



## A STUDY ON IMPACT OF STRESS ON JOB PERFORMANCE AND SATISFACTIONS IN TRANSPORT CORPORATION, KUMBAKONAM

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### Abstract

The transport plays a vital role in the development of our country. Work stress is defined as the harmful physical and emotional responses that occur when job requirements do not match the worker's capabilities, resources, and needs. Its main objective is to connect the rural, urban and semi urban areas. Employee attitudes are very significant to administration and Industries since they determine the behaviour of employees in an industry. It is believed that employees who are satisfied are normally productive than their counterparts who are dissatisfied. Satisfied employees are not only creators of a agreeable environment within Industries to perform well but ensure quality gain and show loyalty as well. Therefore, job satisfaction has been the topic of many studies. Although some researches focused on job satisfaction and employee job performance, job satisfaction especially in Transport corporation is scanty. This research attempts to fill the gap by using industry in the Transport Corporation, Kumbakonam District of the study. The main objective of this paper is identified and analysis the factors influencing job stress among the transport employees. Job stress, job performance and job satisfaction are important factors affecting workforce productivity. This study was carried out to investigate the job stress, job performance job satisfaction, and workforce productivity levels, to examine the effects of job stress, job performance and job satisfaction on workforce productivity, and to identify factors associated with productivity decrement among employees of an Transport Corporation in Kumbakonam district. In this study, 150 randomly selected employees of an Transport Corporation in Kumbakonam district participated. The data were collected using the demographic questionnaire, work-related stress questionnaire to investigate the level of job stress, Job performance to examine job satisfaction to investigate productivity in the study population.

**Keywords:** Job Stress, Job Performance and Job Satisfaction.

### 1. Introduction

Around three billion people globally are employed and face an incessant and challenging problem in the organization called stress, which influences employee's performance and efficiency. Stress is defined as the corporeal and cognitive response to acute circumstances. Stress is one of the burning issues that organizations have to deal so that employees can comfortably produce quality work. Stress causes an imbalance in one's life because it leads to depression and thus damages health, attitude and work behavior. Causes of stress are called stressors, which can be workplace conflict, role conflict, role ambiguity and workload. Stress is known as the "Age of Anxiety" as it is inescapable part of today's fast life. With the change in life style and social factors, stress has become inevitable. Stress leads to physical, mental and behavioral changes. Stress can be both positive and negative. If it is created by undesirable outcomes it is called as "Distress" whereas if it is created by desirable and successful effects, it is called as "Eu-stress". Minimum level of stress is necessary for effective functioning and peak performance as it can trigger your passion for effectiveness and ignite aspirations.

Stress is a biological term which refers to the consequences of the failure of a human or animal body to respond appropriately to emotional or physical threats to the organism, whether actual or imagined. Stress refers to the strain from the conflict between our external environment and us, leading to emotional and physical pressure. In our fast paced world, it is impossible to live without stress, whether you are a student or a working adult. There is both positive and negative stress, depending on each individual's unique perception of the tension between the two forces.

Stress at work is a relatively new phenomenon of modern lifestyles. The nature of work has gone through drastic changes over the last century and it is still changing at whirlwind speed. They have touched almost all professions, starting from an artist to a surgeon, or a commercial pilot to a sales executive. With change comes stress will appear automatically. Job stress poses a threat to physical health. Work related stress in the life of organized workers, consequently, affects the health of organizations. Job stress is a chronic disease caused by conditions in the workplace that negatively affect an individual's performance and overall well-being of his body and mind.

### Stress

Stress is defined as a response to a demand that is placed upon you. Stress is a normal reaction when your brain recognizes a threat. When the threat is perceived, your body releases hormones that activate your "fight or flight" response. This fight or

flight response is not limited to perceiving a threat, but in less severe cases, is triggered when we encounter unexpected events. Psychologist Richard S. Lazarus best described stress as “a condition or feeling that a person experiences when they perceive that the demands exceed the personal and social resources the individual is able to mobilize.” For most people, stress is a negative experience.

## 2. Literature Review

Many researcher argue that stress at workplace has an impact to performance in one way or another. Occupational stress inadvertently consequences low organizational performance (Folkman & Lazarus, 1991), Job stress although has belittling impact on any organization and individual’s performance but can shape dire consequences when related to health care. (Margolis, Kroes, & Quinn, 1974). The importance of stress is highlighted nowadays by the employers to manage and reduce stress through practical guidelines in public sector but not in private organizations (Rolfe, 2005).

### Review of Studies on Job Satisfaction and Stress

(Malik MI, Safwan MN, Sindhu AG.) “Stress, Job Satisfaction, and Customer Satisfaction in a Transport Company” has been examined and the results show that there is an opposite relationship of stress and job satisfaction among bus hostesses. This negative relationship ultimately effects the customer satisfaction. (Roos W, Van Eeden R.) The study of relationship between employee motivation, job satisfaction and corporate culture in marketing Research Company in South Africa found linear relationships. (Ulleberg P, Rundo T.) A study has been made on association between “job stress, social support, job satisfaction, and absenteeism among offshore oil” personnel. (Ahsan N, Abdullah Z, Gun Fie DY, Shah Alam S.) Results of the study of relationship between “Job Stress and Job Satisfaction among University Staff in Malaysia” show a negative relationship between the two.

(Appleton K, House A, Dowell A.) A survey of “job satisfaction, sources of stress, and psychological symptoms among general practitioners in Leeds” has identified low job satisfaction and significant problems in the physical and mental wellbeing of general practitioners. (Bytyqi F, Reshani V, Hasan V.) Findings of examination of employee’s “Work Stress, Job Satisfaction, and Organizational Commitment among Public Employees before Privatization” indicate that satisfied and committed workforce is not a guarantee to have low level of work stress and vice versa.

Chandraiah.K. and Agarwal.A.C. (2003) 25 in this article, “Occupational Stress and Job Satisfaction among Managers”, stated the effect of age on occupational stress and job satisfaction among managers of different age groups. They have conducted the study among a sample of 105 industrial managers working in different large scale organizations. The authors have used occupational stress index (OSI) and job descriptive index to assess the level of job stress and job satisfaction of the sample respondents. They have stated less job satisfaction is among manager of 25-35 years age than their counterparts in the middle age (36-45 years) and the old age groups (46-55 years). They have concluded that age is found to be of importance in these study findings.

Sundar.K. (2009)58 in this Article, “Job Satisfaction of Drivers and Conductors in Tamilnadu State Transport Corporation – A Research Study”, A study of job satisfaction of drivers and conductors attached to Villupuram Region in Tamilnadu, India has brought to light both positive aspects and dark spots. While there is high level of satisfaction such. While there is high level of satisfaction on certain determinants of job satisfaction such as job commitment, security of job etc. there is percent negative response on some other factors connected with satisfaction determinants.

### Review of Studies on Factors of Job Satisfaction

(Chandraiah K, Agrawal SC, Marimuthu P, Manoharan N.) There have been studies on various factors such as age, salary, and physiological and psychological stress, which impact job satisfaction. The findings of the study “the effect of age on occupational stress and job satisfaction among managers of different age groups,” reveals higher levels of job stress and less job satisfaction among managers of 25-35 years age than their counterparts in the middle age (36-45 years) and the old age groups (46-55 years). (Ismail A, Yao A, Yunus.) The study also found that the age found to be negatively correlated with occupational stress and positively with job satisfaction. A study has examined the relationship between physiological stress and job satisfaction and the relationship between psychological stress and job satisfaction. Statistically, the result demonstrates that the level of physiological stress has decreased job satisfaction, and the level of psychological stress has not decreased job satisfaction. Furthermore, the study confirms that occupational stress does act as a partial determinant of job satisfaction in the occupational stress models of the organizational sector sample.

(Ma VA, Koh HW, Kuek.) A study explored the relationship among job performance, satisfaction, and stress: A conceptual framework of Malaysian higher learning institutions, which provides some ideas on how these three theories or relationships will influence one another. There are three suggestions highlighted here. The first is that lower level of job stress will lead to a higher level of job satisfaction and job performance among the employees. Second is a greater emphasis on a higher level



of job satisfaction, such as lower level of job stress will lead to a better employee's job performance. Finally, these are the vital roles played by the proposed moderators in each of the relationships in the quest to enhance employee's job performance, which will ultimately lead to an improved organizational performance.

### 3. Statement of the Problem

To identified the job stress as one of the key problems in the workforce for the next century. Job stress problem pose risks to workers' well being as well as to organizational performance. Hence, the stress is the universal incident and property of modern human beings irrespective of their occupation. Because each and every job has its own nature and accordingly it is generating a kind of pressure (Stress) over the respective domain. According to the above truth, the transportation sectors especially the public transport and its employees facing plenty of problems and issues in their day to day life. India's public Road transport system are among the most heavily utilized in the world and, mostly run by government owned Transport Corporation, are comes under the preview of State Governments. In Tamilnadu Public Road Transport has still remained the primary and preferred mode of transport for most of the population. However, when the level of stress is such that an individual is incapable of satisfactorily dealing with it, then the effect on performance may be negative. Therefore, assessment of level of stress is important. Stress has become significant due to dynamic social factors and changing needs of life styles. Cooper and Sutherland's research evidence indicates that a wide variety of workplace conditions cause stress, strain or pressure. According to the who report job related stress in developing countries is often made worse by a broad spectrum of factors besides the work environment, external environment and individual factors. Therefore identification of factors influencing job stress is considered as important.

### 4. Objectives of the Study

#### To Identify the Determinants of Job Satisfaction among Employees

- To identify and analysis the factors influencing job stress relationship between the transport employees in the study area.
- To analysis the factors influencing job performance relationship between the transport employees in the study area.
- To analysis the impact of job stresses on the transport employees' satisfactions in the study area.
- To offer suitable suggestions based on the findings of the study.

### 5. Research Methodology

Research methodology is a way of systematically solve the research problem. It explains various steps that are generally adopted by the research in studying the research problems along with logic behind them. Research is essentially a systematic enquiry seeking facts through objective verifiable methods in order to discover the relationship among them and to deduce from the board principals or laws it is really a method of critical thinking, it comprise defining and redefining problems, suggestion solution, collecting, organizing and evaluating data making deduction and making conclusion

#### Theoretical Framework

This study explains that stress is being used as dependent variable whereas three independent variables such as Job stress, job performance and Job satisfaction are also being used in this research to check the relationship among them.

#### Sampling Design

Sampling is a means of selecting a subset of units from a target population for the purpose of collecting information. This information is used to draw inferences about the population as a whole. The subset of units that are selected is called a sample. The sample design encompasses all aspects of how to group units on the frame, determine the sample size, allocate the sample to the various classifications of frame units, and finally, select the sample. Choices in sample design are influenced by many factors, including the desired level of precision and detail of the information to be produced, the availability of appropriate sampling frames, the availability of suitable auxiliary variables for stratification and sample selection, the estimation methods that will be used and the available budget in terms of time and resources.

#### Sample and Sampling Technique

A convenience sampling technique was used in this research to get response from the respondents who are now working in the banks. Finally, among all employees Transport Corporation in Kumbakonam district, 150 respondents were participated in the questionnaire of this research.

#### Tools used

For the evaluation and examination of primary data of this, research that was generated through a questionnaire, the Statistical Package for Social Sciences (SPSS) systematic computer software was used and it gave accurate results regarding the data.

### Limitations of the Study

The respondents were reluctant in giving information fearing that the information asked would be used to intimidate them or paint a negative image about them or the company. The researcher handled this problem by carrying an introduction letter from head of the Institution and assured the respondents that the information they gave would be treated with confidentiality and was used purely for academic purposes. The study faced both time and financial limitations. The duration that the study was to be conducted was limited hence exhaustive and extremely comprehensive research could not be carried on perceived factors affecting employee stress Transport Corporation in Kumbakonam district.

### 6. Data Analysis and Interpretation

1. Statistical Tools used: (SPSS SOFTWARE)
2. Factor Analysis - KMO and Bartlett's Test
3. Multiple Regression

**Table 1: Reliability and validity of the data**

Dimensions	Reliability	No of items
Job stress	.947	9
Job performance	.923	6
Job satisfaction	.820	7

Source: Output generated from SPSS 20

As the Cronbach's alpha of four parameters reveal .600 and more than .600 as alpha. So, it is confirmed that the data are highly reliable and valid for analysis. The following table shows that, the Cronbach's alpha value for every dimension of stress on job performance and satisfactions in transport corporation, Kumbakonam.

### Factor Analysis for Stress on Job Performance and Satisfactions in Transport Corporation, Kumbakonam

#### KMO and Bartlett's Test

The dimensionality of stress on job performance and satisfactions was examined using factor analysis based on twenty two individual statements and the reliability of the subsequent factor structures was then tested for internal consistency of the grouping of the items. The twenty two factors of stress on job performance and satisfactions in transport corporation, Kumbakonam statements are related to the following:

1. Role conflict
2. Relationship with others
3. Role overload
4. Role insufficiency
5. Role ambiguity
6. Role boundary
7. Responsibility
8. Physical environment
9. Performance pressure
10. Adequately assigned duties
11. job description
12. Performance expected
13. Fails to perform
14. Helps others who have been absent
15. Helps others who have heavy work-loads
16. Satisfied with job
17. Job does not cause stress
18. Talent work
19. Job security
20. Insurance benefits
21. Promotion
22. Retirement plan

**Table 2: KMO and Bartlett's Test of stress on job performance and satisfactions**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.841
Bartlett's Test of Sphericity	Approx. Chi-Square	3358.872
	Degree of freedom	231
	Significant.	.000

Source: Output generated from SPSS 20

High value of KMO (0.841 > .05) of indicates that factor analysis is useful for the present data. The significant value for Bartlett's test of Sphericity is 0.000 and is less than 0.05 which indicates that there exists significant relationships among the variables. The resultant value of KMO test and Bartlett's test indicates that the present data is useful for factor analysis.

**Table 3: Total variance explained for stress on job performance and satisfactions**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.836	44.708	44.708	9.836	44.708	44.708	6.276	28.528	28.528
2	3.824	17.381	62.089	3.824	17.381	62.089	4.930	22.408	50.936
3	1.589	7.222	69.311	1.589	7.222	69.311	3.946	17.939	68.874
4	1.060	4.819	74.130	1.060	4.819	74.130	1.156	5.256	74.130
5	.923	4.196	78.326						
6	.735	3.340	81.666						
7	.611	2.777	84.443						
8	.528	2.399	86.842						
9	.481	2.188	89.030						
10	.458	2.081	91.110						
11	.350	1.591	92.701						
12	.321	1.461	94.162						
13	.259	1.177	95.339						
14	.251	1.140	96.479						
15	.191	.869	97.348						
16	.168	.764	98.112						
17	.119	.541	98.653						
18	.090	.408	99.062						
19	.073	.334	99.396						
20	.057	.261	99.656						
21	.046	.210	99.867						
22	.029	.133	100.000						

Extraction Method: Principal Component Analysis.

Source: Output generated from SPSS 20

All the statements of the stress on job performance and satisfactions are loaded on the twenty two factors. The total variance accounted for, by all the four factors with Eigen value greater than 1 is 74.130percent and the remaining variance is explained by other variables. Among the four factors, the first factor accounts for around 28.528 percent of variance which is the prime criteria considered in stress on job performance and satisfactions in transport corporation, Kumbakonam.



**Table 4: Rotated Component Matrix of stress on job performance and satisfactions**

Rotated Component Matrix <sup>a</sup>	Component			
	1	2	3	4
Performance expected	<b>.825</b>	.361	.121	.061
Helps others who have been absent	<b>.820</b>	.198	.214	.016
Helps others who have heavy work-loads	<b>.809</b>	.000	.144	-.076
job description	<b>.800</b>	.267	.167	.228
Fails to perform	<b>.790</b>	.338	.069	.018
Role insufficiency	<b>.766</b>	.461	-.098	.076
Relationship with others	<b>.750</b>	.479	-.121	.096
Role overload	<b>.736</b>	.491	-.052	.010
Role ambiguity	<b>.721</b>	.514	-.189	.068
Physical environment	.249	<b>.857</b>	.012	.032
Responsibility	.305	<b>.845</b>	-.107	.091
Role conflict	.281	<b>.843</b>	.117	-.098
Role boundary	.355	<b>.820</b>	.076	-.013
Adequately assigned duties	.486	<b>.635</b>	.236	.189
Performance pressure	.396	<b>.600</b>	.289	.320
Retirement plan	.128	-.021	<b>.823</b>	.017
Job security	.020	.002	<b>.774</b>	.128
Talent work	.071	.130	<b>.773</b>	.055
Promotion	-.012	.027	<b>.759</b>	-.322
Job does not cause stress	-.018	-.037	<b>.759</b>	.147
Insurance benefits	.098	.092	<b>.758</b>	-.106
Satisfied with job	.097	.074	.006	<b>.872</b>
Extraction Method: Principal Component Analysis.				
Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 5 iterations.				

Source: Output generated from SPSS 20

**The Statements are Converted into 4 Factors using Factor Analysis**

**The following nine aspects related to stress on job performance and satisfactions are converted into a single factor.**

1. Performance expected
2. Helps others who have been absent
3. Helps others who have heavy work-loads
4. job description
5. Fails to perform
6. Role insufficiency
7. Relationship with others
8. Role overload
9. Role ambiguity

**The following six aspects related to stress on job performance and satisfactions are converted into a single factor.**

1. Physical environment
2. Responsibility
3. Role conflict
4. Role boundary
5. Adequately assigned duties
6. Performance pressure

**The following six aspects related to stress on job performance and satisfactions are converted into a single factor.**

1. Retirement plan
2. Job security
3. Talent work
4. Promotion
5. Job does not cause stress
6. Insurance benefits

The following one aspect related to stress on job performance and satisfactions is converted into a single factor

**1. Satisfied with Job**

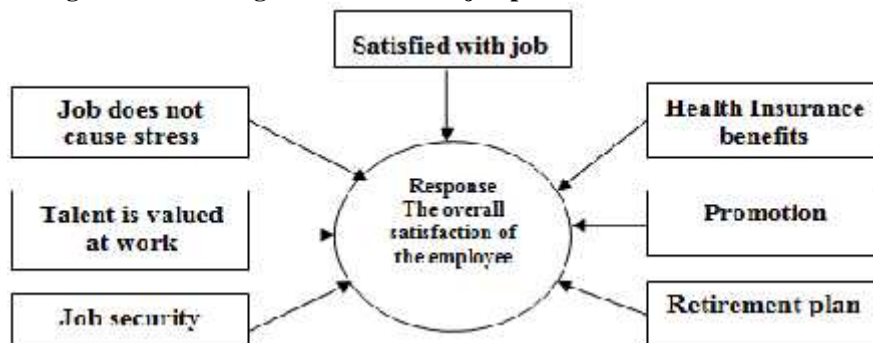
Apart from that, the dimension “stress on job performance and satisfactions” comprises 22 statements. Out of twenty two statements, four statements contribute more towards stress on job performance and satisfactions. The statements are (1) Performance expected(2)Physical environment(3) Retirement plan and (4) Satisfied with job of the employees. The result determines the fact that almost all the attributes under the employee job stress are important and the most influencing factors are identified as ‘Performance expected, Physical environment, Retirement plan and Satisfied with job of the employees’ of the respondents. This may be because the stress on job performance and satisfaction on involvement towards management strategies to attract and retain employees influences industries welfare environment and expectations towards the job apparently. This may make them feel involved in all activities of the industries.Hence among all other attributes, the above said factors are the most influencing variable.

**Multiple Regression Model Development for Stress on Job Performance and Satisfactions in Transport Corporation, Kumbakonam**

Regression analysis is a mathematical measure of average relationship between two or more variables in terms of original units of data. Regression is used to create an equation (or) transfer function from the measurements of the system’s inputs and outputs acquired during a passive or active experiment (Kazmier, 2004). The transfer function is then used for sensitivity analysis, optimization of system performance and tolerance the system’s components (Antis et al., 2006). A Path diagram represents the response (The overall satisfaction of the employee) and the predictors such as:

1. Satisfied with job
2. Job does not cause stress
3. Talent is valued at work
4. Job security
5. Health Insurance benefits
6. Promotion
7. Retirement plan

**Figure 1: Path Diagram for stress on job performance and satisfactions**



Multiple regression analysis was conducted using the overall satisfaction of the employee as a dependent variable and (1) Satisfied with job, (2) Job does not cause stress, (3) Talent is valued at work, (4) Job security, (5) Health Insurance benefits, (6) Promotion, (7) Retirement plan as the independent variables by using SPSS 20. The table below shows that the model summary of the regression results.

The model has the following form:

**The overall satisfaction of the employee = f { ( (1) Satisfied with job+ (2) Job does not cause stress + (3) Talent is valued at work+ (4) Job security + (5) Health Insurance benefits + (6) Promotion+ (7) Retirement plan) }**

**Table 5: Model Summary for multiple regression models for stress on job performance and satisfactions in transport corporation, Kumbakonam**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881 <sup>a</sup>	.777	.766	.545
a. Predictors: (Constant), Retirement plan, Satisfied with job, Insurance benefits, Job does not cause stress, Job security, Promotion, Talent work				
b. Dependent Variable: Overall satisfactions of the employee				

Source: Output generated from SPSS 20

**Table 6: ANOVA table of multiple regression models for stress on job performance and satisfactions in transport corporation, Kumbakonam**

Model	Sum of Squares	Degrees of freedom	Mean Square	F – Value	Significant value	
1	Regression	146.860	7	20.980	70.574	.000 <sup>b</sup>
	Residual	42.213	142	.297		
	Total	189.073	149			

a. Dependent Variable: Overall satisfactions of the employee  
 b. Predictors: (Constant), Retirement plan, Satisfied with job, Insurance benefits, Job does not cause stress, Job security, Promotion, Talent work

Source: Output generated from SPSS 20

**Table 7: Coefficients for multiple regression models for stress on job performance and satisfactions in transport corporation, Kumbakonam**

Model		Unstandardized Coefficients		Standardized Coefficients	t – value	Significant value
		B	Std. Error	Beta		
1	(Constant)	-1.765	.276		-6.384	.000
	Satisfied with job	.577	.045	.531	12.879	.000
	Job does not cause stress	.083	.056	.077	1.488	.139
	Talent work	.196	.058	.197	3.381	.001
	Job security	.125	.053	.128	2.382	.019
	Insurance benefits	.279	.056	.285	5.017	.000
	Promotion	.067	.061	.062	1.097	.274
	Retirement plan	.095	.060	.099	1.580	.116

a. Dependent Variable: Overall satisfactions of the employee

Source: Output generated from SPSS 20

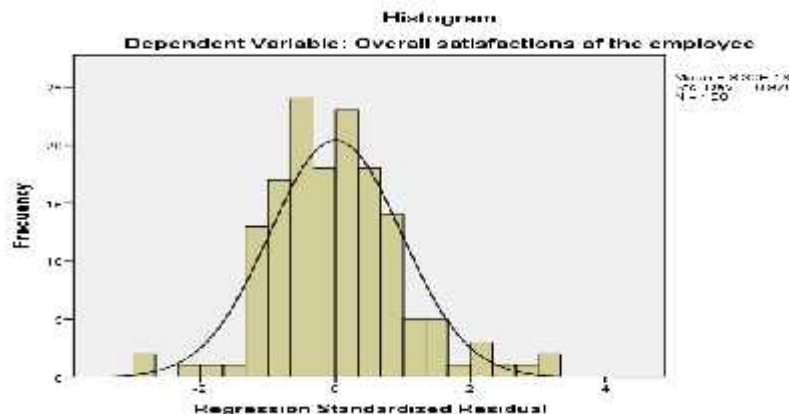
Based on the analysis, formulated the transfer function for the overall satisfaction of the employees shown in the equation:

$$\text{The overall satisfaction of the employee} = f \{ -1.765 + 0.577(\text{Satisfied with job}) + 0.083(\text{Job does not cause stress}) + 0.196(\text{Talent is valued at work}) + 0.125(\text{Job security}) + 0.279(\text{Health Insurance benefits}) + 0.067(\text{Promotion}) + 0.095(\text{Retirement plan}) \} \dots\dots\dots (1)$$

**Model validation**

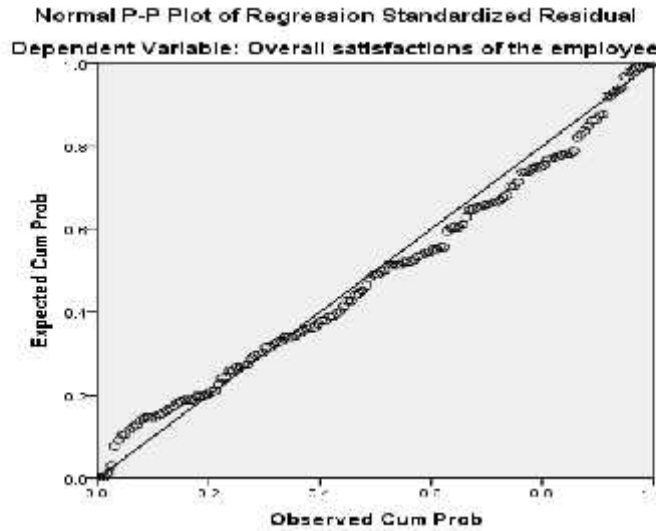
The regression model has explained the variation accounts for 95 percent (R Square 0.777 of the total Variation seen in the experiment (Ng et al., 2004). The F ratio is significant value is less than 0.000 at the 1% level, which means that the results of the regression models could hardly have occurred by chance (Chacker and Jabnoun, 2003). The quality of the regression can also be assessed from a plot of residuals versus the predicted values. The above three points indicate that the model is good and acceptable one. (Antis et al., 2003).

**Figure 2: Regression standardized residual for stress on job performance and satisfactions in transport corporation, Kumbakonam**





**Figure 3: Normal P-P Plot regression standardized residual for stress on job performance and satisfactions in transport corporation, Kumbakonam**



**The overall satisfaction of the employee = f { -1.765 + 0.577 (Satisfied with job) + 0.083 Job does not cause stress) + 0.196 (Talent is valued at work) + 0.125 (Job security) +0.279 (Health Insurance benefits) + 0.067 (Promotion) +0.095 (Retirement plan)} ..... (2)**

There is positive relationship between the ‘Satisfied with job’ and ‘The overall satisfaction of the employee in transport corporation, Kumbakonam, as the regression coefficient is 0.577. Mathematically, it means that ‘The overall satisfaction of the employee in transport corporation, Kumbakonam’ will increase by 0.577 Per cent if the ‘Satisfied with job’ increases by 1 Per cent without change of all other predictors.

There is positive relationship between the ‘Job does not cause stress’ and ‘The overall satisfaction of the employee in transport corporation, Kumbakonam, as the regression coefficient is 0.083. Mathematically, it means that ‘The overall satisfaction of the employee in transport corporation, Kumbakonam’ will increase by 0.083 Per cent if the ‘Job does not cause stress’ increases by 1 Per cent without change of all other predictors.

There is positive relationship between the ‘Talent is valued at work’ and ‘The overall satisfaction of the employee in transport corporation, Kumbakonam, as the regression coefficient is 0.196. Mathematically, it means that ‘The overall satisfaction of the employee in transport corporation, Kumbakonam’ will increase by 0.196 Per cent if the ‘Talent is valued at work’ increases by 1 Per cent without change of all other predictors.

There is positive relationship between the ‘Job security’ and ‘The overall satisfaction of the employee in transport corporation, Kumbakonam, as the regression coefficient is 0.125. Mathematically, it means that ‘The overall satisfaction of the employee in transport corporation, Kumbakonam’ will increase by 0.125 Per cent if the ‘Job security’ increases by 1 Per cent without change of all other predictors.

There is positive relationship between the ‘Health Insurance benefits’ and ‘The overall satisfaction of the employee in transport corporation, Kumbakonam, as the regression coefficient is 0.279. Mathematically, it means that ‘The overall satisfaction of the employee in transport corporation, Kumbakonam’ will increase by 0.279 Per cent if the ‘Health Insurance benefits’ increases by 1 Per cent without change of all other predictors.

There is positive relationship between the ‘Promotion’ and ‘The overall satisfaction of the employee in transport corporation, Kumbakonam, as the regression coefficient is 0.067. Mathematically, it means that ‘The overall satisfaction of the employee in transport corporation, Kumbakonam’ will increase by 0.067 Per cent if the ‘Promotion’ increases by 1 Per cent without change of all other predictors.

There is positive relationship between the ‘Retirement plan’ and ‘The overall satisfaction of the employee in transport corporation, Kumbakonam, as the regression coefficient is 0.095. Mathematically, it means that ‘The overall satisfaction of the employee in transport corporation, Kumbakonam’ will increase by 0.095 Per cent if the ‘Retirement plan’ increases by 1 Per cent without change of all other predictors.



## 7. Findings, Suggestions and Conclusion

### Findings

1. High value of KMO (0.841 > .05) indicates that factor analysis is useful for the present data. The significant value for Bartlett's test of Sphericity is 0.000 and is less than 0.05 which indicates that there exists significant relationships among the variables. The resultant value of KMO test and Bartlett's test indicates that the present data is useful for factor analysis.
2. The total variance accounted for, by all the four factors with Eigen value greater than 1 is 74.130 percent and the remaining variance is explained by other variables. Among the four factors, the first factor accounts for around 28.528 percent of variance which is the prime criteria considered in stress on job performance and satisfactions in transport corporation, Kumbakonam.
3. It is found out that all the attributes under the employee job stress are important and the most influencing factors are identified as 'Performance expected, Physical environment, Retirement plan and Satisfied with job of the employees' of the respondents. This may be because the stress on job performance and satisfaction on involvement towards management strategies to attract and retain employees influences industries welfare environment and expectations towards the job apparently. This may make them feel involved in all activities of the industries. Hence among all other attributes, the above said factors are the most influencing variable.
4. The regression model has explained the variation accounts for 95 percent (R Square 0.777 of the total Variation seen in the experiment (Ng et al., 2004). The F ratio is significant value is less than 0.000 at the 1% level, which means that the results of the regression models could hardly have occurred by chance (Chacker and Jabnoun, 2003). The quality of the regression can also be assessed from a plot of residuals versus the predicted values. The above three points indicate that the model is good and acceptable one. (Antis et al., 2003).
5. There is positive relationship between the 'Satisfied with job' and 'The overall satisfaction of the employee in transport corporation, Kumbakonam, as the regression coefficient is 0.577. Mathematically, it means that 'The overall satisfaction of the employee in transport corporation, Kumbakonam' will increase by 0.577 Per cent if the 'Satisfied with job' increases by 1 Per cent without change of all other predictors.
6. There is positive relationship between the 'Job does not cause stress' and 'The overall satisfaction of the employee in transport corporation, Kumbakonam, as the regression coefficient is 0.083. Mathematically, it means that 'The overall satisfaction of the employee in transport corporation, Kumbakonam' will increase by 0.083 Per cent if the 'Job does not cause stress' increases by 1 Per cent without change of all other predictors.
7. There is positive relationship between the 'Talent is valued at work' and 'The overall satisfaction of the employee in transport corporation, Kumbakonam, as the regression coefficient is 0.196. Mathematically, it means that 'The overall satisfaction of the employee in transport corporation, Kumbakonam' will increase by 0.196 Per cent if the 'Talent is valued at work' increases by 1 Per cent without change of all other predictors.

### Suggestions

- Implementations of attractive system of reward and recognition of good work.
- Transport Corporation should organized regular health checkups to all the employees.
- Proper maintenance of buses should be required to retain the existing and attracting the new passengers.
- Transport Corporation should give training to employees how to relaxing to do the work.
- Provide adequate training program to each and every person arranged accordingly. The result of the training program also should be analysed and training should be arranged periodically.
- Develop an effective relationship with higher officer.
- Provide meditation and yoga for employees activities in the natural relaxation response to reduce the stress.
- The employees are required to be well experienced and be aware of skills.
- To provide the children education facilities and recreation facilities in a better way.
- To provide equal pay for equal work and to increase the Pay-scale of the employees who work sincerely and productively.

### Conclusion

Stress in the workplace has become the black plague of the present era. Stress can make an individual productivity and constructive when it is identified and well managed. Some of the employees fear with the fact that low quality of their work puts stress on them. Stress has been identified to be a major problem in the operation of mode of travel. Regular appraisal plan and enjoyment should be given to replace and motivate the employees. Motivation is a key factor as well in affecting job stress among employees. Employees who are highly motivated will feel happier and are more willing to work for the transport. Unhealthy job stress among the people responsible in support the next century will ultimately affect their facility.



Failure of the transport corporation in providing a healthy working environment or even a working environment with the minimal level possible of unhealthy job stress would lead to many more problems in the near future, especially in the employees' work performance in transportation. Many factors that can initiate stress in the transport employees include workers co-ordination, bus conditions, concentration on the transport works, lack of poor working conditions and design of the vehicle etc. Stress can be managed by identifying the sources, recognizing the reactions to the stress and changing the behavior. Taking stress management classes or rescheduling the work and personal lives can reduce stress. Having a supportive network of friends, family and professionals can also be useful in helping to reduce stress.

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