
Impact of stress on level of Motivation of employees: A correlational study

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ABSTRACT

Stress is an inevitable part of life which has turn out to be a foremost concern of the present era as it hampers employees' state of well being which ultimately results into degraded performance of organization. Various psychologists and physiologists have defined stress in a different ways. In layman term stress can be understood as pressures and tensions which people feel in day to day life. Stress is a sweet poison which helps you to meet the challenge; however beyond certain limit it cause damage to moods, health, productivity and relationships causing your level of motivation to decline. Motivation is the nucleus of organization and an important function of supervisor to get the task accomplished by the employees. The present paper aim at firstly to know the comparative level of stress in manufacturing organization among the managerial and non-managerial employees and secondly its relationship with motivation. "t" test and Pearson correlation test was employed to know the difference in level of stress between managerial and non-managerial employees and relationship of stress with motivation respectively.

Keywords: Stress, inevitable, motivation, employees, organization.

INTRODUCTION:

Stress is an inevitable part of life which has turned out to be a foremost concern of the present era as it hampers employees' state of well-being which ultimately results into degraded performance of organization. Various psychologists and physiologists have defined stress in different ways. In layman terms stress can be understood as pressures and tensions which people feel in day-to-day life. In modern times stress has become part of life and has received substantial consideration. Stress refers to tensions which people feel in life. Beyond certain limits stress hampers the individual performance in any organization resulting in incomplete accomplishment of the tasks. Stress is an experience that creates physiological and psychological imbalances in individual. Stress is a part and parcel of everyday life as competition of these days leads to demand and resources gap. However stress is not all bad, a certain amount known as eustress "positive stress" which is an optimum level of stress is necessary for task completion. This eustress acts as motivators for employees in an organization to perform better. Motivation is the nucleus of any organization. It is an important function which every supervisor exercises in order to get the work accomplished by the employees. Motivation is essential for any organization as employees are the asset for any organization, many studies have shown that motivated employees are more committed towards the organization and contribute their best for better performance which will ultimately lead to the increment in organizational wealth.

Objectives:

The present study was conducted with the following objectives in mind.

- 1) To analyze the level of stress among the employees of manufacturing organization.
- 2) To know whether the difference in level of stress exists between managerial and non-managerial staff of the organization.
- 3) To study the association of stress and motivation among the employees of the organization.

Review of Literature:

Selye defined stress as any exterior event or interior force which threatens to upset individualistic stability. **Latha and Panchanatham (2007)** carried a study on 40 software professionals and observed that work load acted as major source of stressors. **Peterson (1995)** found out that role ambiguity and role overload were the organizational issues for managers as stressors. **Potter (2002)** concluded that interpersonal conflicts acted as stressors causing degradation of performance. **Reddy and Ramamurthy (1990)** inferred that top level managers experienced more occupational stress. **Bhatia and Kumar (2005)** attempted to explore occupational stress and burn out among employees and carried out study on a sample of 100 employees belonging to supervisor and below supervisor level. They concluded that employees at supervisor rank experienced more occupational stress than below supervisor level as they have to bear more responsibility and accountability.

Aworemi, Joshua Remi Abdul-Azeez, Ibraheem Adegoke Durowoju, Stella Toyosi (2011) carried out survey on empirical study of the motivational factors of Employees in Nigeria. They

described following seven motivating factors.

Job security, (b) personal loyalty to employees, (c) interesting work, (d) good working conditions, (e) good wages, (f) promotions and growth in the organization, and (g) full appreciation of work done. Findings of the study suggest that good working condition, interesting work, and good pay are key factors to higher employee motivation. Showkat **Khalil Wani (2013)** surveyed 400 employees (200 officers and 200 clerks) and reported that clerical grades employees experience more stress as compared to officers cadre. He also found out that there is a strong relationship between job stress and motivation level of employees.

Hypothesis:

Following hypothesis were set for the present study:

- 1) There is significant difference on the level of stress between the managerial and non-managerial staff.
- 2) The motivational levels of the respondents and level of stress are negatively associated.

Research design

Population and sample for the study

The sample consisted of 50 managerial and 50 non-managerial staff of organization all having equal chance of being selected for the questionnaire round thus randomization in selection was done.

Methods of data collection

During several visits in the organization, researcher used questionnaire as tool to pursue study.

Employment Organization Sources of Stressors (EOSS) scale, a self-administering scale, developed by Telaprolu and George (2005) which could be administered individually or in a group. The tool was modified as per need. It comprises of 10 statements having five point scales like “always”, “frequently”, “sometimes”, “rarely” and “never” with scoring as 4, 3, 2, 1 and 0 respectively. The range of the scores was 0 to 40.

Interpretation of Employment Organization Sources of Stressors scale Based on the total scores, the level of stress was quantified as follows:

Category	Range
Very low stress	0-10
Low stress	11-20
Moderate stress	21-30
High stress	31-40

The scores were interpreted such that higher the score, the greater was the perception of stressor from each source as well as in the overall organization.

Reliability of the EOSS scale

Reliability value was $r = 0.9356$.

Questionnaire on motivation

Ten statements were used for collection information on motivation level of employees were from 11-20, having five point rating scales for statements.

Interpretation of Employment Organization Sources of Stressors scale Based on the totality in scores, the level of motivation was quantified as follows:

Category	Range
Very low motivation	0-10
Low motivation	11-20
Moderate motivation	21-30
High motivation	31-40

The scores were interpreted such that higher the score, the greater was the level of motivation in the overall organization.

Data collection procedure

Data collection was carried out with the prior permission of the human resource manager of organization. Good rapport with employees was established by giving introduction about the objectives of the study, importance of their co-operation and their sincere responses before the distribution of the questionnaire. They were also informed that confidentiality of the information would be maintained strictly. The employees were instructed very clearly about the pattern of answering the questionnaire. They were given enough time to answer all the statements.

Variables included

- 1) **Independent variable:** Employment organization sources of stressors.
- 2) **Dependent variables:** Motivation level.

Statistical analysis

The collected data was analyzed by using the following statistical tools and techniques.

1. Frequency and percentage were used to interpret the level of stress among the employees and their motivation level.
2. t-test was used for the comparison between two groups' i.e. managerial and non-managerial staff.
3. Karl Pearson's correlation coefficient was used to measure the relationship between sources of stressors and its association with that of level of motivation of the employees.

RESULTS AND DISCUSSIONS

The results of the present study "*Impact of stress on level of Motivation of employees: A correlational study* of manufacturing organization were statistically analyzed and the findings of the study presented in this chapter under the following headings.

Distribution of the respondents according to the level of stress

Distribution of the respondents according to the level of motivation

Comparison between managerial and non-managerial staff on perception of stress.

Association of level of stress with motivation.

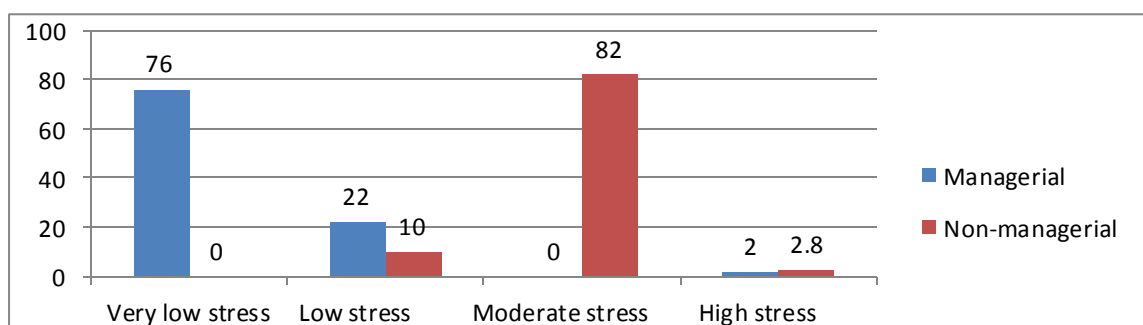
1) Distribution of the respondents according to the level of stress

Category	Level of Stress	Total (100)		Managerial (50)		Non-managerial (50)	
		Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
0-10	Very low stress	38	38%	38	76%	00	00%
11-20	Low stress	16	16%	11	22%	5	10%
21-30	Moderate stress	41	41%	0	0%	41	82%
31-40	High stress	5	5%	1	2%	4	8%

INFERENCE AND TABLE NO. 1:

The above table shows that 38% of total employees experienced very low stress(0-10) and falls in that category. 16% of employees falls into category two(11-20) that is of low stress; 41% of employees falls into third category(21-30) of moderate stress and only 5% of employees falls into category of high stress(31-40).

Level-wise analysis showed that 76% of managerial and 0% of non-managerial staff falls into the category of very low stress respectively; 22% and 10% of managerial and non-managerial staff falls into the second category of low stress respectively; 0% and 82% of managerial and non-managerial staff falls into the third category of moderate stress respectively and only 2% of managerial and 8% of non-managerial staff were belonged to fourth category of high stress.



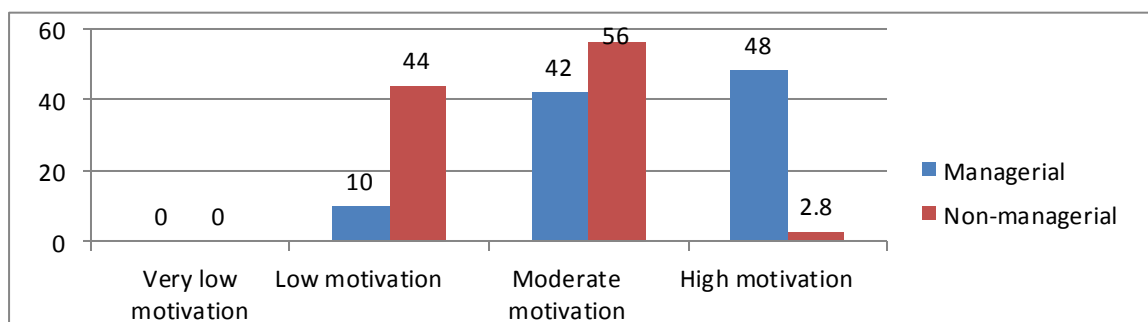
2) Distribution of the respondents according to the level of motivation

Category	Level of Motivation	Total (100)		Managerial (50)		Non-managerial (50)	
		Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
0-10	Very low motivation	0	0%	0	0%	00	00%
11-20	Low motivation	27	27%	5	10%	22	44%
21-30	Moderate motivation	49	49%	21	42%	28	56%
31-40	High motivation	24	24%	24	48%	00	00%

INFERENCE AND TABLE NO. 2:

The above table shows that 0% of total employees experienced very low motivation (0-10) and falls in that category. 27% of employees falls into category two (11-20) that is of low motivation 49% of employees falls into third category (21-30) of moderate motivation and only 24% of employees falls into category of high motivation (31-40).

Level-wise analysis showed that 0% of managerial and 0% of non-managerial staff falls into the category of very low motivation respectively; 10% and 44% of managerial and non-managerial staff falls into the second category of low motivation respectively; 42% and 56% of managerial and non-managerial staff falls into the third category of moderate motivation respectively and only 48% of managerial and 0% of non-managerial staff were belonged to fourth category of high motivation.



3) Comparison on level of stress.

Category	Managerial	Non-managerial	S.D.	SE _d	't' value
	Mean	Mean			
Stress	7.04	23.8	5.37	1.07	15.66**

Significant at 0.05 level

HYPOTHESIS-1 There is significant difference on the level of stress between the managerial and non-managerial staff of organization.

From the above table it is evident that there is significant difference in perception of stress between managerial and non-managerial. Hence the hypothesis is accepted. The reasons may be as follows:

- The working environments for the managerial staff are better suited for them.
 - Money factors in terms of salary and remunerations weigh more in case of managers against non-managerial staffs. Hence this leads to increased stress in non-managerial staffs.
 - Non-managerial staffs have to work at the shop floor in the warm conditions and noise of the fans. They are the one who have to do their duties by being continuously on the Shop.
 - The non-managerial staff has shifts for their work and hence those who have night shifts experiences more stress than those who have day shift.
 - In case of managerial staff they have general shifts from 9 to 5.00 pm.
- Das and Singhal (2003) explored the effect of job autonomy upon occupational stress among managers, 300male managers were selected for the study. The findings of the study revealed that the managers with high job autonomy show less stress as compared to managers with low job autonomy.

4) Association of level of stress with motivation

Stress (x)	$\sum X^2$	$\sum Y^2$	$\sum XY$	VALUE OF 'r'
Level of motivation (y)	2512	1481	-2494	-1.35**

Significant at 0.05 level

HYPOTHESIS NO.2 The motivational levels of the respondents are negatively associated with the level of stress.

From the above table it is evident that the above hypothesis is accepted i.e. motivation is negatively associated with stress which means that lower the stress level more is the motivation among the employees or vice-versa..

In case of employees it is seen that the perception of stress is very low among the employees and their perception of motivation is high.

This finding is supported by findings of

- Newstrom and Davis (1998) found that when job autonomy provided to managers is high; they enjoy their work and have freedom to do the task according to their own will so that they feel less stress.
- Latha and Panchanatham (2007) found out that more than 50% of the respondents do not feel stressed by the working conditions and promotional opportunities. It can be inferred that where motivation level is high the stress felt by employees are low.
- Upadhyay and Singh (1999) compared the level of occupational stress experienced by the 20 college teachers and 20 executives. The teachers showed significant higher levels of stress than executives on under participation and poor peer relation factors.

CONCLUSION

The findings of the study were important from the point of view of excellence of employees and their effectiveness and efficiency in job situation. Stress and motivation affect the efficiency of the individual as well as that of organization. So it is necessary to provide proper environment and support to each to reduce individual stress. Therefore, there is the call for for effective management of the stressors by making use of different management strategies by providing effective supervision and counseling.

The present study is useful to guide employee readers to achieve their goals to satisfy their career by creating awareness about the stressors and motivation. Various strategies to be employed for minimization of stress in their life as stress cannot be vanished from life.

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