stine bootstrapping to assess the validity of the model in the presence of non-normal data.

H1(a–e) states that job satisfaction factors have negative direct effects on job stress, where a = pay, b = promotion, c = co-workers, d = supervision and e = job security. Among the five factors of satisfaction, only supervision ($\beta = -0.21$, $p < 0.01$) and job security ($\beta = -0.23$, $p < 0.01$) have significant direct effects on job stress but not from the pay, promotion and coworkers. Moreover, job security has been identified as the strongest predictor of job stress, followed by supervision. In view of the above findings, H1 (d) and H1 (e) are supported by the present study.

5. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

The current study is not without limitations. Since this study was a cross-sectional survey, reverse causality cannot be ruled out. Hence, future studies should explore this research line with longitudinal research designs to capture the causality implied by this research. Longitudinal research may capture the dynamic nature of job satisfaction factors in a more meaningful manner than the cross-sectional design used in the present study. The second limitation of this study was that the data were collected from only Trichirappali district college's women faculty and have developed an industry-specific mediation model.

6. CONCLUSION

This study helps to understand the deeper drivers of job satisfaction among employees by focusing on work-related stress and the relationship it has with the women faculty satisfaction with their job (Gopinath, 2014b). Prior studies have examined the impact of job satisfaction factors on employees' intention to quit their job. However, the intervening role of job stress in this relationship has been less explored. Hence, this study tries to fill the gap and enhance the understanding of job stress's role in the relationship between job satisfaction factors among women faculty, who are highly vulnerable to the stress inherent in their occupation. Specifically, the effects of supervision and job security on through job stress (Gopinath, 2011b). Contrary to our expectations, we could not find any significant effect from promotion to job stress and promotion to the job.

REFERENCES

- [1] Abdulla, J., Djebarni, R. & Mellahi, K. (2011). Determinants of job satisfaction in the UAE: a case study of the Dubai police, *Personnel Review*, 40(1), 126-146.
- [2] Al Ajmi, R. (2001). The effects of personal characteristics on job satisfaction: a study among male managers in the Kuwait oil industry, *International Journal of Commerce and Management*, 11(3/4), 91-110.
- [3] Anitha Devi, S. (2007). Occupational stress: a comparative study of women in different occupations, *Prajnan*, 35 (1), 61-74.
- [4] Bilgic, R. (1998). The relationship between job satisfaction and personal characteristics of Turkish workers, *The Journal of Psychology*, 32(5), 549-561.
- [5] Brush, D., Motch, M. & Podyan, A. (1987). Individual demographic differences and job satisfaction, *Journal of Organizational Behavior*, 8 (2), 139-155.
- [6] Chang, X., Zhou, Y., Wang, C., & de Pablos Heredero, C. (2017). How do work-family balance practices affect work-family conflict? The differential roles of work stress. *Frontiers of Business Research in China*, 11(1), 8.
- [7] Davis, R. (1992). Person-environment fit and job satisfaction, in Cranny, C.J., Smith, P.C. and Stone, E.F. (Eds), *Job Satisfaction*, Lexington Books, New York, NY, pp. 69-880.
- [8] Dsere, K. & Relebohile, R. (2015). Impact of organizational culture on job stress and burnout in graded accommodation establishments in the Free State province, South Africa, *International Journal of Contemporary Hospitality Management*, 27(6). 1198-1213.
- [9] Gillespie, N. A., Walsh, M., Winefield, A. H., Dua, J., & Stough, C. (2001). Occupational stress in universities: Staff perceptions of the causes, consequences and moderators of stress. *Work & Stress*, 15(1), 53-72.
- [10] Gopinath, R. (2011a). Emotion Patterns of Employees'-A Study with reference to BSNL, Trichy SSA, Tamil Nadu Circle. *Inventi Rapid: Human Resource*, 2(2).
- [11] Gopinath, R. (2011b). Employees' Workplace Emotions in Organizations, *International Journal of Research in Commerce, Economics & Management*, 1(1), 133-139.
- [12] Gopinath, R. (2014a). Impact of Stress Management by Development of Emotional Intelligence in CMTS, BSNL, Tamil Nadu Circle - A Study. *International Journal of Management Research and Development*, 4(1), 53-67.
- [13] Gopinath, R. (2014b). Reduction of Executive Stress by Development of Emotional Intelligence- A study with reference to CMTS, BSNL, TN circle. *International Journal of Management Research and Development*, 4(2), 23-40.
- [14] Gopinath, R. (2016). Is Promotion and Transfer helps to Employee's Job Satisfaction? An Empirical Study at BSNL with special reference in three different SSAs using Modeling. *Asian Journal of Management Research*, 6(4), 277-285.
- [15] Gopinath, R. (2019). Job Involvement Influence to Knowledge Management – A Study. *International Journal of Research*, 8(5), 1461-1466.
- [16] Gopinath, R., & Chitra, A. (2020). Business-Family Interface and the Capacity of Managing Challenges Faced by the Women Entrepreneurs of Informal Sector - A Relationship Study, *TEST Engineering and Management*, (83), 24905– 24911.
- [17] Gopinath, R., & Ganesan, V. (2014). Stress Management by Development of Emotional Intelligence, A study with reference to CMTS, BSNL Tamil Nadu circle. *Research Journal of Business Management*, 8(3), 254-261.
- [18] Gopinath, R., & Kalpana, R. (2019). Employees' Job Satisfaction working at hospitals in Perambalur District. *Journal of Emerging Technologies and Innovative Research*, 6(4), 220-225.

- [19] Gopinath, R., Ramamoorthy, R., & Kalpana, R. (2020). Impact of Emotional Intelligence and organizational Commitment: Testing the mediatory role of Job Satisfaction. *International Journal of Management*, 11(11), 2883 – 2893.
- [20] Hair, J.F., Black, W.C., Babin, B.J. & Anderson, R.E. (2018). *Multivariate Data Analysis*, 8th ed., Cengage Learning, Andover, Hampshire.
- [21] Hashemi, S.M., Jusoh, J., Kiumargi, S. & Hashemi, F. (2015). Determinant of employee job satisfaction and role of male and female differences: an empirical study at hotel industry in Iran, *Journal of Hospitality Application and Research*, 10(1), 15-36.
- [22] Kara, D., Uysal, M. & Magnini Vincent, P. (2012). Gender differences on job satisfaction of the five star hotel employees, *International Journal of Contemporary Hospitality Management*, 24(7), 1047-1065.
- [23] Kavita, K. & Hassan, N.C. (2018). Work stress among teachers: a comparison between primary and secondary school teachers, *International Journal of Academic Research in Progressive Education and Development*, 7(4), 60-66.
- [24] Kavitha, J., & Gopinath, R. (2020). A Study on Perception of Internet Banking users Service Quality-A Structural Equation Modeling Perspective, *International Journal of Management*, 11(8), 2204–2217.
- [25] Kemery, E.R., Bedeian, A.G., Mossholder, K.W. & Touliatos, J. (1985). Outcomes of role stress: a multi sample constructive replication, *Academy of Management Journal*, 28(2), 363-375.
- [26] Locke, E.A. (1969). What is job satisfaction?, *Organizational Behavior and Human Performance*, 4, 309–336.
- [27] Lu H., Barriball L. Zhang X., & While A. (2012). Job satisfaction among hospital nurses revisited: A systematic review, *International Journal of Nursing Studies*, 49, 1017–1038.
- [28] Osmany, M. & Khan, W. (2003). Organizational stress in working women, *Indian Psychological Review*, 61, 2-6.
- [29] R. Ramamoorthy, Angappa Gunasekaran, Matthew Roy, Bharatendra K. Rai & S.A. Senthilkumar (2016). Service quality and its impact on customers' behavioural intentions and satisfaction: an empirical study of the Indian life insurance sector, *Total Quality Management Business Excellence*, 29:7-8, 834-847
- [30] Ranjit, L. & Mahespriya, L. (2012). Study on job stress and quality of life of women software employees, *International Journal of Research in Social Sciences*, 2(2), 276-291.
- [31] Razak, M., Yusof, N. M., Azidin, R. A., Latif, M., & Ismail, I. (2014). The impact of work stress towards work life balance in Malaysia. *International Journal of Economics, Commerce and Management*, 2(11), 1-16.
- [32] Ross, D. S., & Vasantha, S. (2014). A conceptual study on the impact of stress on work-life balance. *Sai Om Journal of Commerce & Management: A Peer-Reviewed National Journal*, 1(2), 61-65.
- [33] Siong, M.B.Z., Mellor, D., Moore, K.A. & Firth, L. (2006). Predicting intention to quit in the call centre industry: does the retail model fit?, *Journal of Managerial Psychology*, 21(3), 231-243,
- [34] Smith, F.J. (1976). *The Index of Organizational Reactions (IOR)*, American Psychological Association, Washington, DC.
- [35] Tate, U., Whatley, A. & Clugston, M. (1997). Sources and outcomes of job tension: a three-nation study, *International Journal of Management*, 14, 350-358.
- [36] Zeffane, R. (1994). Correlates of job satisfaction and their implications for work redesign, *Public Personnel Management*, 23 (1), 61-75.