

**The Relationship between Occupational Stress,
Job satisfaction and Family–work conflict
among employees of different professions.**

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ABSTRACT

The present study (N=65) sought to evaluate whether individuals from different professions experience stress and job satisfaction as a result of inadequate leadership, poor communication with colleagues and family-work conflict. Previous studies that measured occupational stress have reported that there is a positive relationship between leadership and communication on work-related stress but they are not a determinant of stress as other factors may contribute to determine stress.

The sample consisted of 65 friends and acquaintances. Participants were asked to complete a packet of questionnaires based on occupational stress, job satisfaction, work-family conflict and demographic data.

Results indicated that inadequate leadership and communication are not related to stress but they are positively related to job satisfaction, while family-work conflict is positively related to job satisfaction. Moreover, length of service was one of the major causes of stress among employees in the research.

This study was restricted to self-report questionnaires and it never looked into considering other potential research methods. In addition to this, other variables should have been taken into consideration, such as leadership style, personality, financial status and mental or physical status of employees.

Limitations of this research are discussed and suggestions for future research are proposed in the discussion chapter.

CHAPTER 1 INTRODUCTION

Stress in general and occupational stress in particular can have an effect on employees regardless of age, status, gender or ethnicity. Numerous studies have dealt with the issue of stress, from psychological, sociological and medical perspective while from the business point of view, research has dealt with work stress as one of the major causes of health problems among different categories of employees worldwide.

Occupational stress has become one of the most serious health issues in the modern world as it occurs in any job and nowadays is more present than ever. Longer hours at work, frequent changes in the structure of the organization as well as more focus on a career path, all lead to a great level of stress on employees.

Work-related stress has become a serious health issue, not just in terms of an individual's mental and physical wellbeing but also for employers who have begun to assess the financial consequences of occupational stress.

According to the Institute of work, health and organizations (2003), Occupational stress is the response that an individual may have when the requirements of the job do not match the employee skills or needs. This creates pressure that will challenge the employee abilities to cope with workloads. Furthermore, work-related stress could come from many different aspects of work and can occur in different work circumstances, even though, it is often made worse when there is little or no support from the supervisor or the colleagues. (Leka, Griffiths, & Cox, 2003). Therefore, on one side, stress is the consequence of an imbalance between demands and pressure while on the other side; we have the individual's knowledge and their abilities that put pressure on the employee skills to cope with work. This can cause a number of possible reactions that may include

physiological responses, such as an increase in heart rate, emotional responses, such as feeling nervous, tired and anxious; cognitive responses such as, forgetfulness and behavioural reactions, such as impulsive behaviour and making mistakes. Cohen & Single (2001). Additionally, when individuals are under stress, they often feel less vigilant and tend to be less efficient in performing a task, Leka et al. (2003).

In addition to this, when individuals are under stress, they find it difficult to maintain a healthy balance between home and work life. Therefore, individuals may engage in unhealthy habits such as, smoking, drinking and using drugs. Furthermore, stress can have an effect on the immune system, preventing people from fighting infections (Leka et al, 2003).

In the 2000 European Working Conditions Survey, work-related stress was the second most common work-related health problem across Europe. Moreover, work stress has also been associated with fatigue, depression and tension both psychologically and physiologically (EWCS, 2000). The central statistic office in Ireland reports that 13,000 people in the Republic of Ireland suffer from stress, depression and anxiety (Djei, 2009).

In addition to this, 1.7% of all occupational injury benefit claims in the Republic of Ireland in 2006 were related to stress (Djei, 2009). The sources of job stress are not solely responsible for work stress but they add potential for stress in combination with workers' traits and perception (Pittner & Houston, 1980).

The most commonly identified sources of occupational stress and its possible consequences are summarized in Table 1: Sources of stress at work. These are intrinsic characteristics of the job, role in the organization such as role ambiguity, role conflict and work overload; relationships at work; career development that includes, job insecurity, lack of achievement and under or over promotion; organizational structure and home-work interface (Rice, 1999).

Table 1: Sources of stress at work

<i>Job conditions</i>	<i>Possible consequences</i>
Poor physical working conditions	Physical and/or mental fatigue
Work overloads, Time pressure	Job burnout
Physical danger, etc.	Increased irritability and tension
<i>Role in organization</i>	
Role ambiguity	Increased anxiety and tension
Role conflict	Lowered job performance
Responsibility for people	
<i>Career development</i>	
Over promotion	Loss of self-esteem
Under promotion	Lowered productivity
Lack of job's security	Increased irritability and anger
Frustrated ambitions	Job dissatisfaction
<i>Relationship at work</i>	
Poor relations with boss, subordinates or colleagues	Increased tension
Difficulty in delegating responsibilities	Elevated blood pressure
<i>Organizational structure</i>	
Little or no participation in decision making	Lowered motivation and
productivity Political battles	Job dissatisfaction
Inadequate supervision or training	
<i>Home – Work interface</i>	
Lack of support from spouse	Increased mental conflict and fatigue
Dual – career stress	Lowered motivation & productivity

Source: Rice, 1999

During the VHI Employee Assistance Programme conference on 27th September 2011, huge emphasis was put on one of the main sources of stress at work: conflict with colleagues (Vhi press, 2011). The nature of the relationship with the boss, subordinates and colleagues can cause stress and consequently have an impact on job satisfaction.

Compared to the huge amount of research that has been carried out on the causes of occupational stress, very little research has been done in this area. Cooper and Marshall, (1976) carried out a literature review on the sources of stress where they emphasize that the most known studies in the area of communication are those of Kahn et al, French and Caplan and Buck.

Cooper and Marshall (1976) explained that French and Caplan come to the conclusion that not trusting the person one works with was positively related to role ambiguity which in turn leads to inadequate communication between employees at work while Buck focused on the attitude and relationship of employees and managers towards their immediate boss.

Cooper and Marshall (1975) discussed the idea that a factor that was taken into account by Buck was “consideration”, which was associated with friendship, mutual trust and respect between boss and subordinate. He found that workers who felt that their boss was low on consideration reported feeling more job pressure (Cooper & Marshall, 1976). More recent research on this topic suggest that part – time employees working in a bank were less satisfied than full – timers in regard to communication within the company (Walther, 1988).

Furthermore, Oncel, Ozer and Efe (2007) sustained that interpersonal relationships in the work environment and lack of support were causes of psychological stress and job dissatisfaction. On the other hand, Goris, Vaught & Pettit. (2000) found that upward and lateral communication did not affect job satisfaction. Furthermore, Ahmad et al, (2010) indicates that there is no relationship between internal communication and job satisfaction.

Another important potential source of organizational stress, which is not linked directly to the individual's characteristics or the work environment, but it is related to outside relationships and events, such as family problems is the "home – work interface". Although, stress at work and in the family are often studied individually, it is known that the relationship between the demands of work and home is an important source of occupational stress. Satisfaction and stress that are experienced at work may have an impact on satisfaction and stress in the home life and vice versa. In reviewing the literature about this topic (Pal & Saksvik, 2008; Swanson, Power & Simpson, 1998; Brauchli, Bauer & Hamming, 2011) very little support has been found on the impact of family-related problems into work life.

A further source of stress in the work environment is the immediate supervisor or manager's behaviour. A leader in an organization is a person who set targets and motivates people to achieve these targets. The way that a supervisor influences the subordinates in order to achieve a goal may create tension and dissatisfaction in the workers, which consequently, may lead to job stress. (Tsai, 2011).

The style used by supervisors in managing their employees can have definite effects, both positive and negative, on specific outcomes such as, job satisfaction and stress (Warr, 2002). Revicki and Gershon (1996) investigated a group of emergency medical technicians on work – related stress and psychological distress and the results showed that stress at work was associated with lower group support and poor supervisory behaviour. These researchers concluded that, improvements in supervisor behaviour, such as the adoption of a more open and supported style, may protect employee from the negative effects of work – related stress associated with their daily working environment (Revicki & Gershon, 1996)

Among the many causes of stress in an organization perhaps, the most predictable consequence of work stress is job dissatisfaction (Yahaya et al, 2009; Delp, Wallace,

Geiger-Brown & Muntaner, 2010) where the employee feels little motivation to go to work, to do a good job, or to stay on the same job for a long period of time. Other symptoms may occur at different stages on the process that lead to job dissatisfaction, and they may vary from one person to another.

Salleh et al. (2008) conducted research on work stress in a furniture industry and found five key antecedents to work stress, which are: adaptability, support, job security, conflict and integrity, and concluded that these predictors have the potential of affecting job stress. The results of this research study provide an insight into what employees need from the organization that employ them in order to be more satisfied at work: such as job security and support which in turn would help employees to feel less stressed. This information can be used to help develop strategies to meet employees' needs such as leadership behaviour development. Cicero, Pierro, and Knippenberg (2007) contradicted studies on stress, related to job satisfaction as they found a negative association between stress and job satisfaction among Call Center employees, hospital nurses and military officers. Furthermore, Walsh, Tuller, Matthews, Parks and McDonald (2010) argue that job stress was a negative predictor of job satisfaction while psychological equal opportunity has a direct effect on job stress. Additionally, related research by Stacciarini & Troccoli (2003) found that job satisfaction depends more on behavioural than on emotional coping.

According to Fairbrother and Warn (2003) there are a number of aspects of working life that have been linked to occupational stress such as, job content, work loads, working hours, participation and control, career development, role in the organisation, interpersonal relationship, organisational culture and home-work conflict.

Another cited source of work-related stress is role ambiguity and role conflict. Role ambiguity (Rice, 1999) occurs when employees do not know what management expect them

to accomplish, while role conflict occur when compatibility is judged based on a set of conditions that impact on role performance.

Findings of a study by Ahmad et al. (2011) suggested a positive correlation between role conflict, role ambiguity and stress. Additionally, daily work life, work role and uncertainty contribute to stress while team work and leadership are not associated with stress (Fairbrother et al, 2003).

Several studies indicate that gender is associated with a differential experience of work stress especially among women who seem to experience more stress than men, probably because they have to balance their role of mother and wife with career demands (Alkhalaf, Singh, Malallah & Aldine, 2009; Klassen & Chiu, 2010; Sancini et al, 2009).

Wong and Chan (2010) found that male staff in an Hong Kong's social welfare office experienced more stress than women because they were expected to handle situations that require physical stress but most of all because men were socially viewed as more active, while women more attentive. These differences in gender have led to a different perception at work and to miscommunication, which in turn causes more stress on male workers.

Furthermore, Fernandes, Kumar and Mekoth (2009) made a distinction between stress in public and private sector. According to their findings, there is a difference on stress between male and female with women experiencing higher stress than men. Moreover, women in private sector experience more stress than those in the public sector (Fernandes et al, 2009).

Coffey, Dugdill and Tattersall (2004) conducted a study on the levels of stress in social services making a distinction between extrinsic job satisfaction that relate to pay and

the way the firm is managed, and intrinsic job satisfaction that is concerned with the work itself such as, autonomy and variety. The main finding suggests that salaried staff reported more stress than weekly paid staff.

.Occupational stress is also caused by workload, uncertainty about the future and poor communication (Ongori & Agolla, 2008; Negeliskii & Lautert, 2011).

Work group support and supervisor behaviour was also found to have a significant positive relationship with work-related stress, (Revicki et al, 1996) incivility, (Penney & Spector, 2005) role ambiguity, (Sanders & Turcotte, 2010) and absenteeism (Kohler & Mathieu, 1993).

Employees' absenteeism has been studied in detail but the number of variables that are thought to influence both attendance and absence are complex. According to Kohler and Mathieu (1993), the three main variables are job satisfaction and stress, how employees perceive their work–role in the organization and personal attributes that employees bring to work, such as, needs, non-working obligations and demographics. According to the findings of Kohler et al. (1993) research, absence is seen as a multidimensional criterion. On the contrary, Yahaya et al. (2009) suggests that occupational stress does not have a direct effect on the employee intention to leave, and for this reason, it cannot be considered a predictor of absenteeism.

Furthermore, there is a large body of literature on the pay and job satisfaction relationship. Employees who feel under-rewarded increase absenteeism, come late to work and take longer breaks (Terpstra & Honoree, 2004). In summary, salary level was found to be significantly related to job satisfaction. Therefore, according to these findings, job satisfaction increase with salary satisfaction (Sharma, 2011).

Burnout (Fako, 2010; Shidhayes et al, 2011) is another serious problem that may result from on-going stress and it is characterized by emotional exhaustion and lack of sense of personal accomplishment. A study among psychologists, failed to replicate the gender differences in levels of burnout, and the overall result was the same for men and women. (Rupert, Stevanovik & Hurley, 2009).

The years of service can also have an impact on work-related stress. Pei and Guoli (2007) examined the effects of the length of service on teacher's occupational stress and found that teachers with 16 to 20 years of service, experience higher levels of stress whereas teachers with more than 25 years experiences the least stress. Despite the high levels of teacher's stress, many teachers find personal satisfaction in the work that they do, which derives from day to day activities, as stated by Klassen and Chiu (2010), in their research study among teachers.

This was also supported by Once et al. (2007) in their study of Turkish midwives. On the other hand, Sancini et al. (2010) contradicted studies on stress at work, as they found no significant differences between length of service and stress, in their research among teachers and VDU operators. Furthermore, according to Tillman & Tillman (2008) there is no relation either between length of service and job satisfaction.

As it can be seen, research has emphasised on the negative consequences of work related stress. However, as mentioned in a survey conducted in New Zealand by McGowan, Gardner and Fletcher, (2006), stress if negotiated appropriately can have a positive effect on the individual. A small amount of stress can be beneficial for employees, for instance, can encourage workers to work harder and may stimulate and help in the growth of the employee's abilities.

Balancing multiple roles, such as, family and career often cause conflict and stress for men and women because roles expectations in these areas are frequently incompatible. Work and family are central aspects in people's lives and therefore demand a great deal of time and energy spent managing multiple responsibilities. Netemeyers, Boles and McMurrin, (1996) discussed the importance of accurately assessing work-family and family-work conflict.

They described family to work conflict as "...a form of interrole conflict, in which the general demand of, time devoted to, and strain created by the family, interfere with performing work-related responsibilities" (Netemeyers et al, 1996, p 401).

In other words, family – work conflict arises due to family responsibilities in which demands associated with family, such as childcare, or the care of an aging parent, interfere with work demands. The effect related to the interference between work and home roles have different repercussions such as, decreased job performance (Anderson, Coffey & Byerly, 2002) and increased absenteeism (Kohler et al, 1993) as found on a bus driver's study where absence was found to be a multifaceted behaviour, such as illness, personal and family. Sanda et al (2009) argued that the public sector offer a friendlier environment to employees than the private sector, in order to balance work and family responsibilities.

In addition to the above, in a cross –cultural study by Pal and Saksvik, (2008) among Norwegian nurses, work-family conflict, high job demand and low flexibility in working hours were predictors of job stress, compare to Indian nurses where family – work conflict and low social support were predictors of stress. Related research on this topic suggested that, increasing domestic role demands were related to stress both in males and females, while the impact of work on home life was perceived as more stressful than the impact of home on work (Swanson et al, 1998).

Hornung, Rousseau and Glase (2008) conducted a study on flexible working where employees were given "Granting employees special conditions". This study showed that workers with flexibility had less work-family conflict. In addition to this, female employees reporting high managerial level of support were less likely to experience strain, as a result of work interference with home life. (Beauregard, 2006). A further study among seven different European countries indicated that working conditions have a strong impact on the level of work - family conflict (Gallie & Russel, 2009). Nonetheless, Brauchli et al. (2011) confirmed what had already been found in previous studies, that work conflict has a major impact on family life than family conflict on work life.

Moreover, burnout is associated with conflict between work and family domains. research on 497 professional psychologists have found that even though men are more likely to be primary wage earners and women assume more responsibility for home and family, work and family conflict are similar for both men and women. Results from this research indicated that family support is important in order to lower levels of burnout. (Rupert et al, 2009).

Upon reviewing the literature, has emerged that there is an extensive support on the relationship between work place factors, stress and job satisfaction (Klassen, 2010; Once et al, 2010) However, the same workplace factors may not be consistently related to stress in all work places, therefore the relationship between stress and job satisfaction can differ depending on the group being investigated.

There is extensive research on the relationship between multiple roles, and the majority of the studies conducted have supported the hypothesis that work problems can cause stress on family life while there is no evidence of family responsibilities having an impact on work life. However, according to Dierdorff et al. (2008), work-family conflict depends on the occupation in which an employee works. In this study, 126 different

occupations were examined and the results showed that simply knowing the occupation in which an individual worked had an effect on the level of work–family conflict.

The purpose of this investigation was to determine if job satisfaction and in particular poor leadership skills and behaviour by the immediate supervisor, contributes to stress outcomes in their subordinates. The current research adds to previous research by focusing on an area that has received less attention in the literature, namely the area of communication between colleagues, whether subordinates or team members, in order to establish if there is a positive relationship between poor communication and work-related stress.

Although job satisfaction and occupational stress has been studied extensively by researchers, the addition made by the current research is important in that it addresses some of the inherent problems and causes related with stress at work.

Another objective of this study is to examine if the relationship of balancing multiple roles, both for men and women, at work and in the family, such as, taking care of an elderly family member and having a career, which are often a cause of stress, will have an effect on work-related stress than having only a work role. Therefore, the aim of this research is to further assess the extent to which overall job satisfaction, communication, leadership and family–work conflict have an effect upon occupational stress.

In addition to this, to gain a better understanding of what employees may need from their leader, and the organization, but most of all, to help in the development of future strategies to meet those needs, through for instance, redesign and leadership behaviour development, that in turn would lead to job satisfaction and consequently to a more relaxed work environment which will help in reducing stress at work.

In order to evaluate the causes and extent of the levels of stress and job satisfaction experienced by employees in different professions, the following hypothesis will be tested:

Hypothesis 1: Based upon previous studies in the literature (Sancini et al, 2009; Klassen et al, 2010) gender is associated with a differential experience of work-related stress. Therefore, it is hypothesized that there will be a significant difference in scores between men and women on stress at work.

Hypothesis 2: Experiencing higher or lower levels of stress may depend on the type of role that an employee has to perform in the company. (Dierdorff et al, 2008). This second hypothesis looks for differences between the different categories of jobs with work-related stress. It is hypothesized that some employee will experience more stress depending on their current role in the organization.

Hypothesis 2A: It is further hypothesized that there would be differences in scores on job satisfaction depending on the employee's current role in the company.

Hypothesis 3: Individuals that have to balance their role in the family with career demands, experience more stress than those that have to deal only with their career (Klassen et al, 2010; Sancini et al, 2009). It is believed that there will be differences in scores between married and single employees on stress.

Hypothesis 4: Poor communication with colleagues (Ongor et al, 2008), and supervisor behaviour and skills at work is a cause of stress for employees (Revicki et al, 1996). It is hypothesized that both leadership and communication will be positively related with occupational stress.

Hypothesis 4A: It is further hypothesized that communication with colleague and leadership will be positively related with job satisfaction.

Hypothesis 5: Based upon previous studies, employees experience higher or lower levels of stress depending on their length of service (Pei & Guoli, 2007). It is hypothesized

that length of service will have a positive relationship with work-related stress and job satisfaction.

Hypothesis 6: Based on findings in the literature (Swanson et al, 1998), the task of managing multiple roles both at work and in the family is perceived as more stressful than the impact of home life on work. Therefore, it is predicted that there will be a moderate positive relationship between family-work conflicts with stress, while there will be a positive relationship between family- work conflict and job satisfaction.

CHAPTER 2 METHODOLOGY

2.1 Participants

The participants in this study were obtained by a convenient sample of friends and acquaintances. 100 questionnaires were distributed both by post and by email to all participants but only 65 questionnaires were returned back, with a response rate of 65%. The final sample consisted of 20 male (30.8%) and 45 female (69.2%) with a mean age of 33.42(SD=7.94). The original sample was supposed to be obtained in the Company where the researcher works but after several meetings with the HR manager, she did not give permission as she considered the topic too sensitive. The participants who took part in the research were employed in very different roles in their companies.

2.2 Materials

The material used to carry out this research study, comprise four questionnaires: a demographic questionnaire, a family-work conflict scale (Netmeyer et al, 1996), a perceived stress scale (Cohen et al, 1993) and a job satisfaction questionnaire (Spector, 1994).

A demographic questionnaire was developed for this study by the researcher. Participants were asked to answer questions regarding personal information relative to personal status, such as, age, gender, marital status, number of children and work practice such as, working hours per day, type of job, length of service and employment status. Method of transport and length of the journey from home to work were not included in this questionnaire as originally mentioned in the proposal.

The work–family conflict and the family to work conflict scale was developed by Netemeyers, Boles &McMurrian (1996).They developed and validated separate scales of work to family conflict (WFC) and family to work conflict(FWC). Netemeyers et al,(1996) created a large group of items that assessed general WFC and FWC. From this initial group of 100 items, a group of four faculty members rated each item, in terms of whether it was very representative, somewhat representative , or not representative of the definitions of WFC and FWC.

The researchers retained only those items that were rated as somewhat representative and very representative, which reduced the items to 43.

To test the validity of the 43 items, they used three samples formed by elementary and high school teachers and administrators for the first sample; small business owners for the second sample and estate agents for the third sample.

After this, Netemeyers et al, (1996) deleted some items based on several criteria, such as, items that were highly redundant in terms of wording with other items. The final scales each consist of five items that measure work – family conflict and family to work conflict. For the purpose of this study only the family – work scale was used.

Respondents were asked to indicate the level to which they agree with the statements on a 7-point scale, 1 for “Strongly Disagree” to 7 for “Strongly Agree “.Examples of sample items are:”my home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime”. Higher scores indicate family–work conflict while low scores indicate low levels of family to work conflict. The reliability of this scale is $\alpha = .86$.

The job satisfaction survey developed by Spector, (1994) is used to evaluate overall job satisfaction as well as nine dimensions of job satisfaction such as, pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of

work and communication. Scores on each of the nine facets subscale is based on 4 items each, and can range from 4 to 24 while scores for total job satisfaction is based on the sum of all the 36 items, and can range from 36 to 216.

High scores on the scale represent job satisfaction. Scores on the negatively worded items must be reversed before summing the items with positively worded items into facets or total score. Participants were asked to respond to 36 items or 4 items for each of the nine subscales. For each item there was a choice between 1 "Disagree very much" to 6 "Agree very much".

The nine subscales relate moderately well between each other, internal consistency showed a score of 0.60 for co-workers to a 0.91 for the total score. A correlation of 0.61 for co-workers to 0.80 for supervision was calculated by Spector between five of the job satisfaction subscales. This scale is generally used to measure overall job satisfaction. However, in a couple of studies it was used to measure overall communication and leadership.

The perceived stress scale (PSS) was designed by Cohen et al, (1993) to measure the degree to which a situation in an individual life is considered stressful. The 14 items refer to subjective appraisal of events occurring within a month. The questionnaire asked to participants included feelings and thoughts of stress that the person experienced in the past month.

There are three versions of the PSS: 4 – item, 10 – item and 14 – item. The short PSS-4 is suitable for interviews by phone. For the purpose of the current study the 14- item scale was utilised. In responding to the survey, participants were asked to state perceived stress on a 4- point scale, ranging from 0 "Never" to 4 "Very often". Scores range from 4 to 56, with higher scores indicating more stress. This scale had 7 items which required reverse coding. An example of one of the positive items which require reverse coding is "In the last month, how often have you successfully dealt with irritating life hassles?" Scores on the perceived

stress scale are obtained by reverse scoring the 7 positive items. By doing so, summing up the entire 36 items will give one overall score.

2.3 Design

The research design used for this study was a quantitative correlational method with the use of questionnaires. Different types of tests were used to test all the hypothesis of this research study. To assess the relationship between two variables, it used a Pearson correlation coefficient, to look for differences in scores, an Independent t-test while to compare more than two variables a one-way Anova test was conducted.

The first dependent variable in this research is that of stress, as measured by a self – report questionnaire, known as, PSS. The second dependent variable is job satisfaction while the predictor variables are: communication between colleagues, leadership behaviour and family to work conflict, measured as the rest of the variables by a self- report questionnaire. In addition to this, some demographic variables were also tested, such as gender, family status, job title and length of service.

2.4 Procedure

Questionnaires were distributed mainly by post, including an addressed envelope and a stamp to return the questionnaire back to the researcher. A few questionnaires were also sent by email. Participants first read the information sheet attached on the first page of the questionnaires containing the instructions of the task. In this way participants were made aware of ethical concerns and were assured about confidentiality and that their answers

would remain strictly anonymous. Respondents were also informed that they had the right to withdraw from participation at any time. The Statistical Package for the Social Sciences, (SPSS) 18 software, was used to analyse the data.

CHAPTER 3 RESULTS

This chapter outline the results of the study, beginning with the demographic of each participant involved in this research, followed by an outline of the various variables and trends that emerge in the following data analysis.

Table 1 displays the demographic characteristics of the sample in the current study. The overall sample consisted of 65 respondents, of which 30.8% of them were males (N=20) and 69.2% were females (N=45) with a mean age of 33.42 years (SD=7.94). 58.5% of the participants were single while 41.5% were married, and only 30.8% of the total sample had children.

Almost all the participants, 87.7% were working full-time and 12.3% were working part-time. In relation to the number of working hours, 93.8% worked between 7 to 10 hours per day. More than half of the respondents, 50.8% were in the same job for a period of 1 to 5 years. Nearly half of the participants that took part in this research, worked as Administrators and Customer Service Agents, 47.7%, while the rest of the participants worked in Sales, 9.2%, as Manager or Supervisor: 7.7%, chefs, 3% and 30.8% as professionals such as, legal executive, test engineer and so on. See Table 2.

Table 1: Distribution of demographic variables

	Frequency	Percent %
Gender		
Male	20	30.8
Female	45	69.2
Family status		
Single	38	58.5
Married	27	41.5
Children		
Yes	20	30.8

No	45	69.2
Job status		
Part-time	8	12.3
Full-time	57	87.7
Working hours per day		
7 to 10 hours per day	61	93.8
less than 10 hours	2	3.1
more than 10 hours	2	3.1
Years in current role		
1 to 5 years	33	50.8
6 to 10 years	23	35.4
more than 10 years	9	13.8
Age	M=33.42	SD=7.94

Table 2: Occupation of respondents

	Frequency	Percent
Admin & Customer Service	31	47.7
Sales	6	9.2
Chefs	3	4.6
Managers	5	7.7
Other	20	30.8

Before running all the tests to measure the hypotheses of this research study, the items of the questionnaires were analysed for their reliability by Cronbach's Alpha. The Family-Work conflict questionnaire (Netemeyers, Boles & McMurrian, 1996) showed a Cronbach's Alpha of .78 which is considered a good reliability. The stress Perceived scale (Cohen et al, 1993) showed a reliability of .6, just about acceptable, the Job Satisfaction survey, created by Spector (1994), showed a Cronbach's Alpha of .91, which can be considered excellent while

the Job satisfaction subscale showed a reliability of .8.

In regard to the first hypothesis an Independent t-test was used to explore that there would be a significant difference in scores between men and women on stress. For women the mean score was 14.71. This was slightly higher than the male score which was 14.15. However, an Independent t-test indicated that there was no significant difference in stress levels between males and females ($t(63) = -.548, p > 0.05, 2 \text{ tailed}$). Therefore the first hypothesis was not supported. The means scores for gender are described in Table 3.

Table 3: Means of male and female sample

Gender of participants	N	Mean	Std. Error mean
Male	20	14.15	.82486
Female	45	14.71	.57527

To test the second hypothesis, a One-way Anova was conducted to find differences on levels of stress among the 5 different categories of types of job. The One-way analysis of variance found that there was no significant difference in the perceived levels of stress across the 5 categories of job title ($F(4, 64) = .237, MSE = 3.57, p = .917$). On average, managers and supervisors had higher perceived stress scores ($M = 16.00, SD = 5.52$), as compared with the other job categories (Means of 14.00 to 14.61), though the difference was not statistically significant.

Hypothesis 2A was tested using a one-way analysis of variance. Results indicated

that there was no significant difference in mean for job satisfaction across the 5 categories of job title ($F(4, 64) = 1.14$, $MSE = 333.84$, $p = .344$). On average, managers and supervisors had the highest job satisfaction scores ($M = 79.20$, $SD = 14.17$) while sales agents had the lowest job satisfaction scores ($M = 58.50$, $SD = 15.37$), as compared with the other job categories (Means of 68.42 to 72.00), though the difference among the categories was not statistically significant.

The third hypothesis looked at differences on levels of stress among married and single employees. An Independent t-test indicated that there was no significant difference in levels of stress between married and single employees ($t(63) = -1.788$, $p > 0.05$, 2-tailed), even though, married employees had higher perceived stress scores ($M = 15.51$) than single employees ($M = 13.84$). Therefore, this hypothesis was not supported. See Table 4 for means scores.

Table 4: Means of married and single employees on stress

Family status	N	Mean	Std.Error Mean
Married	27	15.51	.84962
Single	38	13.84	.51094

The fourth hypothesis looked at the relationship between communication and leadership as predictors of stress. A Pearson's correlation coefficient was used to analyse the direction and strength of the relationship of stress across the full group of participants with leadership. The mean scores for stress was 14.53 ($SD = 3.78$) and for leadership was 17.15 ($SD = 5.27$). Results indicated that there was a non-significant negative weak relationship between stress and leadership ($r = .067$, $p > 0.05$, 2-tailed).

A second Pearson's correlation was used to analyse the relationship of stress among the full group of respondents with communication. The mean scores for stress 14.53(SD=3.78) and for communication 14.07(SD=4.55). Results showed that there was a non-significant negative weak relationship between stress and communication($r=-.014$, $p>0.05$, 2 tailed).Based on these results, the hypothesis that communication and leadership are related with stress cannot be accepted.

As both leadership and communication had a non- significant relationship with stress, a third Pearson Correlation was used to explore if other facets of the job satisfaction subscale, such as pay, fringe benefits and so forth,could be considered as a predictor of work stress. Results indicated that Promotion with a mean 10.52, SD=3.77; Fringe benefits with a mean 14.32, SD=4.86; Contingent rewards, M= 12.69, SD=4.08 and nature of work (M=15.26, SD=4.52) had a strong positive relationship with pay but not with stress. Descriptive statistics are shown in table 5.

Table 5: descriptive statistics of job satisfaction subscale and stress

	N	Mean	SD
Stress	65	14.53	3.78
Pay	65	13.03	4.72
Promotion	65	10.52	3.77
Fringe benefits	65	14.32	4.86
Contingent Rewards	65	12.69	4.08
Operating Conditions	65	13.96	3.8
Nature of Work	65	15.26	4.52

Using a Pearson's Correlation, the relationship between the criterion variable job satisfaction and the predictor variable Leadership for hypothesis 4A was assessed ($r=.539$, $p<0.00$, 2 tailed). A strong positive relationship was found between Leadership and job satisfaction. Another Pearson's Correlation was used to analyse the direction and strength of the relationship between Communication and job satisfaction ($r=.833$, $p<0.00$, 2 tailed). Results showed that a very strong positive relationship was found between communication and Job satisfaction. Therefore, based on these results, the hypothesis 4A, that communication and Leadership are related with job satisfaction, can be accepted. For the means and standard deviations scores, see Table 6.

Table 6: Descriptive statistics for Leadership, Communication and Job satisfaction.

Variables	N	Mean	SD
Job Satisfaction	65	69.46	17.15
Communication	65	14.07**	4.55
Leadership	65	17.15**	5.27

Note:**Significant at 0.01 level(2-tailed)

The first part of the fifth hypothesis looked at differences between length of service and stress. The one-way analysis of variance found that there was a significant difference in stress depending on the years of service. ($F(4, 64) = 8.47$, $MSE = 98.6$, $p = .001$). Employees with 6 to 10 years of service experienced higher stress ($M = 16.65$, $SD = 4.08$) while employees that have been in the job for more than 10 years experienced the least stress ($M = 11.55$, $SD = 3.28$). For means and standard deviations see table 7.

Table 7. One-way analysis of variance of length of service on stress.

	1 to 5 years	6 to 10 years	more than 10 year
Mean	13.87	16.65*	11.55

Note: *Significant at 0.05 level (2-tailed)

The second part of this hypothesis looked at differences between length of service and job satisfaction. The one-way analyses of variance found that employees that were in their current job for 1 to 5 years ($M = 68.06$) experienced the least job satisfaction while workers that had between 6 to 10 years of service ($M = 71.34$), experienced greater job satisfaction. However, no significant differences were found between length of service and job satisfaction. See table 8 and 9.

Table 8. One-way analysis of variance of length of service on job sat.

	1 to 5 years	6 to 10 years	more than 10 year
Mean	13.87	16.65	11.55

Table 9. One-way Anova showing stress and job satisfaction scores.

		Mean Square	F	Sig.
Stress	Between Groups	98.6	8.47	*0.001
	Within Groups	11.62		
Job satisfaction	Between Groups	73.75	0.24	0.784
	Within Groups	301.23		

Note: *Significant at 0.01 level (2-tailed)

The last hypothesis was tested using a Pearson's correlation coefficient to find if there would be a positive relationship between family-work conflict and work-related stress. Results indicated that there was no positive relationship between stress and family-work conflict ($r=.064$, $p>0.05$, 2 tailed) as predicted. The second aim of this hypothesis was tested using a Pearson's correlation to analyse the relationship between family-work conflict and job satisfaction.

Results showed that there is a positive strong relationship ($r=.013$, $P.>.916$, 2 tailed) between some aspects of job satisfaction and in particular, communication, pay, promotion, contingent rewards and nature of work with family-work conflict. The mean and standard deviation of the variables are shown in Table 10.

Table 10: Family –work conflict and job satisfaction

Variables	N	Mean	SD	Sig.*
Work-family conflict	65	2.38	1.40	.878
Communication	65	14.07	4.55	.001* *

Pay	65	13.03	4.72	.007* *
Promotion	65	10.52	3.77	.010**
Contingent rewards	65	12.69	4.08	.000**
Operating conditions	65	13.96	3.80	.078**
Nature of work	65	15.26	4.52	.007**

Note:**Significant at 0.01 level (2- Tailed)

CHAPTER 4 DISCUSSION

The main purpose of this study was to examine the relationship of overall job satisfaction, Leadership, Communication, Family to work conflict and work-related stress, among employees of different professions. The present study attempt to make some contributions to the existing preliminary findings of these particular topics in the literature.

Results from this research study reinforce previous findings that showed stress washighly related to the number of years an individual is in the job, as tested with hypothesis 6. Employees that were in their current job from 6 to 10 years, experienced more stress that those that had more than 10 years of service. These results support findings from previous studies in which the length of service had an effect on occupational stress.

Pei & Guoli (2007) stated that teachers with less than 6 years of service experience high levels of stress compare to those that are in the same job for more than 25 years. One possiblereason could be that new teachers were under stress because they needed to adapt to the new job while veteran teachers had learnt how to deal with stress over the years.However, Sancini et al, (2010) sustained that length of service is not related with stress. The second part of hypothesis 6A was not supported as the length of service in the current job, had no significant relationship with job satisfaction. From the study results, it appears that, employees that were in the same job for 6 to 10 years had more job satisfaction, (M=71.34) compared to those workers that were in their current role from 1 to 5 years, (M=68.06) which had the least job satisfaction.

As already mentioned above, one possible explanation for the fact that workers are less satisfied about their job in the first years, could be linked to stress which in turn is related to job satisfaction. In other words, employees get stressed because they have to adapt to their new position, they also need to adapt to new colleagues, as well as, the new working environment. All this, put individuals under pressure and consequently creates job dissatisfaction.

In previous related studies, Klassen et al, (2010) suggested that stress was linked to job satisfaction and that years of experience were also related to job satisfaction. In other words, as the professional experience increases, strategies for coping with stress are developed more. Therefore, as the years of employment increase, work-related stress decrease and personal accomplishments and job satisfaction increase.

On the contrary, Tillman & Tillman (2008) argued that years of work are not related to work stress or to job satisfaction. Several studies indicated that gender is associated with a different perception of work stress in men and women.

Therefore, the first hypothesis of this study looked for differences in stress levels among men and women. Even though women had a mean score of 14.71, which indicated that they had experienced slightly higher levels of stress than men with a mean score of 14.15. This hypothesis was not supported because there was no significant relationship between men and women on their perceived levels of stress.

One explanation for the higher perceived levels of stress in women may be due to different family circumstances from men. If women have children and a spouse, they need to balance different roles such as, wife, mother and worker.

Another possible explanation could be due to the fact that female have more management responsibilities in their work compare to men or simply men tend to have more control on their emotions and therefore they get less stressed than women.

The second hypothesis looked at differences between married and single employees on stress. Contrary to expectations, this hypothesis was not supported, even though married workers with a mean score of 15.51 had higher perceived levels of stress than single employees, whose mean score was 13.84. These findings did not support previous research, such as the one conducted by Swanson et al, (1998) among doctors, in which married practitioners with children were more stressed than those with no family.

When considering the most severe causes of stress by employees in an organization, one may soon think that the type of job that an individual perform could be the only if not the main cause of stress. Previous studies suggested that doctors are more vulnerable to stress (Swanson et al, 1998), followed by police detectives and fire fighters (Dierdorff & Ellington, 2008).

In regard to a person's role in the organization, people perception is that of managers being under higher pressure and experiencing more stress than other employees. In summary, in respect to the second hypothesis, results showed that managers and supervisors had the highest perceived stress scores compared with the other job categories, such as Administrator & Customer service. However, an interesting point in the managers' scores is that they also scored higher on job satisfaction while Sales agents had the lowest satisfaction scores.

A possible explanation for these results may lie in the fact that even

though managers experience higher level of stress due to the nature of their job, which includes lots of responsibilities, they are also very well paid and based on previous findings in the literature, job satisfaction increase with pay satisfaction (Sharma, 2011). Managers also may have advantages that other employees do not have.

Some of these advantages might include the freedom of working from home or the possibility to work in the office for just a couple of hours. Despite this, and contrary to expectations, the differences among the job categories both for work-related stress and job satisfaction were not statistically significant.

A further aim of this research was to measure if communication with colleagues could be the cause of employees stress. As supported in previous studies by Cooper & Marshall, (1976) in their literature review, they found that workers, who felt that their supervisor was low on consideration, reported feeling more job pressure. The results of this research contradicted previous studies as communication was not related to stress. The first explanation for these results may lie in the fact that the sample was not large enough but most of all, it might have to do with the questionnaire used in this research, which measured only a few aspects of communication.

Another important source of work stress is the leader behaviour and skills. The second part of hypothesis four was not supported as in previous studies by Tsai (2011) who argued that the way a supervisor influences the subordinates in order to achieve a goal, may create tension and dissatisfaction in the workers, and consequently, may lead to work stress. However, according to Warr (2002), the supervisor's style can also have an effect on employees' stress. This concept was further supported by Revicki & Gershon (1996) as the results

of their research showed that stress was associated with lower group support and poor supervisory behaviour.

As both communication and leadership behaviour were not related to stress, a further exploratory test was run to verify if other aspects of the job satisfaction subscale, such as, pay and different types of benefits, could have an effect on work-related stress. Results indicated that promotion, fringe benefits, contingent rewards and nature of work, all have a strong positive relationship with pay but not with work-related stress.

A point of interest in these results is the positive relationship of different type of benefits and nature of work with pay, which, in part confirm the managers scores on job satisfaction, in regard to hypothesis four, confirming that pay is a very strong component of job satisfaction.

As already mentioned above, the fourth hypothesis of this research looked at the relationship between communication and leadership on job satisfaction. In line with previous research, both communication and leadership had a strong positive relationship with job satisfaction, with a leadership mean score of 17.15 which was slightly higher than communication mean's score of 14.07. As expected, the supervisor's role proved to be fundamental for the team morale and for experiencing lower levels of stress.

Past researchers have argued that part-time employees working in a bank were less satisfied than full-timers in regards to communication within the company (Walther, 1988). On the other hand, Goris et al. (2000), found that upward and lateral communication did not have an effect on job satisfaction. Whereas, Ahmad et al, (2010) suggested that there is no relationship between internal communication and job satisfaction.

There is a growing body of literature addressing the conflict that individuals experience as a result of work responsibilities interfering with family responsibility and vice versa. When conflict arises it can be increasingly difficult for individuals to accomplish tasks associated with each domain. For example, leaving work early and not finishing a project under a deadline pressure, may interfere with work responsibilities that an individual might otherwise have accomplished if the employee had not left early because of a family commitment. Such experience is an example of family-work conflict. The last hypothesis of this research study looked at a possible relationship between family-work conflict and work related stress. Findings indicated that there was no positive relationship between stress and family-work conflict, as predicted. Therefore, these results did not support some of the previous findings, such as, the research study by Pal & Saksvik (2008) where family-work conflict was emphasized as a predictor of stress among Indian nurses.

Furthermore, Swanson et al, (1998) confirmed that family to work conflict had been considered responsible for stress, according to their study among doctors in Scotland, in which GP's were found to record greater levels of stress in the home-work interface.

The second part of this last hypothesis analysed the relationship between family- work conflict and overall job satisfaction, using the job satisfaction questionnaire's subscale. Results confirmed that communication, pay, promotion, contingent rewards and nature of work are all positively related with family-work conflict, confirming once again that having a good salary has an effect on job satisfaction, as well as working in an environment with good communication between colleagues.

Although this research has contributed to the existing body of knowledge, yet it might carry various limitations that need to be addressed in future research. First of all, the sample size for this study was not large enough, as only 65 respondents took part in it, in order to generalize the results to other types of jobs that were not part of this study. All the participants were of similar age, and therefore, their views, experience and opinions may not be representative of the wider employees' cohort.

Furthermore, the measures were self-report questionnaires and the sample was a convenient one. This may introduce bias and results need to be interpreted carefully as they may not be representative of all the population of employees working in different professions.

Moreover, the scale used to measure Leadership was not constructed to measure only leadership, but overall job satisfaction. Therefore, future research, should use a more specific scale, in order to take into consideration more specific aspects of leadership, such as, respect for subordinates ideas and leadership style which according to previous studies, may have an influence on employees' levels of stress and consequently on job satisfaction.

Because stress has also to do with individual personal characteristics, future studies, should take into consideration personality factors, such as type A and B. There are many factors that may affect the relationship between occupation of multiple roles and stress. For this reason, future research should consider to measure, personality, employees mental and physical status, as well as financial status, in order to assess what are the real causes of family to work conflict and vice versa.

In summary, this current research study found some key contributions in

the areas of work stress and job satisfaction. First of all, it was found that communication and leadership had a very strong positive relationship with job satisfaction. Secondly, that length of service was a major source of stress for employees, especially in their first few years of service. Thirdly, family to work conflict's result indicated a positive relationship between some facets of job satisfaction, such as, communication, pay, promotion, contingent rewards and nature of work with family to work conflict.

Clearly, further research needs to be carried out to fully assess what are the main causes of occupational stress and job satisfaction but most of all to find possible solutions for employees in the organizations, in order to allow them to reduce their stress at work and consequently to achieve better levels of satisfaction at work.

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APPENDIX 1

Participant information sheet

Dear Participant,

My name is Simona Canu and I am a 4th year Psychology student at Dublin Business School. As part of my final year programme I have been assigned to complete a research project. The aim of this research is to investigate whether individuals from different professions experience stress and job satisfaction as a result of inadequate leadership and conflict with colleagues. Another objective of this study is to examine if multiple roles both at work and in the family will have an effect on both stress job satisfaction rather than having only a work role. In order to obtain the necessary information to complete this research I would kindly request your participation in completing the following questionnaires. Your participation in this research project is entirely your decision.

Please take the time to answer the questions. There is no right or wrong answer and completely anonymity is guaranteed. Any information that you give will remain strictly confidential, you are not required to write your name anywhere on this survey. You have the right to withdraw at any stage during the completion of this survey.

Should you require any further information about the research, please contact Simona Canu, [REDACTED] My Supervisor, Barbara Caska, can be contacted at [REDACTED]

Thank you for taking time to fill out this questionnaire, your participation is greatly appreciated.

APPENDIX 2

Job satisfaction questionnaire

JOB SATISFACTION SURVEY Paul E. Spector Department of Psychology University of South Florida Copyright Paul E. Spector 1994, All rights reserved.		
PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.		Disagree very much Disagree moderately Disagree slightly Agree slightly Agree moderately Agree very much
1	I feel I am being paid a fair amount for the work I do.	1 2 3 4 5 6
2	There is really too little chance for promotion on my job.	1 2 3 4 5 6
3	My supervisor is quite competent in doing his/her job.	1 2 3 4 5 6
4	I am not satisfied with the benefits I receive.	1 2 3 4 5 6
5	When I do a good job, I receive the recognition for it that I should receive.	1 2 3 4 5 6
6	Many of our rules and procedures make doing a good job difficult.	1 2 3 4 5 6
7	I like the people I work with.	1 2 3 4 5 6
8	I sometimes feel my job is meaningless.	1 2 3 4 5 6
9	Communications seem good within this organization.	1 2 3 4 5 6
10	Raises are too few and far between.	1 2 3 4 5 6
11	Those who do well on the job stand a fair chance of being promoted.	1 2 3 4 5 6
12	My supervisor is unfair to me.	1 2 3 4 5 6
13	The benefits we receive are as good as most other organizations offer.	1 2 3 4 5 6

14	I do not feel that the work I do is appreciated.	1 2 3 4 5 6
15	My efforts to do a good job are seldom blocked by red tape.	1 2 3 4 5 6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1 2 3 4 5 6
17	I like doing the things I do at work.	1 2 3 4 5 6
18	The goals of this organization are not clear to me.	1 2 3 4 5 6

PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.		Disagree very much Disagree moderately Disagree slightly Agree slightly Agree moderately Agree very much					
Copyright Paul E. Spector 1994, All rights reserved.		1	2	3	4	5	6
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

APPENDIX 3

Perceived stress questionnaire

Instructions

The questions in this scale ask you about your feelings and thoughts during the last month. In each case, you will be asked to indicate how often you felt or thought a certain way. Although some of the questions are similar, there are differences between them and you should treat each one as a separate question. The best approach is to answer each question fairly quickly. That is, don't try to count up the number of times you felt a particular way, but rather indicate the alternative that seems like a reasonable estimate.

For each question choose from the following alternatives:

0 = **never**

1 = **almost never**

2 = **sometimes**

3 = **fairly often**

4 = **very often**

1. In the last month, how often have you been upset because of something that happened unexpectedly?
2. In the last month, how often have you felt that you were unable to control the important things in your life?
3. In the last month, how often have you felt nervous and stressed?
4. In the last month, how often have you successfully dealt with irritating life hassles?
5. In the last month, how often have you felt that you were effectively coping with important changes that were occurring in your life?
6. In the last month, how often have you felt confident about your ability to handle your personal problems?
7. In the last month, how often have you felt that things were going your way?
8. In the last month, how often have you found that you could not cope with all

the things you had to do?

9. In the last month, how often have you been able to control irritations in your life?
10. In the last month, how often have you felt that you were on top of things?
11. In the last month, how often have you been angered because of things that happened that were outside of your control?
12. In the last month, how often have you found yourself thinking about things that you have to accomplish?
13. In the last month, how often have you been able to control the way you spend your time?
14. In the last month, how often have you felt difficulties were piling up so high that you could not overcome them?

APPENDIX 4

Demographic questionnaire

1) Age _____

2) Gender: Female_____ Male_____

3) Marital Status: _____Single_____ Married

4) Do you have children?

_____Yes

_____No

5) Are you employed _____part-time or _____full-time?

6) Working hours per day:_____

7) Years in current job: _____

8) Job Title: _____

APPENDIX 5

Family to Work conflict questionnaire

Netemeyer, Boles, & McMurrian (1996)

Below are five statements with which you may agree or disagree. Using the 1 – 7 scale below, indicate your agreement with each item by circling the appropriate number. The words “work” and “job” refer to all work-related activities that you do as part of your paid employment. The word “family” refers to the following family roles that pertain to you including being a parent, being a spouse/partner, and overall homelife.

1 = strongly disagree

2 = disagree

3 = slightly disagree

4 = neither agree nor disagree

5 = slightly agree

6 = agree

7 = strongly agree

1. ____ The demands of my family or spouse/partner interfere with work-related activities.

123 4 567

2. ____ I have to put off doing things at work because of demands on my time at home.

1234567

3. ____ Things I want to do at work don't get done because of the demands of my family or spouse/partner.

1234567

4. ____ My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.

1234567

5. ____ Family – related strain interferes with my ability to perform job-related duties.

1234567

