

Relationship between Job Stress and Job Satisfaction in Software Industries: A Case Study of WIPRO Ltd., Greater Noida, India

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Abstract—The aim of the present research work is to find out the relationship between job stress and job satisfaction among software professionals. Job satisfaction has been treated as dependent variable and organisational culture and job stress has been treated as an independent variable. Based on the literature review, the following two hypotheses were formulated, the first one states that there is no significant relationship exists between Job stress and job satisfaction and the second one states that there is a significant relationship existing between job satisfaction and organisational culture. The research has been conducted among software professionals in Wipro Ltd. Greater Noida. A simple convenience sampling technique was used. For research study questionnaire method has been used for data collection tool. Descriptive statistics, correlation, reliability and regression analysis are used to analyze data. The Pearson correlation result shows that there is no significant relationship existing between job stress and job satisfaction of the software professional at Wipro Ltd., Greater Noida, and India. So it is analysed that both the hypotheses were accepted.

1. INTRODUCTION

Stress has becoming significantly important with the result of dynamic social factors and changing needs of life styles. Stress is man's adaptive reaction to an outward situation which would lead to physical mental and behavioral changes. Brain cells create ideas, Stress may kill brain cells. The truth is that not all stresses are destructive in nature. Appropriate amount of stress can actually trigger the passion for work, tap latent abilities and even ignite inspirations. Stress is the emotional and physical strain caused by our response to pressure from the outside world. Common stress reactions include tension, irritability, inability to concentrate, and a variety of physical symptoms that include headache and a fast heartbeat. Stress is a condition or feeling experienced when a person perceives that- demands exceed the personal and social resources the individual is able to mobilize. $S > R$ i.e., stress occurs when the pressure is greater than the resources. Stress is our body's way of responding to any kind of demand. It can

be caused by both good and bad experiences. When people feel stressed by something going on around them, their bodies react by releasing chemicals into the blood. These chemicals give people more energy and strength, which can be a good thing if their stress is caused by physical danger. But this can also be a bad thing, if their stress is in response to something emotional and there is no outlet for this extra energy and strength. Stress is everywhere, but as a relatively new phenomenon. How can we define it and how can we explain its extraordinary cost to both business and government? The suffering induced by stress is no figment of the imagination but can we accurately examine the relationship between stress and ill-health? Whatever stress is, it has grown immensely in recent years, which brings us to question – what is happening in society that is causing stress? The report shows that stress has its greatest effects on those at the very top and those at the very bottom of the socio-economic ladder.

2. LITERATURE REVIEW

L Ahmad bin Othman and Muhammad Nubli Abdul Wahab [1] worked on the role of leadership practices on job stress among Malay academic staff . Their aim was to examine the role of leadership practices with job stress among Malay academic staff. They used survey research with quantitative approach for data collection. The data was analyzed with structural equation model method. The result of structural equation modeling suggests that four dimensions of leadership practices show unique relationship pattern with four dimensions of job stress. The significant relationship between exogenous and endogenous was tested using structural equation modeling (SEM). The result of SEM analysis just confirms that three exogenous variables that significantly have relationship with endogenous variables. Those are dimension of challenging the process with behavioral, emotional, physiologic and cognitive stress responses. Enabling others to act with emotional stress response, and the last, encouraging

the heart with behavioral stress response. While inspiring a shared vision is not have significant relationship with all dimension of job stress. Overall, the proposed model had a fit model with empirical data. Khurram Shahzad and Umer Rehman [2] worked on the work life policies and job stress to the turnover intentions of customer service representatives (CSRs) in Pakistan. They collected data from 118 CSRs working in call centers. Call centers' working environment and the way these are managed has resulted in high level of stress which in turn resulted in absenteeism and turnover. In recent years workplace stress has become a common problem for human resource managers. It is necessary for the successful working of organizations that their employees must be happy and satisfied with them thus organizations need to provide work life policies and reduce stress at work. According to Ayca et al. (2000), Pakistan is an under research country and considered as base for conducting research. For that reason, social research has gained a great importance in Pakistan and there is also a need to work in this area in order to make it as a reliable line of work. Authors concluded that all the employees in the organizations want stable policies, schedules and time tables at their work. In Pakistan, customer service representatives play a significant role in the call centers because they do a very challenging work in the organization. They communicate with customers and solve their problems. They need to work with increased efficiency to meet the challenges and due to this dynamic environment stress level increases. Hina Jamshaid and Saba Farman et al. [3] worked on the impact of job stress and job performance towards organizational commitment. Authors used descriptive approach for study purpose. Authors found after analyzing the data highly positive significant relationship among job stress and affective commitment, highly negative significant relationship for normative commitment and highly positive significant relationship with continuance commitment. O. H. Kofoworola and A. M. Alayode [4] worked and showed that stress is an inevitable part of life. It can lead to feelings of depression, frustration and anxiety. They found that not all stresses are bad; some are actually needed to move forward in life. It is found in rich and poor both persons. They observed that some stress is increased with physical activity, enthusiasm and creativity. This type of stress is called positive stress which is always for giving motivation and inspiration. It prepares the bones, muscles, tendons and senses to carry out extra exertion without being strained. This type of stress is what comes to play when preparing for competitions and interviews. Bad stress is negative stress which creates feelings of discomfort and unfamiliarity. Negative stress puts the body in overdrive, burning loads of calories needed to run the nervous system. Blood sugar as well as glycogen reserves are depleted during distress. Afsheen Khalid and Ghulam Murtazao [4] worked on role of supportive leadership as a moderator between job stress and job performance. Authors observed that stress is a major problem faced by employees in the working environment that affects performance. They selected 200 employees from four

educational institutions of Islamabad and Rawalpindi (Pakistan). They had collected data from well-developed questionnaire of employees. The sampling technique used was convenience sampling that is a type of non-probability sampling. The purpose of this research paper was to study the impact of supportive leadership as a moderator between job stress and job performance. The results showed that there are significant relationships between three variables: supportive leadership, job stress and job performance. Findings suggested that employees working in the educational institutions of Rawalpindi and Islamabad under supportive leadership have less job stress and perform better on the job. Although the present study witnessed the impact of stress on job performance, the significant role of supportive leadership in coping with stress and increasing job performance. Findings of the study confirmed that supportive leadership is very important as a moderator between the stress and performance levels of employees, faculty, and administration, and at educational institutions of Rawalpindi and Islamabad. Job stress creates hindrances in achievement of goals and also reduces the performance level of employees. Syed Mubasher and Hussain Naqvi [5] worked on Job Stress and employees' productivity. Authors collected data from 210 employees. Authors analyzed the data through SPSS version 20 and with Pearson correlation and regression. Author observed that lack of financial rewards, inflexibility in work hours, personal issues, low control over the work environment and lack of communication gap between employees and management system give negatively correlated with employees' productivity. On the basis of empirical findings it is concluded that job stress is a real challenge for employees' who are working in the public health sector. It is very important that working environment is being continuously monitored for stress related factors. Further, it is not only important to monitor the factors, but to create a healthy environment in which employees' work in efficient way. For this purpose, the study is conducted to monitor the effects of job stress on employees' productivity in public health sector of Muzaffarabad and Poonch division of AJ and K. The variables are drawn through the literature which causes the job stress and affects the employees' productivity. The variables of causing stress at job was lack of financial rewards, inflexibility in work hours, personal issues, low control over the work environment and management system. The results indicated that stress related negative factors have negative effect on job stress and decreased the employees' productivity. Pearson correlation and regression were used to measure the effects of job stress on employees' productivity. Meera Sharma [6] studied on job satisfaction and job stress of employees working in banks. Author selected at random 101 employees of SBI Bank in Uttarakhand and used the statistical tools for analyzing the data. Author found that in the public sector job stress is less and job satisfaction is more due to job security, good salary and well defined time of working.. Tilottama Azad [7] concluded that employees of banking sector had more stress now days. Author observed that all

level of employees are involved the direct customer interaction. Author observed that large numbers of bankers are facing high stress because of their job and the reasons behind this stress include long working hours, improper reward system, lack of job autonomy, organizational culture, role conflict etc. and the main reason is lack of management support to employees. Author found that due to high stress bankers suffering from serious health problems like depression, heart problems, diabetes etc. and personal life of bankers are also being affected because of high job stress; most employees are unable to spend time at home. Mohammad Ishtiaq and Sadia Tangem [8] worked on factor affecting job stress in call centers of Bangladesh. They selected randomly 120 employees and collected primary data. The data collected on the basis of interpretation using linear regression and SPSS 16.0 for study purpose. They observed that performance level of employees is greatly affected by working condition. Marie McHugh and Shirley [9] found that argue for enhanced demands created pressure on the employees. Therefore effectiveness of employees is greatly affected. A large public sector organization can solve stress issue by effective management and by changing the processes.

G.Kumari, Gaurav Joshi and K.M.Pandey [10] worked on Noida, India factors influencing of job satisfaction among employees in software industries: a case study of Wipro Ltd., greater Noida, India. Their main findings are stated below. The main objective of this research paper is to identify the factors affecting the job satisfaction among employees in Software Industry, Wipro Ltd., Greater Noida and to analyze the impact of organizational culture, wages and rewards, career growth, social security and working Environment on job satisfaction of employees of Software industry. Wipro Ltd. is a global information technology, consulting and outsourcing company with 154,297. For data collection purpose, a questionnaire on 5-point Likert scale was developed.

G.Kumari, Gaurav Joshi and K.M.Pandey [11] worked on job satisfaction and job stress in software companies: a review. Their main findings are given here. In the above paper a review analysis has been carried out to analyse what has been done so far in last 10 years about job satisfaction and job stress and where there is a need to carry the research further with this respect in software companies in India. In these review articles chosen, most of the article taken has got analysis from SPSS method software used as statistical tool.

G.Kumari, Gaurav Joshi and K.M.Pandey [12] worked on a comparative analysis of job satisfaction of male and female software professionals in HCL Pvt.Ltd, Noida India. Their main findings are stated here. The aim of this research paper is to find out the job stress and job satisfaction between male and female software professionals in HCL Pvt. Ltd., Noida. Now days, software professionals are very stressful due to their nature of job. Occupational stress is caused by a complex set of reasons like work stressors, personal growth stressors, interpersonal relations stressors and organizational climate

stressors. The study was investigated the key factors of job stress and job satisfaction which contributed to stress and job satisfaction among the software employees in the organization. The study was also focused on the increasing mobility of the software professionals' and their contribution in the organization. The study aimed to access the level of job satisfaction and job stress between male and female employees and to explore the employees' views and experience regarding different components. The well-designed pretested questionnaire was used for data collection. The total sample size for research study was 100. Out of these 100 employees 70 % were male and 30% were female employees. The convenience sampling was used for the study. In this technique, the questionnaires were mailed to 150 employees in HCL Pvt. Ltd., yielding a response 100, out of 150 employees. Here, Job satisfaction has been treated as dependent variable and job stress has been treated as an independent variable. For the research study, questionnaire method has been used for data collection. The collected data was analyzed using descriptive method. Regression analysis and ANOVA statistical tools were fitted to data analysis. The result show that now a day's job stress is almost in evitable but it can be kept in limit if some conditions are satisfied. Those conditions are discussed in detail in this paper.

3. PROBLEM STATEMENT OF THE RESEARCH

The aim of the present research work is to find the relationship between Job Stress, Organisational culture and job satisfaction

4. OBJECTIVE OF THE STUDY

Based on the literature review, which includes existing scholarly reviews, certain gaps were identified. This builds on those research gaps and presents the research objectives, research model, and hypothesis. It is seen from the literature that a lot of research work is yet to be done in the area of job stress and job satisfaction in private sector in software industries.

- To find about the relationship between organisational culture, and Job stress with job satisfaction of software professional in Wipro Ltd., Greater Noida, India in the said company.
- To find out the level of Job Stress, Organisational culture and job satisfaction in the said company.
- To find out the relationship between job satisfaction and organisational culture in the said company.
- To find out the relationship between Job Stress and job satisfaction in the said company.

4.1 Hypothesis of the Study

The following hypotheses were framed for carrying the present research work.

H1: There is a significant relationship between job satisfaction and organisational culture

H2: There is no significant relationship between job stress and job satisfaction

5. RESEARCH METHODOLOGY

5.1 Research Design

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose. In this study, the descriptive research design was adopted to fulfill the objectives. The descriptive research is as statistical research. It describes data and characteristics about the population being studied. Descriptive research answers the questions who, what, where, when and how. Thus, the research designs were appropriate for the present study.

5.2. Population

The population of the study consists of all staff and officer working in the Wipro Ltd. Greater Noida, India.

5.3 Sampling Size

100 employees were selected after considering time and cost involved in the survey.

5.4. Sampling Method

Convenience method of sampling is used to collect the data from the employees of the company.

5.5. Sampling Design

Sampling design refers to the technique or procedure the researcher would adopt in selecting items from the sample.

5.6. Data Collection

The instrument used for data collection was questionnaire on 5-point liker scale from strongly disagree to strongly agree, where point-1 indicate strongly disagree, 2 disagree, 3 Neutral 4 agree and 5strongly agree.

5.7. Statistical Tools Used

The collected data has been analyzed by using

- Percentage Analysis
- Descriptive Statistics
- Regression Analysis and Correlation Analysis

6. DATA ANALYSIS AND RESULTS

For data analysis purpose the commercial software SPSS-20 version was used.

6.1 Percentage Analysis

Results in table 1 shows that the respondent in the study was 65 percent were male and 35 percent were female. The majority of the respondent in the study was unmarried 60% and 40 percent of the respondents reported themselves were married. The respondents in the study range in age from under 25 years 25%, between25-30 years 40% and the range between30-35 years25% and between 35-40 years 10% .The 60% percent of the respondent in the study has experience between0-5years, 30 % percent of the respondent has an experience between the ranges of 5 to 10 years 7 percent of the respondent has an experience of more 15 years.

The respondents in the study were officer's level 30%, Middle level manager 30%, and lower level manager

40% .The Company had 5 days working in a week. The respondents have been working in day shift 70%, at night shift 10% and 20 % in alternative shift. The study also shows that the 70% respondents belong to nuclear family and 30 % respondents were in joint family. The respondents were get annual package between the ranges 5 lacks 40%, 5-10 lacks 30%, 10-15 lacks 20%,and 15-20 lacks 10%.

According to table 3, the Cronbach alpha value for overall scale is equal to 0.611 and Cronbach alpha based on standardized items is 0.596.

6.2 Descriptive Statistics

The table of descriptive statics consists of mean and standard deviation and showing higher mean value 3.65 of Organisational culture.

Table 1

Variables	Respondents level	Frequency	Percentage (%)
Age	Under 25 Years	25	25
	25-30 Years	40	40
	30-35 Years	25	25
	35-40 Years	10	10
Gender	Male	65	65
	Female	35	35
Marital Status	Single	60	60
	Married	40	40
Education	Graduate	50	50
	Post Graduate	30	30
	Others	10	10
Designation	Officer level Manager	30	30
	Middle level manager	30	30
	Lower level Manager	40	40
Work Experience	0-5 Years	60	60
	5-10 Years	30	30
	10-15 Years	7	7
	Above 15 Years	3	3
Working Day in a Week	5 Days system	100	100

Working Shifts	Day Shifts	70	70
	Night Shifts	10	10
	Alternative Shifts	20	20
Working Hours	8-9 Hours	100	100
Annual Package	5Lacks	40	40
	5-10 Lacks	30	30
	10-15 Lacks	20	20
	15-20 Lacks	10	10
Family Type	Nuclear Family	70	70
	Joint Family	30	30

Table 2: Descriptive Statistics

Descriptive Statistics			
	Mean	Standard Deviation	N
Respondents were satisfied with their job	3.00	1.271	100
Respondents were get favourable organisational culture	3.65	1.067	100
Respondents get occupational stress at work place	2.90	1.418	100

Table 3: Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.611	0.596	31

** Correlation is significant at 0.01 levels (2-tailed).

Table 4: Correlation Analysis

Variables	1	2	3
Job Satisfaction	1		
Organisational Culture	0.357**	1	
Job Stress	0.78	0.003	1

6.3 Linear Regression Analysis

Linear regression was used to check the impact of independent variables on dependent variable and summarized results of linear regression is presented in table below.

Table 5

ANOVAa						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	21.390	2	10.695	7.484	0.001b
	Residual	138.610	97	1.429		
	Total	160.000	99			

a. Dependent Variable: Respondents were satisfied with their job
 b. Predictors: (Constant), Respondents get occupational stress at work place, Respondents were getting favourable organisational culture

Table 6

	R	t-value	F-value	P-value	Results	Hypotheses
Organisational Culture	0.357	3.779	7.484	0.000	Accept	H1
Job Stress	0.077	0.818	14.349	0.416	Reject	H2

Table 7

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.246	0.493		2.529	0.013
	Respondents getting favourable organisational culture	0.425	0.113	0.357	3.779	0.000
	Respondents got job stress at work place	0.069	0.085	0.077	0.818	0.416

a. Dependent Variable: Respondents were satisfied with their job

Table 8: Summarized results of Linear Regression

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.366a	0.134	0.116	1.195

a. Predictors: (Constant), Respondents developed occupational stress at work place, Respondents were receiving favourable organisational culture

Hypothesis H1 is accepted because the p-value (.000) is less than 0.01 and the value of R is 0.357 which shows that 35.7% variance in employee job satisfaction is due to organizational culture. F value is 7.484 at p=0.000 showing that model is good fit and it concludes that proposed that company with clear and fair organisational culture has a significant relationship with employee's job satisfaction.

Hypothesis H2 is hypothetically rejected because the p-value (0.416) is more than 0.01 and the value of R is 0.077 which shows that .07% change in employee job satisfaction is due to organizational stress. F value is 14.349 at p=0.416 showing that the model is a good fit. And it concludes that employee's job satisfaction is not

7. CONCLUSIONS

Based on the finding of the study, it is concluded that the organisational culture is the key factor of the employees' job satisfaction. If the employees are getting favourable organisational culture then they are highly motivated to give

better output for the organisation. Job satisfaction and organisational culture have also been examined for its impact on employees of the software industry in Wipro Ltd. at Greater Noida, India. The results that are drawn on the basis of SPSS software analysis conclude that there is strong significant relationship between job organisational culture and job satisfaction in spite of the limitations.

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8. LIMITATION AND SCOPE OF THE STUDY

The major limitation of this study was the lack of time. Besides this other limitations are the of respondent's busy schedule at their workplace to filling the questionnaires. Moreover the sample size of this study was small. This study concentrates only on the Wipro Ltd. Greater Noida which could not be generalizable and thus further studies could be applied on the software industries. The relationship between job stress and job satisfaction of the software professional has been explored by a number of researchers but literature on motivation with respect to job satisfaction is limited. The significance of the research for researchers as well as software companies by contributing in the existing body of knowledge and provide first step initiative for future research. The study is of significance to get better understanding about the issues faced by software professionals and helping the companies to improve their outcomes. The study is significant for the researchers by providing a dimension which can be further explored by future research

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