

Whether workplace stress leads to employees' dissatisfaction and its turnover in Delhi- NCR: An empirical analysis

¹Gauri, ²Mohammad Shamim Ahmad Ansari, ³Neha Kashyap

¹ M.Phil, Department of Commerce, Delhi School of Economics, University of Delhi, Delhi, India

^{2,3} Research Scholar, Department of Commerce, Delhi School of Economics, University of Delhi, Delhi, India

Abstract

In this age of globalisation every organisation is endeavouring to reach at the top of the success. For this purpose they considered tremendous pressure on their workforce resulting in stress for individual working in organisation. In this paper we have attempt to explore where there is any relationship of employee turnover and organisational stress. The paper further studies the various factors responsible for organisational stress. The study was carried out in the north Delhi-NCR. The study has a sample size 122 and analysis was carried by SPSS version 20. The study showed a positive correlation between employees' turnover and work stress in most of the cases whereas in some cases it was witnessed that a small level of stress resulted in improved performance of employees leading to less turnover and improved performance. Hence we can say that a desired degree of stress leading to better prospects for both firm and employee and vice-versa.

Keywords: organisational stress, dissatisfaction, employees turnover, improved performance

1. Introduction

Workplace stress is common phenomenon in today's context. Stress affects most people in some way (Burton, 2007). Every organisation is facing such problems which have affected employee job performance. The paper tries to studies whether workplace stress leads to employee's dissatisfaction and turnover among employee of north Delhi and NCR. At the same time it also attempts to investigate association between workplace stress amplitude and job performance.

The organisational stress results in multiples dissatisfaction among the employee. "There are many forms of stress which affects the behaviour and psychology of the people (Adam et al, 2003)." On the basis of researchers view all the stress experienced in individuals' life, job stress is the leading causes of stress which is submissive at the workplace (Seyle, 1976, Lazarus and Forman's, 1984, Luthan, 1985, Bakare, 1986, Watts and Cooper, 1992, Jones and Bright, 2001 and Oke, 2006) [30, 15, 17, 7, 30]. Stress have a great impact on personal and organisational health leading to dissatisfaction and finally it increase the employee turnover.

There are numerous factors responsible for job performance some of them which are used in the study is job fit, fair remuneration, work environment, job security, and personal problems and work pressures.

"Holland's theory of job fit stated that people are happier and more successful in their work when personality matches or fit with the characteristics of the organisation (Holland, 1985)." Hence the job satisfaction or job fit assist as base for higher employee's performance.

If an employee is not paid fairly it will results in counter productive work behaviour in which he will engage himself into theft, sabotage, verbal abuse, withholding of

effort, lying, refusing to cooperate and physical assault. "Certain working conditions, such as excessive workloads and conflicting expectations are stressful and negatively affect most employees."

2. Outcome of Literature Review

Through the literature review, two outcomes have found. Firsr, dissatisfaction and other was better performance. If there were better performance of employee willing to work with the organisation and on the other hand, they quit the organisation, if they did not satisfied in the organisation. It increases employee turnover in the organisation.

2.1. Objectives of the study

The objectives of the study are given below:-

- To find out the organisational stress variables in north Delhi and NCR.
- To study the relationship among organisational stress and employees turnover.
- To study the role of organisational stress in employees turnover.

2.2. Research Methodology

As far as method is concerned, we preferred questionnaire or face to face meeting to make sure correct information and encourage honest response to questions. While framing the questionnaire, we tried to list a series of question, which could inspire the needed information for proposed study. Questions, which were of no particular value for the study objectives, were excluded. We also tried to keep in mind the respondents' have understanding capacity, ability to recall the information and his experience limits.

2.2.1 Research Design

Descriptive research is followed because the study was based on primary as well as secondary information.

2.2.2 Sampling Method

Snowball sampling was used in this research for fulfilling the purpose of this study.

2.2.3 Sample Size

“The sample size was determined by using.” Based on, for a population of 210, the sample size required is 122.

2.2.4 Sample Locate

We have conducted our research study in Delhi and NCR.

2.2.5 Tools

- SPSS(Statistical Package for Social Sciences)

3. Analysis and Results

The data analysis was analysed using SPSS (Statistical Package for Social Sciences) with 20th versions. The reliability for each item of the components of the collectivism model was assessed by using Cronbach's Alpha coefficient. Then the data were computed using correlation analysis to determine the factors that may be the determinant of employee's turnover. Based on the distribution of the respondents' gender, it was found that 54 of the respondents (44.3%) were female and majorities 68 of the respondents (55.7%) were male.

The study was found that 24 respondents (19.6%) were in the age group of 23 to 28 years old. 40 respondents (32.79%) were in the age group of 29-34 years old and 17 respondents (13.93%) were in the age group of 35 to 41 years old. Besides this, 20 respondents (16.6%) were in were in the age group of 42 to 49 years old and the other 21 respondents (17.2%) were in the age group of 50 years and above. Tenure of services of respondents, it shows that 22.3 percent of respondents have been working for three years and below. Besides, 32.9 percent of respondents have been working for four to eleven years. In addition, 9.1 percent of respondents have been working for twelve to nineteen years. Another 14 percent of respondents have been working for twenty to twenty seven years while 21.2 percent have been working for twenty eight years and above.

On analysing the various the factors of workplace stress that leads to employee dissatisfaction and turnover, we find that highest average for the organisational stress factors is organisational role ($M=4.71$, $SD=0.83$). The second highest mean is work environment ($M=4.65$, $SD=1.04$), followed by compensatory issues ($M=4.06$, $SD=.78$) and personal problem with a mean score 3.27 and standard deviation is 0.69. Then, he lowest mean for the factors of workplace stress is overall career development and advancement ($M=3.16$, $SD=0.86$). For analysing this data we have used Pearson correlation analysis to determine the factors of workplace stress to find the affiliation between employees dissatisfaction, turnover. The finding indicates that value of $r<0.05$ which gives the positive significant linear relationship in organisational stress and employees turnover. The value

of correlation in each factor of organisational stress is more than 0.05.

4. Findings

On the basis of findings of data analysis organisational role is said to the most crucial factors that influence employee's behaviour leading to employee's turnover. This is because the highest mean for the organisational stress factors is organisational role ($M=4.71$, $SD=0.83$). This also signifies that the organisational role is most important factor which the employees of Delhi-NCR are looking or the decider of tenure of the jobs. Employees having equal responsibility and authority relationship tend to be more satisfied with job and having low level of stress.

The second factor of organisational stress which may leads to employee's turnover is work environment. The average score of this factor is 4.65. Human beings in an organisation leave for longer time if the culture, work ethics and environment is fairly contributory to his personality. If there is favourable work environment in the organisation the employee will perceive a sense of responsibility and belongingness within himself.

The third factor is compensatory issues. The mean score is 4.06 and standard deviation is 0.78 which depicts that the people who perceive themselves as a fairly paid would be with the organisations for long time. There are mainly two things that the employees take into consideration, the first one is they make comparison with the people of same position of different organisation and the second is they make comparison of pay according to their responsibilities that are facilitated by the organisation. Majority of respondents also thinks as reasons for employees' turnover. Also discussing further we consider that these issues are mainly with employees of less experience not with the experienced employees.

There are some factors important other than above three. The four factors of the organisational stress is personal problem. People have some personal issues which also lead to turnover. The factor has mean of 3.27 and $SD=0.69$ which depicts that one of the important factor leading to less interest in job place which finally results in employees turnover. Some of the issues are imbalance with the work; mismatch between required skills needed to perform job, family problems and many more which directly or indirectly affect the employees' performance leading to turnover.

The final factor of organisational stress proposed for the study is career development advancement. The factor has mean of 3.16 and $SD=0.86$ which depicts that one of the important factor leading to employees turnover. With the help of finding it can be decided, employees value organisation which provides greater career opportunity. Employees like organisation that values their effort in the organisation. Employee's turnover is likely to be high if employee cannot see clear channel for advancement and career development. Employees which are not able to fulfil this factor will have concern, anxiety, or frustration for the individual. This will also become a reason for stress. Job insecurity also works as source of work stress and finally leads to employee turnover.

5. Conclusion

The result showed that organisation role was the main factor contributing to organisational stress and employee's turnover. In this age of globalisation and privatisation, every organisation had appreciated that employees would give cent percent only if the organisation considers them as an asset and understands the problems of the employees. Organisation which undoubtedly speaks about their responsibility that the employees have to undertake loves a success in each and every dimension. At last we can determine that factors of organisational stress are also influential to the employee's turnover. Going further we can also claim that employee's turnover is a problem which needed to be addressed seriously as it is vital asset for an organisation.

6. References

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