

EFFECT OF ROLE STRESSORS ON JOB SATISFACTION MODERATED BY PERCEIVED ORGANIZATIONAL SUPPORT

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ABSTRACT:

A noteworthy worry in organizations and corporate is accomplishing effectiveness. The ability of workers to go past the formal particulars of their employment jobs, named additional job practices (Organ, 1990; Tepper, Lockhart, and Hoobler, 2001). Looked with new difficulties, corporate are today progressively understanding the way that their HR, are the main wellspring of upper hand. Numerous past investigations have demonstrated that POS was emphatically connected with levels of JS, high POS came about more elevated amount of JS. The reason for the present investigation is to discover the Moderating impact of POS on connection between Organizational Stress and Job Satisfaction. It was examined that job pressure is contrarily identified with work fulfillment. At the end of the day, workers who can handle with their worry, will be more happy with his/her activity when contrasted with the individuals who think about worry as a hindrance. Seen Organizational Stress directs the connection between work fulfillment and ORS is additionally demonstrated by our outcomes. Toward the finish of the investigation, we can infer that however there are indications of worry among the representatives and such pressure is influencing their JS, yet it very well may be controlled and lessened successfully. This should be possible by giving guiding, fusing the proposals given by the workers, adjusting the objectives of representatives to the general authoritative objectives and thinking about the prosperity of workers.

KEYWORDS: Perceived Organizational Support (POS), Organizational Role Stressors (ORS), Job Satisfaction (JS)

INTRODUCTION:

A noteworthy worry in organizations and corporate is accomplishing effectiveness. The

ability of workers to go past the formal particulars of their employment jobs, named additional job practices (Organ, 1990; Tepper, Lockhart, and Hoobler, 2001). Looked with new difficulties, corporate are today progressively understanding the way that their HR, are the main wellspring of upper hand. (Organ, 1990; Tepper, Lockhart, and Hoobler, 2001). This has brought about a restored center around HR procedures. For the most part people are more pushed over the result of their work that can indeed impact the way in which they treat other people and how they talk with their companions and clients. They may feel confused or "burnt out" when they are having issues with diverse specialists or clients.

ORGANIZATIONAL ROLE STRESS (ORS)

Work related pressure analysts concur that stress is a significant issue in numerous associations (Cooper and Cartwright, 1994; Varca, 1999; Ornelas and Kleiner 2003). Role ambiguity is another angle that influences work worry in the working environment. As per Beehr et al. (1976), Cordes and Dougherty (1993), Cooper (1991), Dyer and Quine (1998) and Ursprung (1986) role ambiguity exists when an individual needs data about the prerequisites of his or her part.

Udai Pareek is thought to be a pioneer in the field of Organizational Role Stress; he built up a structure including ten distinct stressors to investigate how an individual see Organizational Role Stress. The Role Stressors considered for study include Role Stagnation (RS), Role Expectation Conflict (RES), Role Erosion (RE), Role Overload (RO), Role Isolation (RI), Role Ambiguity (RA)

JOB SATISFACTION (JS)

Job-satisfaction has been characterized as the positive introduction of an person towards the work part which he is directly possessing (Vroom, 1964. As communicated by Organ (1990), when pros are drawn closer in respects to JS they frequently reflect over fair-mindedness in terms of work conditions, pay and supervision. Work fulfillment will be depicted moreover the representative's brimming with feeling light of diverse viewpoints of the occupation and on the other hand their alliance (Locke, 1976). In fact, modern times have been called as the "age of anxiety and stress" (Coleman, 1976).

ORGANIZATIONAL STRESS & JOB SATISFACTION

Labourers in an association can confront work related worry through the role stress that the administration gave. Role Stress means anything around a hierarchical part that produces unfriendly outcomes for the individual (Kahn and Quinn, 1970). Administration will have their own particular part that stands as their related. Role related are worried about how people see the desires other have of them and incorporates role uncertainty or ambiguity and role conflict (Alexandros-Stamatios et. al., 2003). Fletcher and Payne (1980) recognized that an absence of fulfillment or satisfaction can be a wellspring of stress, while high fulfillment can lighten the impacts of pressure.

PERCEIVED ORGANIZATIONAL SUPPORT

As indicated by organizational support hypothesis, the advancement of POS is urged by workers' inclination to relegate the association human like attributes (Eisenberger et al., 1986). To begin with, based on the correspondence standard, POS should create a felt commitment to think about the association's welfare and to enable the association to achieve its objectives. Second, POS ought to satisfy socio enthusiastic requirements, driving labourers to consolidate organizational participation and role status into their social character. Third, POS ought to reinforce representatives' convictions that the association perceives and

remunerates expanded execution and performance (i.e., execution compensate hopes). These procedures ought to have good results both for workers (e.g., expanded employment satisfaction and uplifted positive state of mind) and for the organization (e.g., expanded emotional duty and execution, decreased turnover).

POS AS MODERATOR

POS has been demonstrated reliably to be related with results that are favourable to the organization. For example, there is proof that POS is associated emphatically to authoritative responsibility (e.g. Shore and Wayne, 1993). Numerous past investigations have demonstrated that apparent organizational support was decidedly connected with levels of job fulfillment, high level of perceived organizational support help came about larger amount of employment fulfilment and satisfaction (Burke & Greenglass, 2001; Burke, 2003; Stamper & Johlke, 2003; Armstrong-Stassen, Cameron & Horsburgh, 1996).

MATERIALS & METHODS:

The Current Study

The purpose of this study is to find out if there is a Moderating effect of POS with respect to the relationship between Organizational Stress and Job Satisfaction.

Specifically, we hypothesized the following:

Hypothesis 1: Role Stressors are negatively associated with Job satisfaction.

Hypothesis 2: Perceived Organizational Support moderates the relationship between Job Satisfaction and Role Stressors

Participants

Participants were 300 employees at a variety of organizations across India. The employees working in the same organization for atleast 3 years were considered for sample. The employees were from manufacturing, financial, utility, entertainment, service and academic organizations in India. The employees were given the questionnaire on a strictly voluntary basis by their supervisors. The questionnaire was also circulated by google forms. The total complete forms received and used for analysis was 268. Of the 268 participants, 100 (37%) were men and 168 (63%) were women.

Measures

Perceived Organizational Stress (POS) : Eisenberger et al.'s (1986) scale was used to measure POS, which involved selection of seven highest loading items of the 36 items of the original scale. The POS scale has Cronbach alpha of 0.78.

Organisational Role Stress (ORS): This scale was developed by Udai Pareek (1983).The ORS scale is used to measure 10 role stresses. It is a 5-point scale (0 to 4), containing five items for each role stress and a total of 50 statements. The Role Stressors considered for study include Role Stagnation (RS), Role Expectation Conflict (RES), Role Erosion (RE), Role Overload (RO), Role Isolation (RI), Role Ambiguity (RA) so total of 30 statements.

Job Satisfaction survey (JSS): The Scale was developed by Paul E. Spector (1985).It is a 36 item, nine facet scale to assess employee attitudes about the job and aspects of the job. Nine broad facets of JSS were covered by this measurement, they were as follows:

Pay, Promotion, Supervision, Fringe benefits, Contingent Rewards, Operation Procedures, Co-workers, Nature of work, Communication.

Table 1: Cronbach Alpha for the Scales

Scale Name	Number of Items	α
Perceived Organizational Stress (POS)	36	0.78
Organisational Role Stress (ORS)	30	0.81
Job Satisfaction (JS)	36	0.68

Figure 1: Model

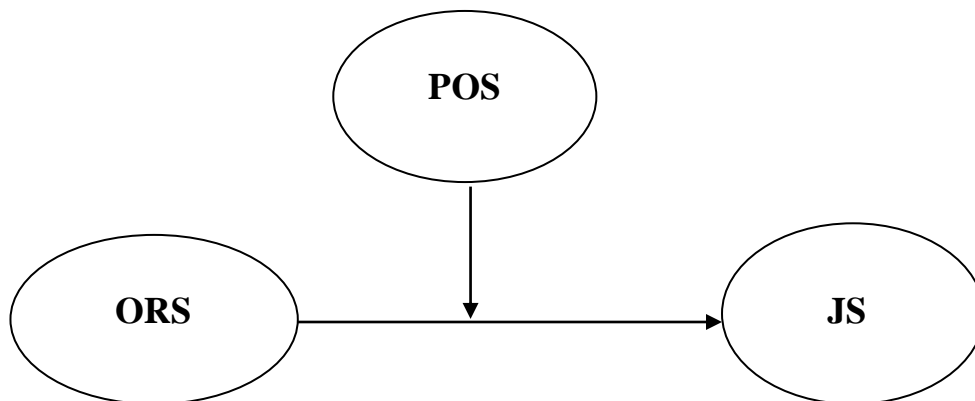
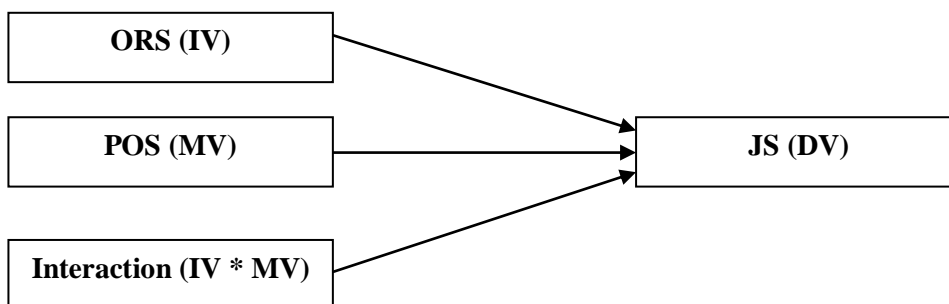


FIGURE 2: STATISTICAL DIAGRAM



RESULTS AND DISCUSSION:

Relationship between Job satisfaction and Role Stressors

Table 1: Regression results of Job Satisfaction and Role Stressors

	Beta Values	Sig Value
RS	-0.813	0.007
RES	-0.634	0.003
RE	-0.234	0.065
RO	-1.034	0.000
RI	-0.113	0.084
RA	-1.735	0.000
R	-0.484	

R ²	0.234
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Organisational role stress was entered into the regression analysis, the coefficient of determination (R^2) was found to be 0.234 indicating that 23.4% of Job Satisfaction is explained by the Independent Variable. From the model, it is seen that Role Ambiguity (-1.735), has the highest significant and negative relationship with JS. Role Overload (-1.034), Role Stagnation (-0.813), Role Expectation Conflict (-0.634) also has a significant effect on job satisfaction but at 0.05 level. These results provided full support for the first hypothesis of the study that the role stressors inversely effect job satisfaction.

Table 2: Model Summary

Model Summary ^d									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	-.324 ^a	0.104976	0.084	21.04098	0.105	0.149	1	266	0.007
2	.488 ^b	0.238144	0.216	21.00489	0.133	0.915	1	265	0.004
3	.549 ^c	0.301401	0.285	21.03003	0.063	1.367	1	264	0.000
a. Predictors: (Constant), STRESS									
b. Predictors: (Constant), STRESS, POS									
c. Predictors: (Constant), STRESS, POS, INTERACTION									
d. Dependent Variable: JOB_SATIS									

The column labelled R are the values of the correlation coefficient between predictors and the outcome. In model 1 only Stress is used as predictor with dependent variable Job Satisfaction. The value is -0.324 which means they are inversely correlated and is significant. We can also see from the table that R improves in model2 where Stress and Perceived Organizational Support are predictors and in model 3 where Stress, Perceived Organizational Support and their interaction are the predictors.

For model 1 R^2 is 0.104, which means stress accounts for 10.4% variation in job satisfaction. However, model 2 this value increases to 0.238 (23.8%) and with POS as moderator in model 3 this further increases to 0.301 (30.1%). The adjusted R^2 gives an idea as to how well our model generalizes. In this model 3 the difference between R^2 and adjusted R^2 is 0.016 (1.6%), it means that if the model were derived from population rather than sample it would account for approximately 1.6% less variance in the outcome variable.

As shown in Table model 3 above, the R^2 increase of 30.1% is significant. This means that Perceived Organizational Support did serve as a moderator in seeing the effect of organisational role stress variables on Job Satisfaction. Thus, our second hypothesis is also proved.

Table 3: ANOVA Table

ANOVA ^d						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	366.042	1	366.042	5.149	.035 ^a
	Residual	18909.919	266	71.090		
	Total	19275.961	267			
2	Regression	910.881	2	455.441	4.032	.007 ^b
	Residual	29933.498	265	112.957		
	Total	30844.379	267			
3	Regression	1073.019	3	357.673	7.809	.000 ^c
	Residual	12091.903	264	45.803		
	Total	13164.922	267			
a. Predictors: (Constant), STRESS						
b. Predictors: (Constant), STRESS, POS						
c. Predictors: (Constant), STRESS, POS, INTERACTION						
d. Dependent Variable: JOB_SATIS						

The ANOVA Table tests whether the model significantly better at predicting the outcome. All the three models are highly significant at 5% level of significance. We can interpret these results as meaning that the final model significantly improves our ability to predict the outcome variable.

Table 4: Model Parameters

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	31.564	7.931		6.407	0.000
	STRESS	-0.378	0.109	-0.319	-3.603	0.012
3	(Constant)	15.435	5.734		0.218	0.006
	STRESS	-0.272	0.087	-0.243	-0.918	0.284
	POS	0.369	0.108	0.335	3.782	0.004
	INTERACTION	0.594	0.094	0.572	6.943	0.000
a. Dependent Variable: JOB_SATIS						

This part of the output is concerned with the parameters in the model. The final model 3 is of importance because it includes all the parameters that make a contribution to predicting job satisfaction. The first part of the table gives the b values which indicate the individual contribution of each predictor in the model. It tells us about the relationship between predictor and outcome variables. We find that there is negative or inverse relationship

between stress and job satisfaction and positive or direct relationship with POS and interaction of POS and Stress. In model 3 all predictors are making significant to the model as sig value < 0.05. From the magnitude of t-statistic we can conclude that interaction (moderation effect) has more impact than stress or POS alone on Job Satisfaction.

CONCLUSION:

Distressing work cultivates choices to leave the business (e.g., Firth, Mellor, Moore, and Loquet, 2004), expands non-appearance (Brun and Lamarche, 2006) and influences representative efficiency and productivity (Jex, 1998; Motowidlo, Packard, and Manning, 1986).

According to our first outcome, it is being investigated that ORS is adversely identified with job satisfaction. As it were, workers who can handle with worry emphatically will be more happy with his/her activity when contrasted with the individuals who think about worry as an obstruction. It is reliable with past discoveries (e.g. Le Rouge et al., 2006), work satisfaction was related to stressful work. Another investigation done by (Verma, 2008) says that Occupational pressure was observed to be essentially identified with work fulfillment; the more prominent the pressure the lower the fulfillment

Second theory that the apparent perceived organizational support moderated the connection between work fulfillment and organizational stress & pressure is likewise demonstrated by our outcomes. The outcomes are discovering support with the investigations done before. Hussami (2008) in his examination found that job satisfaction & organizational commitment were fundamentally related. Also, the workers' most grounded state of mind towards work fulfillment was the sentiments of solid saw strong POS. They found that Perceived Organizational Support affects role ambiguity & role conflict and in addition work fulfillment and aim to remain. As indicated by Eisenberger, Fasolo and Davis-LaMastro (1990), representatives who feel upheld by their association and think about the association would take part in exercises that assistance to encourage the organization's objectives. In another examination by Shore and Tetrick (1991), it was discovered that there is solid and positive connection between ORS and generally speaking occupation satisfaction. In general, the acquired outcomes show that private occupations include elevated amounts of work worry for different reasons. Work related pressure if not managed appropriately may prompt increment in truant rates, inside clashes and low representative spirit (Christo and Pienaar, 2006). Adequate level of pressure enhances the person's execution while intemperate measures of pressure can prompt diminished execution (Stevenson and Harper, 2006).

The examination discoveries affirm the moderating part of POS in the connection between Job Satisfaction and Organizational Stress. The discoveries of this examination proposes that Employees who see that the organization considers their objectives and thinks about their fulfillment and opinions will confront less organizational stress in their work zones and will be more happy with their occupations.

Stress found among the workers has turned into a noteworthy worry of the cutting edge times which can damage to employees' wellbeing and execution both. Toward the finish of the examination, we can reason that however there are indications of worry among the employees and such pressure is influencing their practices, yet it very well may be controlled and lessen viably. This should be possible by giving directing, fusing the

recommendations given by the workers, adjusting the objectives of employees to the general organizational objectives and thinking about the prosperity of workers.

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