Organisational Stress and Employee Dissatisfaction at Work : A Case Study to Boost Employee Satisfaction

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Abstract

Employee satisfaction is the terminology used to describe whether employees are happy and comfortable and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. Employee satisfaction, while generally a positive in your organization, can also be a downer if mediocre employees stay because they are satisfied with your work environment. Employee satisfaction or job satisfaction is, quite simply, how content or satisfied employees are with their jobs. Employee satisfaction is typically measured using an employee satisfaction survey. These surveys address topics such as compensation, workload, perceptions of management, flexibility, teamwork, resources, etc. This paper tries to identify the various measures for increasing employee satisfaction at work.

1. INTRODUCTION

Stress is a multi sided term used in order to define the stress at various levels. Tension, strain, conflict, pressure, restless etc. are some synonyms used for stress at various level of human life. Commonly, stress is a normal term used when an individual feels mentally and physically threatened. It is an adaptive response to an external factor that results in physical, psychological or behavioural deviations in an individual. Here, in the current context, stress at work is being discussed. Stress at work or organisational stress is an increasingly important issue in present organisational scenario. It is equally problematic to all related parties - the employer, the employees and the organisation indeed. And, at a point of time, it affects all individuals working in the organisation and creates an imbalance in the work system and work culture. Organisational stress gives birth to Employee dissatisfaction and finally avoidance from the work. The organisation is not the only one culprit; it may be employees itself or the system prevailing in the organisation or the management of the organisation.

Causes of the Organisational Stress :

Stress at work is created under the following circumstances:

1. When a particular employee in the organisation is given a role to play, the others will be affected by the stress, automatically.

2. When a dedicated person contributes more and more towards the development of the organisation and the other person could not due to their laziness and illiteracies, the second category will be seriously affected by the organisational stress.

3. When injustice is incurred to the really dedicated persons, sincere officers, hard workers and God-fearing man, the man who is responsible for the injustice will be affected by the organisational stress.

4. When Career and Life Style Change, Organisational policies change, Infrastructural facilities are rearranged, processes are remodelled, and other developmental changes take place, the who does not work comes into stress.

5. When the deserving employees are denied their demands, the deserving employees will be affected by the stress at work.

6. When the idlers demand something to escape from doing the allotted work and if the same is denied by the controller or by his superior, the idler will be heavily affected by the stress at work.

7. When a person is influenced by the inferiority complex, he will be totally and permanently in the hands of the stress at work.

Problems due to the Stress at Work : The organisational stress is considered to be negative and no doubt it is negative. Many dynamic personalities have done a number of research works on the Stress related issues. The following are the problems due to the stress at work:

(a) **Problems to the Employees :** Stress whether it is domestic or organisational and physical or mental, it is really threatened and destroys internal peace and equilibrium. Stress at work results in the following :

(i) Absenteeism and committing a lot of mistakes.

(ii) Addiction to alcoholisms, tobacco, gambling and drugs.

(iii) Anger, change of characteristics, telling lies, irritability and hiding the facts.

(iv) Depression, high blood pressure, increased heart beats, heart disease and other related diseases..

(v) Anti- Social, anti national, anti-organisation, immoral & illegal activities.

(b) **Problems to the Organisation :** Stress not only disturbs employees at work but it also creates serious problems to the mangers and the organisations. The results of the stress at work can be listed in the following points:

(i) Absence of Applying Controlling Techniques.

(ii) Absence of Crystal Clear Communications, Motivation and Leading.

(iii) Production will be reduced and Productivity will come down.

(iv) Unproductive Wages will have to be paid.

(v) Wastage of Material and Manpower.

2. **EMPLOYEE SATISFACTION : CONCEPT**

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, goal achievement, and positive employee satisfaction in the workplace. Employee satisfaction or job satisfaction is, quite simply, how satisfied employees are with their jobs. These things are all important to companies who want to keep their employees happy and reduce turnover, but employee satisfaction is only a part of the overall solution. Employee satisfaction covers the basic concerns and needs of employees. In human resource terms, employee satisfaction means that employees are comfortable with their work and position. To be comfortable or contented, they likely enjoy much of their work, they feel management is fair and cares about them, and they are comfortable in their work environment - both with other fellow - employees and with the resources they have available to complete their jobs. It ties in closely with employee turnover, since unhappy employees are more likely to seek positions elsewhere.

Thus, Employee satisfaction is the term used to describe a situation when employees are satisfied and contented with his job and the office environment.

Importance of Employee Satisfaction: Employee Satisfaction is of utmost importance in any organisation, be it small or large. Thinking that employee satisfaction is important only for the employee then it is not right. It is equally important for the organisation for which the employee is working as well. The following points will show the importance of employee satisfaction easily :

To the organisation

1. It protects from employee absenteeism and the company does not need to train employees repeatedly.

2. The overall productivity of the company is increased and it assists in achieving the goals of the company.

3. When employees are satisfied with their job they deal with customers in a better manner and thus customer satisfaction is achieved to great extent.

To the employee

1. When the employee gets satisfactory services from the company initially, he tends to believe that same treatment would be offered in long run.

2. Employee would start taking interest in his work instead of worrying about other issues.

3. The employee starts feeling a sense of responsibility towards the organisation.

4. He deals with customers in a better way and builds strong relations with them.

5. They would try to produce better results in order to get appreciation from the company.

3. EMPLOYEE DISSATISFACTION : THE CONCEPT

On the other side, if employees are not satisfied at work, it becomes a big concern to the organisation in long run. Dissatisfaction at work specifies the feeling of emotional exhaustion of an individual in a work – procedure, which is an impact of the outcome of stress. Here, it is understood that stress is a syndrome of emotional exhaustion, depresonalisation and a reduced sense of personal accomplishment, which can occur among individuals while working with the people in same capacity or working in an uncomfortable job-environment. It is also termed as organisational stress. Dissatisfaction at work is a phenomenon which causes total lessening of an individual's both physical and mental resources caused by excessive and prolonged level of organisational stress as well and thereby affects their performance at work.

Dissatisfaction at work has been one of most discussed and analysed research subject world over. The components of organisational stress are conflict and ambiguity. Various stresses at work are related to various work oriented factors such as "clarity of work-terms". Based on a study conducted among the professionals of Information Systems (IS), King noted that ambiguity and conflict are two important aspects of organisational stress. According to Thomas et. al., "... decreased stress at work can reduce dissatisfaction at work."

It is also worth noting that many empirical studies on these aspects were conducted more at the international level.

A comprehendive study in the Indian context is conducted by R. R. Sharma on executive dissatisfaction (burnout) deserves special mention. The study analyses the effects of dissatisfaction in four dimensional aspects such as stress personality, organisational stress, emotional intelligence, personal effectiveness and adjustments.

4. SIGNIFICANCE OF THE STUDY

The above discussion, thus, signifies the relationship between organisational stress and dissatisfaction at work. In this context, the present study identifies various indicator variables of organisational stress of dissatisfaction at work and examines its significance in the organisation. The present study entitled "*Organisational Stress and Employee Dissatisfaction at Work: A Case Study to Boost Employee Satisfaction*" has, thus, adopted to search out the basic dissatisfiers and the level of organisational stress through a Simple Random Sample Survey of 80 employees from different Private Sector Banks branches located at Meerut Region.

5. OBJECTIVE OF THE STUDY

1. To analyse the relationship between organisational stress and employee dissatisfaction.

2. To identify the indicator variables of organisational stress in determining employee dissatisfaction.

3. To analyse the implications of indictor variables of organisational stress.

6. REVIEW OF THE LITERATURE

Lawler and Porter (1967) give their model of job satisfaction wich unlike the previous model places a special importance on the impact of rewards on job satisfaction in Figure 1.

Figure 1 : Lawler's and porter's model of job satisfaction (lawler and porter, 1967)
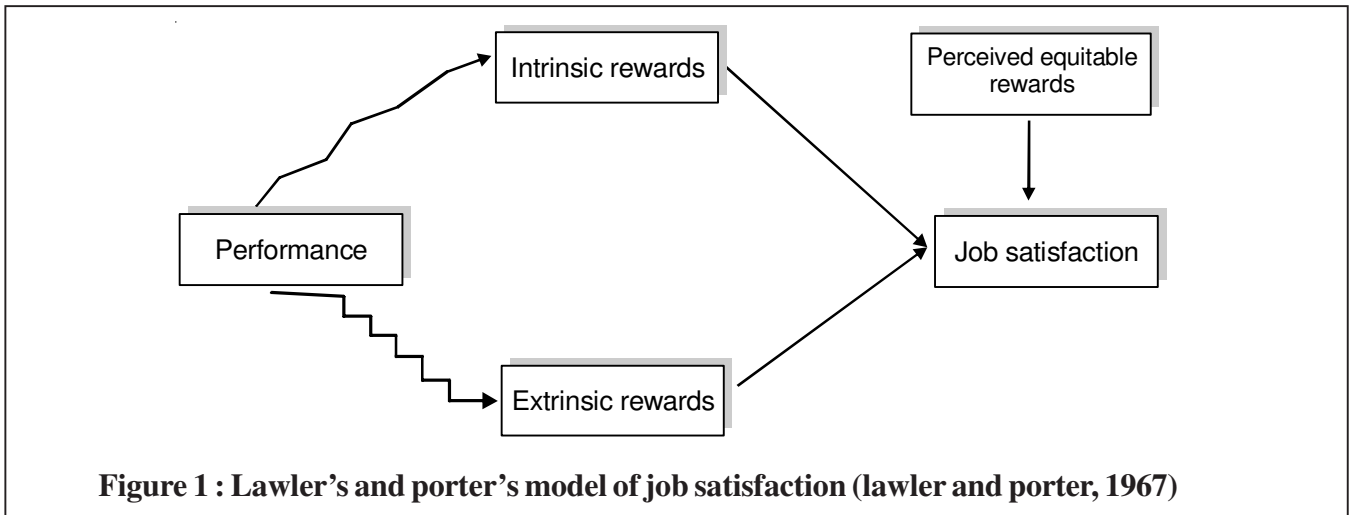
According to this model the intrinsic and extrinsic rewards are not directly connected with job satisfaction,because of the employees perceptions regarding the deserved level of pay.

Locke and Latham (1990) provide a somewhat different model of job satisfaction. They proceed from the assumption that the objectives set at the highest level and high expectations for sucess in work provides achievement and sucess in performing tasks. Sucess is analysed as a factor that creates job satisfaction. This model is presented in Figure 2.

Figure 2. Locke and latham model of job satisfaction (locke and latham, 1990)
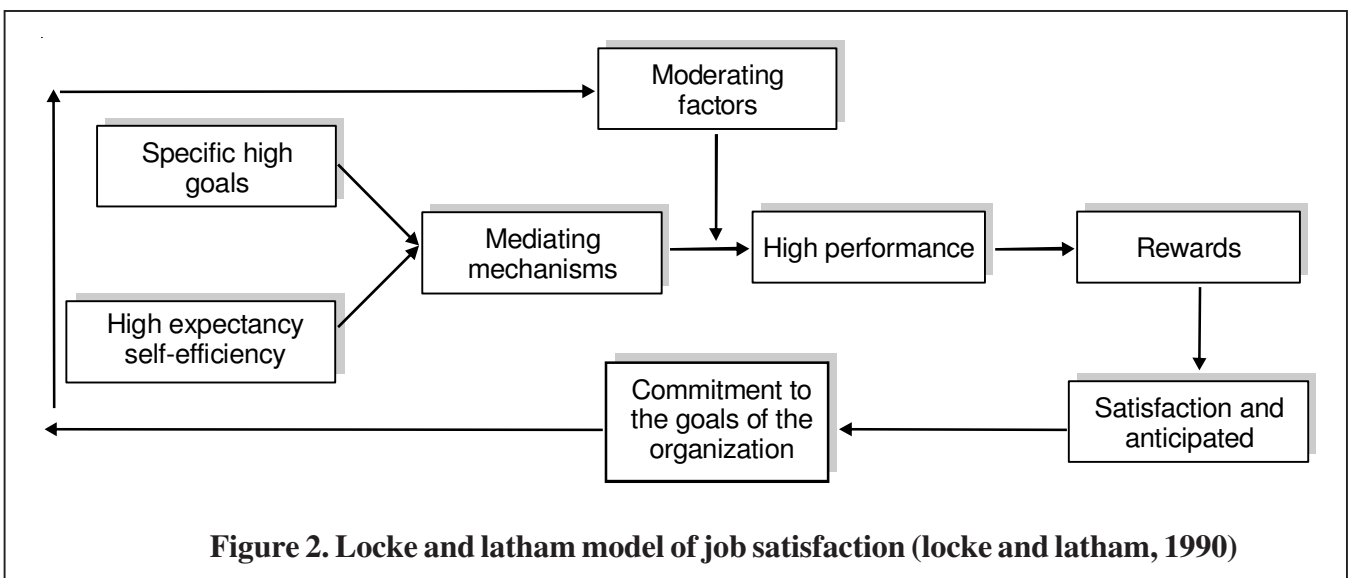
The awareness of labour welfare facilities and brought out the relationship between labour welfare facilities and job satisfaction in her work titled *"Labour Welfare and Job Satisfaction."* The study determined the extent of job satisfaction experienced by textile workers due to primarily the statutory labour welfare

facilities provided in the private, public and co-operative textile sectors in Punjab, the awareness and implementation of these labour welfare facilities and their correlation with job satisfaction, including the relationship between labour welfare and job satisfaction. However, the researcher did not investigate the influence of personal factors (gender, age and experience) and hierarchy on the level of job satisfaction of the textile workers studied, compare the level of job satisfaction experienced by these workers in the different sectors of the textile industry, the influence of the non-statutory labour welfare facilities on job satisfaction and the differential influence in the dimensions of labour welfare facilities on the level of job satisfaction (Goyal, 1995).

Job satisfaction can be considered as one of the main factors when it comes to efficiancy and effectiveness of business organizations. In fact the new managerial paradigm which insists that employees should be treated and considered primarily as human beings that have their own wants, needs, personal desires is a very good indicator for the importance of job satisfaction in contemporary companies. When analysing job satisfaction, the logic that a satisfied employee is a happy employee and a happy employee is a successful employee.

The importance of job satisfaction specially emerges to surface if had in mind the many negative consequences of job disstisfaction such a lack of loyalty, increased abstenteism, increase number of accidents etc. Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assesment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be a sign of a good emotional and mental state of employees. Second, the behaviour of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. Thus, it can be concluded that job satisfaction will result in positive behaviour and vice versa, dissatisfaction from the work will result in negative behaviour of employees. Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

In a research study titled *"Impact of Labour Welfare on Employees Attitudes and Job Satisfaction,"* a comparative study was conducted on workers in the private and public sectors of Kanpur city. The researcher attempted to assess the quality of labour welfare activities, measure the degree of job satisfaction of workers provided with labour welfare facilities in private and public sectors and evaluate the attitudes of workers towards management in both the sectors (Srivastava, 2004).

Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his ore her job, particulary in terms of intrinsic motivation (Statt, 2004).

Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivaton. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

The term job satisfactions refers to the attitute and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

Christen, Iyer and Soberman (2006) provide a model of job satisfaction presented in Figure 3 in which the folowing elements are included :

Figure 3 : Christen, lyer and soberman model of job satisfaction (christen et, 2006)
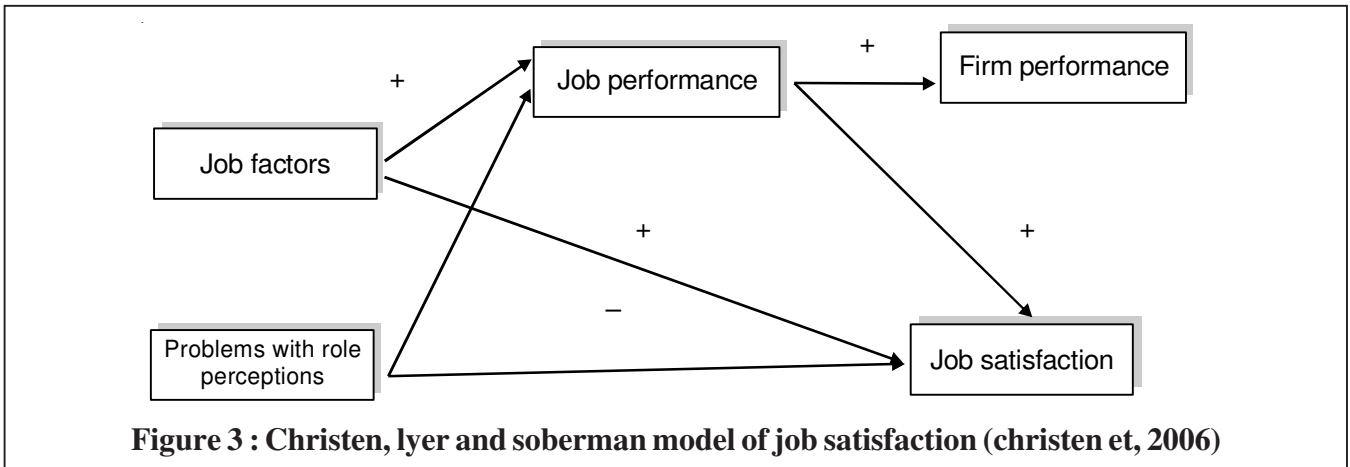
Job satisfaction is a worker's sense of achievement and sucess on the job. It is generally perceived to be directly linked to productitivty as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingridient that leads to recognition, income, promotion, and the achevement of other goals that lead to a feeling of fullfillment (Kaliski,2007).

We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008).

Job satisfaction is the collection of feelings and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or suborinates and their pay (George et al., 2008).

7. STRESS MANAGEMENT

Stress at work can be terminated or reduced only through a systematic and mechanical wayouts. If the management of the institution (the private banks as sample in the study) is not controlling the stress at work of their employees, it will become untreatable in later days. And, the institution will collapse. As is already expressed that stress is a normal physical reaction that occurs when one feels physically or mentally threatened. Stress at work is an increasingly important issue. It can be terminated or reduced through stress management applications. This stress management is divided in to two ways. One is workplace stress is to be managed by the manager of the bank for which he is fully responsible. If any thing happen to anybody due to the stress at work, the manager should support that particular employee. The healthy relations between employees and employer and the general transparency at work are two important issues to reduce stress at work. The following practices are to be totally stopped to see the real growth and development of the institution :

❖ A detailed system is to be drafted regarding the duties and responsibilities of all the employees including the one heading the office. What the employees must do and what they are not supposed to do are to be clearly drafted.

❖ Weekly once or fortnightly once, a review meeting is to be conducted preferably on Saturday or Friday during working hours. The deviation between the work allotted and work completed is to be found out. If any tension arises anywhere, immediately the manager of the bank must take appropriate discussion with the concerned employee and accordingly issue the instructions in favour of the justice.

❖ The reasons for the deviation are to be arrived and if such reasons are due to the inability of

the employee concerned. The possible ways are to be found out to remove such barriers and impediments.

❖ At the same time if the work is completed successfully by the employees. They are to be admired in front of all.

❖ During working hours, no head of the office or the department is to be called by the immediate superior. Even if there is something to be consulted, they should make use of the phone. During the bank hours, the entrepreneurs will be coming to meet the concerned employees for the consultations and to clear any doubts by taking his valuable timings.

Individuals

As far as the individuals are concerned, it is the ability to generate internal physical energy at the required time & the required form of energy as per the need of the situation. Here, it requires both the generation of internal force as well as type of internal force at command of analytical mind. The following measures are suggested whenever if a person is affected by the Stress :

❖ This message should be flashed that the Stress is a good thing that gives a chance of facing a challenge of the things about your own career development. And you have to avoid the chicken hearted malingerers and shirkers.

❖ Console yourself that you have done as per the normal justice. Spend more time with your children and your wife. To maximum possible, try to laugh in your life with your family members.

❖ When the Stress is created by your colleagues and by your superior purposely, think that they have less knowledge about the work. Do not react immediately. Just avoid them in your normal way if they are officers. Do not forget to perform your duty for which you are appointed.

❖ Do not talk anything about the officers or your colleagues in front of your dearest friend who may turn down at day time against you.

❖ Develop the practice of going to Worship Places and Yoga-meditation centres.

Duty of the Officers

❖ An officer should have the clear picture about the work, employees, materials, procedures, cash balance, bills, vouchers, dedicated employees, the malingerers and shirkers, techniques of the management, budgets, importance of the office, organisation, mail management, staff management, material management, cash management. The Officer must know the purpose for which he is appointed by the Bank and the purpose for which the employees are appointed He should have clear picture about the Primary work and secondary work.

❖ A meaningful work system i.e., handout manual is to be constructed. Practical Situation is to be there in the decision making and drafting the System rather than the Theoretical. A copy of the Hand Manual is to be given to every employee.

❖ A Performance Audit is to be introduced in the banks. A detailed report is to be obtained year wise the activities carried out by the concerned employees. Shouting, issuing memos, replying for memos, preparing the replies for the court, pressing bell are useless and meaningless. Who are always interested in criticizing the other dedicated persons, collecting information about other by misusing RTI without doing any banking work and by sincerely buttering the immediate boss or manager to earn sympathy, the quantum of stress will be naturally more. Under that circumstances, it is suggested to avoid them and do not entertain them even if they come near to you.

8. FINDING AND DATA ANALYSIS

Taking organisational the stress at the work place as the main, thrust area of the present study, a

Table 1: Employees Views about Stress Problems at Work

Sr. No.	Views	No. of Employees	Percentage
1.	Strongly affected Employees	74	92.5
2.	Affected Employees	64	80.0
3.	No. of Employees Un Easy due to the Stress	34	42.5
4.	Efficient but unwilling to work due to stress	28	35.0
5.	Average No. of Employees who expressed Stress at Work	50	62.5
6.	No. of Employees Not Affected by Stress	18	22.5
7.	No. of Employees who expressed No Comment	12	15.0
	Total Employee with all categories	**80**	**100.0**

Source: Primary Data 2014.

survey has been conducted from the employees, employers with a view to find out the reasons and impact of the stress at work. Sample has been selected through the simple random method. In all 80 employees of different Private Sector Banks of Meerut Region have been selected. The results are as given below :

The above table clearly shows that 92.5% of the employees are strongly affected by the stress problems. Another 80.0% of the sample told that they are affected by stress and strongly affected occasionally. Seventeen employees of the sample representing 42.5% expressed when they are affected by the stress they feel very uneasy to work.

Another dangerous stress problem is that the efficient people are unwilling to work. This is something that the head of the office or the manager is creating problems for himself. Fourteen employees 35.0% told that they do not feel to work due the unnecessary stress

Table 2: The Causes of Stress

Stress-Causes	Yes	No	NC	Total	Yes%	No%	NC%	Total%
Poor Management	58	18	4	80	72.5	22.5	5.0	100.0
Leadership Lack	64	12	4	80	80.0	15.0	5.0	100.0
Overload	36	38	6	80	45.0	47.5	7.5	100.0
Isolation	42	16	22	80	52.5	20.0	27.5	100.0
Ambignity	74	0	6	80	92.5	0.0	7.5	100.0
Rejection	52	18	10	80	65.0	22.5	12.5	100.0
No Recognition	38	34	8	80	47.5	42.5	10.0	100.0
Hard Work Goes Waste	42	14	24	80	52.5	17.5	30.0	100.0
Powerlessness	38	34	8	80	47.5	42.5	10.0	100.0
Less Payments	42	14	24	80	52.5	17.5	30.0	100.0
Support	42	4	24	80	52.5	17.5	30.0	100.0
Emotional Adjustment	54	12	14	80	67.5	15.0	17.45	100.0

Source: Primary Data – 2014   **Note:** NC– No comment.

is being created by the head of the office.

So on an average 62.5% employees in the sample group expressed that they are facing terrible problems due to the stress 22.5% told that they are not affected by the stress and another 15.0% employees did not give any comment.

While analyzing the causes of the stress, 72.5% sample is of the opinion that the Poor Management is the main reason for the Stress. An inclusive of the 80.0% expressed that the lack of leadership, 92.5% expressed the Presence of Ambiguity 67.5% told that the emotional adjustments and another 52.5% told that the main reasons for the stress are that support, less payements, hard works goes waste, isolation etc.

9. CONCLUSION

The all working in the organisation should be indebeted to the organisation to contribute more by increasing the production and productivity. One should not wound others just for self or ones happiness. Dedicated persons are to be admired and the malingerers and shirkers are to be punished and discarded. Everybody must know what he or she have to do and what he or she are not supposed to do. What is their duty and to whom they will have report for the responsibility. Once a strategy is formulated in the light of the suggestion given above and if the same is implemented carefully through the dedicated employees and employers and though qualified officers, it is certainly hopped that the stress will not be created, decision making will be there for the betterment of the organisation which is the right symptoms of the growth and development.

Employee satisfaction is defined by the employee's outlook, optimism, self-concept, and assured belief in themselves and their organization, its mission, goals, defined path, daily decisions, and employee appreciation. Faith in self and faith in their organization are both important factors in positive employee satisfaction. Following are some important factors that have come forth through the survey made by the author. These factors highly contribute to the positive employee satisfaction atmosphere in the banks as well as in other organisation.

❖ treating employees with respect,

❖ providing regular employee recognition,

❖ empowering employees,

❖ offering open and regular communication about factors important to employees,

❖ providing feedback and coaching,

❖ offering above industry-average benefits and compensation,

❖ providing employee perks and company activities, and

❖ positively managing employees within a success framework of goals, measurements, and clear expectations.

The organization's success can be measured in developing and fostering positive employee satisfaction by using the methods described in measuring employee satisfaction. Building positive employee satisfaction is not difficult, but it takes desire, commitment, and attention on the part of management and the organization.

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