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PREDICTING JOB SATISFACTION BASED ON OCCUPATIONAL STRESS COMPONENTS

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ABSTRACT

The purpose of this study was to predict job satisfaction based on occupational stress among employees of Bank Melli of Kermanshah. The research method was descriptive with correlational design. The population was all employees of the Bank Melli of Kermanshah. The sampling method used in this study was stratified random sampling. Morgan table was used to determine the sample size. According to this table, 200 persons (188 male employees and 12 female employees) were selected as the sample. In this study, Philip L. Rice's occupational stress questionnaire (1992) and job satisfaction (Dunnett et al., 1996) were used to collect data. Several experts confirmed the validity of these questionnaires and their reliabilities were 0.83 and 0.82, respectively, according to Cronbach's alpha coefficient. Descriptive and inferential statistical methods including path analysis approach were used to analyze the data. The results showed that job satisfaction based on occupational stress factors was predictable to have an inverse relationship and occupational interests had a mediator role in relation between interpersonal relationships and job satisfaction.

Keywords: Bank employees, Job Satisfaction, Occupational stress.

INTRODUCTION

stress is always present in all dimensions of life and everywhere with different degrees. A teacher teaching in the classroom, a doctor dealing with many patients, a patient getting ready for a difficult surgery, a mother giving birth to a child, and the people working in different environments with high-pressure are all cases faced with stressful events threatening their mental and physical health (Ouellette et al., 2017; Lambert et al., 2017). Thus, one can state that stress is a part of everyday and ordinary life of the humans. There is some evidence showing that the problems due to stressful events have increased in the twentieth century, especially in advanced western countries (Shahid et al., 2011, Hububi et al., 2017; Monson & Boss, 2017; Rudaleva & Mostafin, 2017). Thus, some scholars have called our age “The Age of Stress” (Goldberger. L. & Breznitz, 1993; quoted by Khaneshenas et al., 2013; Guo et al., 2016). Although some stresses are natural and needed, if stress is intense, constant or repetitive, the person cannot cope effectively with it, or there are few sources of supportive care, stress is something negative that can end in physical illness and mental disorders (Gamage et al., 2015). Job accounts for a major part of human social life and can be a source of tension for each individual. Occupational stress is the consequence of the perceived imbalance between stressors and the ability of an individual to cope with these factors (Chetty et al., 2015; Law & Guo, 2015; Lambert et al., 2017). In the past few decades, occupational stress has made job, human relationships, and working environments more complex. Occupational stress can be considered

as any harmful physical or psychological response that occurs when the person is not adaptable to the work environment considering his abilities Yaslioglu et al., 2013, Park & Kim, 2013, Elshaer et al., 2017). This response can manifest itself as unpleasant behaviors, engagement in violent behaviors, accidents and occupational injuries, different physical illnesses, and even death (Hossein Shahi Barvati, 2013, Sule et al., 2017). Studies have indicated that occupational stress is one of the most important and ever-increasing job health problems and one of the deterrent factors in economic terms (Hongxia et al., 2014; Hirokawa et al., Quick et al., 2017, Simon et al., 2017; Khamisa et al., 2017). Stress reflection and manifestations can be show up as lack of health in the person, depression, anxiety, inefficiency, poor morale, lack of interest in job, frequent absences, job dissatisfaction, lack of timely presence at the workplace, and complaints from authorities (Buker, H., & Wiecko, 2007; Hui et al., 2009; Kumar, 2011; Golshiri et al., 2012; Trivellas et al., 2013). The most important effect of occupational stress is on job satisfaction (Wang et al., 2014, Boudreaux et al., 2012), and the reductions in job satisfaction will lead to a reduction in job performance (Izvercian et al., 2016).

Based on a comprehensive statistic, the National Institute for Occupational Safety and Health (NIOSH) (1999) has reported that 61% labor forces have stated their job as severely stress-causing. According to 12% of the employees, occupation was the first cause of stress in people's lives. Three quarters of the employees believed their stress was higher compared to a generation ago. Moreover, 13% of the workers have a relatively low or very high stress in their workplace, with 11% stating that people's jobs usually place them under stress. They also report that occupational stress is highly associated with physical and mental harms compared to financial or family problems. However, some occupations, including ambulance staff, teachers, community service, customer service, prison and police, due to inherent stress in jobs are among stressful jobs. According to this association, bank employees, such as clerks, bosses, managers and supervisors are on the list of stressful posts. Employees of financial institutions including banks, due to high work sensitivity, dealing with people's capital, motor restrictions, dealing with different people from different social classes with different thoughts and expectations, leadership styles of managers and lack of useful communication among the staff, experience a high level of occupational stress (Shajeen alam & Dilruba, 2016, Rudalova and Mustafin, 2017). One of the aftermaths of occupational stress is effect on job performance, and the collective will of the staff to increase performance and reduce slips to raise rewards (Li et al., 2017). If not exceed the certain level of the person's capabilities, occupational stress can improve the performance by increasing motivation; yet if it exceeds the coping capacity of the peson, it can have a detrimental effect on individual and organizational performance. The results of most studies have shown a negative relationship between occupational stress and performance (Abu Alrub, 2004; Dashi, 2009; Shahid et al., 2011; Enayti et al., 2011; Cooper et al., 2013; Doshi et al., 2013). Nonetheless, if occupational stress of the key employees or a large number of workforce and thus their job dissatisfaction affect the organization, they can challenge the organization's health and performance, and in this case the organization not only cannot get the best performance from its employees, but also its performance in the competitive market may be increasingly affected. Several studies have been conducted in Western societies on occupational stress in the banking sector, including Doshi (2009), Buker, H., & Wiecko (2007), Shajeen alam & Dilruba (2016), Manjunatha & Renukamurthy, (2017) and Arrawatia (2017). Nevertheless, studies within Iran are limited. The results of these limited studies show that a high percentage



of employees in the bank experience a high and severe occupational stress (Jahanbakhsh Ganjeh and Shariati Samani, 2012). Studies have shown that occupational stress has a direct relationship with job satisfaction and person's performance; in other words, it predicts the job satisfaction of an organization's employees (Suri et al., 2006; Hassani et al. 2017; Ghafourian et al., 2011, Peil, 2010, Simone et al., 2018).

Studies have shown that occupational stress is associated with many diseases and occupational issues (Stac Jm, Troccoli Bt, 2004, quoted by Azad Marzabadi et al., 2007). This relationship has been confirmed for cardiovascular diseases (French, & Caplan, 1982), musculoskeletal disorders (Manjunata and Rinakamurti, 2017), hypertension and other diseases (Mozafari, 2016). The examinations have shown stress in almost all occupations (Saatchi, 2006; Enayti et al., 2012; Azad Marzabadi et al., 2007; Ashrafi Rizi and Kazempour; 2011; Razmi and Sugolitapeh, 2011; Khaneshenas et al. 2013; and Tarshizi and Ahmadi, 2011), but its magnitude and factors differ in terms of the type and nature of stress and occupational and personal characteristics. Besides organizational factors, individual factors such as age, service record, gender, marital status and educational level play a role in stress (Ahmad & Ramadan, 2013, Arrawatia, 2017). As job satisfaction is one of the factors of the effectiveness of organizations and occupational stress is recognized as one of the most important pests of organizations today, it has significantly affected the tensions arising from the relationships and conditions associated with each organization. Thus, occupational stress affects the organizational performance, and organizational resolution is needed to solve it. Banks have always been considered as the economic backbones of each country, so the performance of their employees can be an effective factor in the process of executive and economic performance. Thus, the purpose of this study was to examine the prediction of job satisfaction based on occupational stress factors among employees of Bank Melli of Kermanshah.



METHODOLOGY:

This study was descriptive and relational concerning the purpose, nature and subject. The population of the present study was all employees of Bank Melli of Kermanshah in 2015. The sample size was determined 500 using Krejcie and Morgan formula, selected using stratified sampling method based on gender. The tools used in this study were:

1. Al Rice Occupational Stress Questionnaire (1992)
2. Job Satisfaction of Dunnnett et al. (1996)

Al Rice's Occupational Stress Questionnaire has 57 items providing information on occupational stress. The questionnaire has three subscales: interpersonal relationships, physical status and occupational interests. The initial questions of the questionnaires have been developed to measure the problems of interpersonal relationships and job satisfaction or dissatisfaction. After that, the physical conditions leading to individual fatigue are addressed, and the third part of the questionnaire is dedicated to occupational interests. This test does not have time constraints. The scoring of this test is on Likert scale of 5 options (1 = never, 2 = rarely, 3 = sometimes, 4 = often, and 5 = most of the times). Scoring of the items 6, 8, 9, 11, 12, 15, 18, 20, 49, 50, 51, 53, 55, and 57 are direct and the other are reversed. Hatami (1999) tested this questionnaire for a sample of 275 schoolteachers. The calculated reliability using Alpha was 0.89, and the validity of the questionnaire was 0.921 and for the three subscales - interpersonal relationships, social status, and occupational interests - was 0.89, 0.88 and 0.88, respectively. Additionally, job

satisfaction questionnaire of Dannett et al. (1996) was developed in the framework of Herzburg's Two Factors Theory. The questionnaire has 36 items in the motivational factors (internal factors) and environmental factors (external factors). Items 1 through 17 are related to motivational factors and 18 to 26 to environmental factors. The motivational factors in the questionnaire are success, accountability, nature of work, gratitude and progress; and the health factors of the job are colleagues' satisfaction, technical management, human relations management, payroll, supply and safety, policies, and terms and conditions. In front of each of the 36 items, there is a 7-point scale, and the subject is asked to read the terms carefully, and then specify the degree of agreement from grade 1 to 7. Grade 1 is minimum agreement and 7 shows the greatest agreement with the items. For getting the job satisfaction score, we should first extract the frequency of answers for each option and specify that each of the options have been selected multiple times. We then use the weighing method to obtain the job satisfaction score. From the result of the multiplication of the points in the frequencies related to the item, a score is obtained, which can be considered as the occupational satisfaction score of the individual. The questionnaire was translated from English into Persian and edited by Monavar Majdzadeh (1994) and was standardized by Fath Abadi (1999) in Iran. Using Cronbach's alpha, the coefficient of total validity of the variance of each single question was 116.98 and the total score of the total questionnaire was 1458.57. Reliability tool is a tool that has the repeatability and evaluating the same results. For evaluating the reliability of this questionnaire, 16 questionnaires were submitted to the managers and after calculating the Cronbach's alpha coefficient, which was 0.917, the final questionnaire was completed and returned to the respondents. Obviously, given the value attained, one can claim that the questionnaire has good reliability (Hassani & et al, 2017). Data analysis was performed based on the path analysis using SPSS23 and Amos23 software.

RESULTS:

In this section, the descriptive and inferential results of the research are presented.

Table 1: Indices of central tendency and dispersion of job satisfaction, occupational stress, and its components

Variable		Group	Frequency	Mean	Mean standard error	Variance	SD
Occupational stress		Men	188	176.39	2.34	1033.60	32.15
		Women	12	191.67	3.02	109.70	10.47
		Total	200	177.31	2.23	990.56	31.47
Components	Interpersonal relationships	Men	188	84.62	1.16	252.78	15.90
		Women	12	88.03	1.83	40.08	6.33
		Total	200	84.83	1.09	240.44	15.51
	Physical condition	Men	188	65.41	1.08	217.86	14.76
		Women	12	75.50	1.96	45.90	6.78
		Total	200	66.02	1.03	213.03	14.60
	Occupational interests	Men	188	26.37	0.53	15.53	7.29
		Women	12	28.08	1.69	34.27	5.85
		Total	200	26.47	0.51	52.01	7.21
Job satisfaction		Men	188	147.23	4.59	2068.74	45.48
		Women	12	165.56	5.97	2258.29	47.52
		Total	200	148.33	4.14	2015.23	44.89

Table 1 shows the indices of central tendency and dispersion for job satisfaction, occupational stress and its components.

Question: Is job satisfaction predictable based on the components of occupational stress (interpersonal relationships, occupational interests, and physical conditions)?

Path analysis was used to answer this question. First, the correlation between the variables in the analysis was examined to use the path analysis.

Table 2: Correlation matrix between the variables

Variables	Job Satisfaction	Interpersonal relationships	Physical conditions	Occupational interests
Job Satisfaction	1			
Interpersonal relationships	-0.54*	1		
Physical conditions	-0.49*	0.47*	1	
Occupational interests	-0.69*	0.55*	0.15*	1

* - The relationships are significant at the level of 0.05

Table 2 shows the matrix of correlation between research variables. As is seen, all Pearson correlation coefficients between the variables are statistically significant, so the saturation path-analysis model was designed based on the existence of all variables. As in the saturation path diagram, the degree of freedom is zero, it is not possible to estimate the fitness of the model, but the path coefficients are estimated using AMOS and their statistical significance is determined. Finally, insignificant paths are removed from the chart and model fit is performed (Meyers et al., 2012). According to the estimates, the path coefficient of the physical conditions to the occupational interests was insignificant and was eliminated from the model.

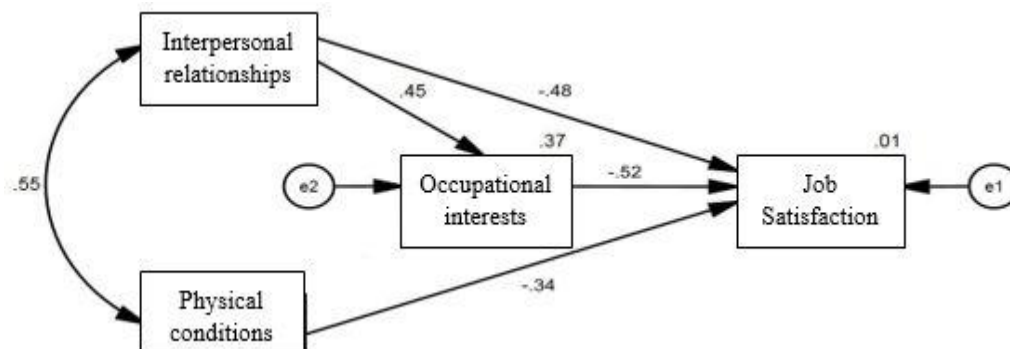


Figure 1: The chart for path analysis for predicting job satisfaction based on occupational stressors (interpersonal relationships, occupational interests and physical conditions) after applying corrections along standard estimates

Figure 1 shows the path analysis diagram after removing the path along the standard estimates.

Table 3: Fit indices of the model of path for predicting job satisfaction based on the components of occupational stress (interpersonal relations, occupational interests, and physical conditions) after the corrections

Index type	Symbol	Persian equivalent	Desired fit criterion (Herrington, 2012)	Size	Sig.

Absolute	CMIN	Chi Square	Small and insignificant	1.03	0.162
Comparative	CFI	Comparative fit index	Values close to 0.95 and higher	0.96	—
	IFI	Tooker-Lewis Index	Values close to 0.95 and higher	0.95	—
Parsimonious	RMSEA	Root Mean Squared Error Estimating	Values close to 0.06 and lower	0.065	—
	CMIN/DF	Standardized Chi square	Values between 1 and 2	1.03	—

Table 3 shows the fit indices of the path analysis model after applying correction. As is seen, the absolute index of Chi-Square (CMIN) index is 1.03 and insignificant ($P < 0.05$). The value of the fit indices for CFI is 0.96 and for IFI is 0.95. In addition, the value of Parsimonious Fit Indices for RMSEA is 0.65 and for CMIN/DF index 1.03. Thus, the modified path model of predicting job satisfaction based on occupational stress (interpersonal relationships, occupational interests, and physical conditions) shows an excellent and desirable fit with experimental data.

Table 4: Regression coefficients to predict job satisfaction based on the components of occupational stress (interpersonal relationships, occupational interests and physical conditions)

Path		Standard estimation	Sig.	Explanations
Interpersonal relationships	...> Job satisfaction	-0.48	0.001	Regression weight of interpersonal relationships on job satisfaction
Occupational interests	...> Job satisfaction	-0.52	0.001	Regression weight of occupational interests on job satisfaction
Physical conditions	...> Job satisfaction	0.34	0.001	Regression weight of physical conditions on job satisfaction
Interpersonal relationships	...> Occupational interests	-0.45	0.001	Regression weight of interpersonal relationships on occupational interest

Table 4 shows regression coefficients for predicting job satisfaction based on occupational stress factors (interpersonal relationships, occupational interests, and physical conditions) after applying the corrections. As is seen, all path coefficients are statistically significant ($P \leq 0.01$).

Table 5: Examining the mediating role of occupational interests in predicting job satisfaction based on occupational stressors

Predicting variable	Path		Standard estimation	Sig.	Explanations
	Mediating variable	Criterion variable			
Interpersonal relationships	...> Occupational interests	...> Job satisfaction	0.33	0.05	The role of mediating job interests in predicting job satisfaction based on interpersonal relationships

Table 5 shows the role of mediating role of occupational interests in predicting job satisfaction based on interpersonal relationships. As is seen, the indirect effect of interpersonal relationships on job satisfaction through occupational interests is statistically significant at the level of 0.05.

Thus, one can argue that the occupational interest has a mediator role in the relationship between interpersonal relationships and job satisfaction.¹

Table 6: The squared of multiple correlations of the present variables in the predictive path model of job satisfaction based on the components of occupational stress (interpersonal relationships, occupational interests, and physical conditions)

Variables	squared multiple correlations
Job satisfaction	0.469

Table 6 shows squared multiple correlations of job satisfaction in the path model of predicting job satisfaction based on occupational stressors (interpersonal relationships, occupational interests and physical conditions). As is seen, squared multiple correlations for job satisfaction is 0.469. This estimation shows that predictors of job satisfaction, present in the model, explained 46.9% of its variance. In other words, 53.1% of variance of job satisfaction is explained by other factors. Based on the results of this question, one can state that job satisfaction is predictable based on the components of occupational stress (interpersonal relationships, occupational interests and physical conditions), and occupational interest has a mediating role in the relationship between interpersonal relationships and job satisfaction.

DISCUSSION AND CONCLUSION:

Overall, job satisfaction is a measure of positive emotions and attitudes that people have about their jobs. People happy with their jobs and interested in it, have a great motivation in their job. Path analysis was used for examining the research question. The results of the analysis showed that job satisfaction is predictable negatively based on the components of occupational stress (interpersonal relationships, occupational interests and physical conditions). This means high levels of occupational stress bring about low levels of job satisfaction and vice versa. In addition, based on the results, occupational interests had a mediating role in the relationship between interpersonal relationships and job satisfaction.

The results of this hypothesis were consistent with the results of the study by Hassani et al. (2016), Rudaleva & Mostafin (2017), Boudreaux et al. (2012), Wang et al. (2014), and Hububi et al. (2017), where job satisfaction had a significant inverse relationship with occupational stress. Moreover, the results of this hypothesis were in line with the results of Ghafourian et al. (2011) and Lavasani et al (2008), Ahmad and Ramadan (2013), Arrawatia (2017), where the effect of occupational stress on job satisfaction was studied. In explaining the results of this question, one can argue that the presence of stressors in the work environment can lead to employee mental conflicts and take a lot of energy from them, causing some kind of dissatisfaction with the work environment. Concerning the negative relationship between interpersonal relationships and job satisfaction, one can argue that the formation of unhealthy and stressful interpersonal relationships in the work environment causes disturbance and dissatisfaction in the workplace and lead to a person's being fed up with the work and work



¹ To test the mediating role of in this study, Sobel Test (Pahlavan-Sharif and Mahdavian, 2015) has been used and its value is 2.82, which is greater than the critical value of 1.96 at the level of 0.05.

environment. The same goes for occupational interests and physical conditions. The results of this study are inconsistent with Shajeen alam & Dilruba (2016).

Herzberg's Two Factors Theory of job satisfaction states that before dealing with promoting job satisfaction, factors causing job dissatisfaction should be addressed. Among the factors contributing to job dissatisfaction are physical conditions, salary, safety, security, social factors and interpersonal relationships (Sharif and Bahjat, 2001, quoted by Zare et al., 2015, Hongxia et al., 2014, Peil, 2010; and Manjunatha & Renukamurthy, 2017). As the present study considered the physical condition as one of the main factors of occupational stress as and the inappropriateness of the physical conditions of the work environment as one of the factors affecting the job dissatisfaction, one can argue that the relationship between the physical dimension of occupational stress and job satisfaction (Izvercian et al, 2016) is real. This supports Herzberg's theory. Thus, it is expected that by dealing with the physical dimension of the bank's working environment, occupational stress will be greatly reduced and job satisfaction will be improved. Furthermore, the relationship between staff is one of the issues to be dealt with to reduce occupational stress. Some employees do not have the skills in interpersonal relationships (Khamisa et al., 2017), so others may expose them to harassment. Interpersonal skills training courses should be held to tackle this issue. Moreover, there might be need for formal procedures to deal with harassment of employees. The job characteristics should also be considered to increase job satisfaction and reduce stress. A study has shown that occupations with feedback have specialized levels, and the person has independence and is more likely to increase job satisfaction. Thus, one can increase job satisfaction and reduce the level of stress by providing feedback to employees and giving more authority in the job to the bank employees.

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