

# FACTORS AFFECTING JOB STRESS AMONG THE MIDDLE LEVEL MANAGERS WORKING IN NGOS WITH SPECIAL REFERENCE TO CHENNAI REGION

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**Abstract**—Non-governmental organizations (NGO) around the world operate under highly dynamic and instable conditions creating workplace adversities that lead to stress. There is a demand for employees who can effectively handle adverse situations under minimal stress levels. Adversity quotient is the measure of the ability of an individual to bounce back and handle with adverse situations encountered. This study was aimed at investigating the factors affecting job stress among the middle-level managers working in NGO sector. During this study various job stress factors like work environment, Work Environment, Work Overload, Work Ambiguity, Work Conflict, Organizational Support, Peer Support are identified from the middle level managers.

**Index Terms** – Job stress, NGO, Middle level managers.

## I. INTRODUCTION

In the fast changing world of today, no individual is free from stress and no profession is stress free. Everyone experiences stress, whether it is within the family, business, organization, study, work, or any other social or economical activity. Thus, in modern time, stress in general and job stress in particular has become a part of the life and has received considerable attention in recent years. Job stress is the harmful physical and emotional response that occurs when there is a poor match between job demands and the capabilities, resources, or needs of the employees.

Middle level managers are the most valued assets of any organization. They impart knowledge and skills to the organization, and contributing towards the development of country's economy. Recent global changes have resulted in creation of new challenges in shape of global competition, technological advancements, quality assurance, standardization and cost minimization, which has hardly hit the each and every sector throughout world. Job stress in NGOs restrains the quality of

the middle level managers and the same creates a misery in the minds of the middle level managers due to heavy workload, unsecured state of job, low pay emoluments, lack of career development, lack of communication, harassments in the institution by peer groups / workers / students / others, family and financial problems.

## II. REVIEW OF LITERATURE

The literature review shows that some studies on AQ (aqueous solution) have found the influence of personal factors such as age and gender (Paramanandam and Shwetha, 2013) while some other studies show contrasting results. Understanding difference in AQ due to personal factors is important especially from an organizational perspective for various reasons including training and development. Therefore, further research is required to overcome inconsistency of findings in this area.

Some of the findings were in line with previous research works. Babin and Boles (1996) reported that role ambiguity leads to lower levels of job satisfaction and high amounts of work related stress among employees in service sector organizations. Menon and Akhilesh (1994) also verified that correlation exists between role ambiguity and work related stress. Beehr and Newman (1978) reported the relationship between work intensification and work-related stress level is significant ( $p < 0.05$ ). However, in the findings in Chonko et al (1986) and Fry et al. (1986) role conflict was not proved to be a significant cause of work-related stress among employees in the study of financial sectors in Chennai. Palanivel, R. V., & Michael, S. (2020) discovered that Male respondents faced more effects in job related behaviors compared to female respondents. There was positive correlation between age of the respondents and respondents encountered stress by job behaviors. Mr. Michael and Dr. Leena

Jenefa (2019) reported that Heavy work load and Lack of regular break caused job related stress among educational sectors in Machinga, Malawi.

### III. STATEMENT OF THE PROBLEM

The non-governmental organizations have a long history of serving marginalized communities and helping governments toward achieving their national developmental goals. The work environment in this sector is multidimensional because of the diverse functions these organizations perform. Most non-governmental organizations, engaged in the promotion of developmental initiatives function at the grassroots level, essentially working with the marginalized sections of society: the rural poor, the urban slum dwellers, women, children and minorities, the tribal, peasants and labor. Their work encompasses a range of services in the field of education, health, drinking water, irrigation, sanitation and capacity building of the poor and marginalized to facilitate them to play a more active role in defining and working towards their own development.

#### A. Objectives of the Study

1. To reveal the various factors affecting job stress among the middle level managers working in NGOs

#### B. FACTORS AFFECTING JOB STRESS Among The Middle Level Managers Working In Ngos With Special Reference To Chennai Region

The Confirmatory Factor Analysis (CFA) was carried out for factors affecting job stress among the middle level managers working in NGOs with special reference to Chennai region and the results are presented in Table 1.1.

TABLE 1.1

#### C. CONFIRMATORY FACTOR ANALYSIS FOR FACTORS AFFECTING JOB STRESS AMONG THE Middle Level Managers working in NGOs with special Reference to Chennai Region

S. No.	Factors Affecting Job Stress	Chi-square Value	P-Value	GFI	CFI	RMR	RMSEA
1.	Work Environment	4.985	0.518	0.99	0.97	0.06	0.04
2.	Work Overload	4.672	0.452	0.98	0.96	0.05	0.03
3.	Work Ambiguity	4.843	0.495	0.98	0.97	0.04	0.02
4.	Work Conflict	4.718	0.486	0.97	0.96	0.07	0.05
5.	Organizational Support	4.360	0.413	0.98	0.96	0.05	0.03
6.	Peer Support	3.984	0.404	0.96	0.95	0.06	0.04

Source: Primary Data

The results of Confirmatory Factor Analysis (CFA) for work environment dimension show an excellent fit with chi-square statistic of 4.985. The Goodness of Fit Index (GFI) is 0.99 and Comparative Fit Index (CFI) is 0.97. These GFI and CFI indicate perfect fit. The standardized Root Mean Residual (RMR) is 0.06 and Root Mean Square Error of Approximation (RMSEA) is 0.04 indicating excellent fit. The results of CFA for work overload indicate an excellent fit with chi-square value of 4.672 and GFI and CFI are greater than 0.90 and RMR and RMSEA values are less than 0.1 indicate excellent fit.

The results of CFA for work ambiguity show an excellent fit with chi-square value of 4.843 and GFI and CFI are greater than 0.90 and RMR and RMSEA values are less than 0.1 indicate excellent fit. The results of CFA for work conflict indicate an excellent fit with chi-square value of 4.718 and GFI and CFI are greater than 0.90 and RMR and RMSEA values are less than 0.1 indicate excellent fit.

The results of CFA for organizational support show an excellent fit with chi-square value of 4.360 and GFI and CFI are greater than 0.90 and RMR and RMSEA values are less than 0.1 indicate excellent fit. The results of CFA for peer support an excellent fit with chi-square value of 3.984 and GFI and CFI are greater than 0.90 and RMR and RMSEA values are less than 0.1 indicate excellent fit.

**D. CONVERGENT AND DISCRIMINANT VALIDITY FOR FACTORS AFFECTING JOB STRESS AMONG the middle level managers working in NGOs with special reference to Chennai region**

In addition, the adequacy of the measurement model for factors affecting job stress among the middle level managers working in NGOs with special reference to Chennai region are also evaluated based on the criteria of Composite Reliability (CR), Average Variance Extracted (AVE) and Discriminant Validity (DV) of the constructs and the results are presented in Table 1.2.

**TABLE 1.2**

**E. CONSTRUCT RELIABILITY FOR FACTORS AFFECTING JOB STRESS AMONG the middle level managers working in NGOs with special reference to Chennai region**

Sl. No.	Work Environment	Mean Score	Standard Deviation
1.	I have been given good resources for doing my job	3.76	0.85
2.	My NGOs rules and procedures are flexible for doing my job	3.44	0.92
3.	I have a good relationship with colleagues	3.81	0.76
4.	I have a good relationship with the Management	3.65	0.81
5.	I am provided with adequate training related to job	3.39	0.75
6.	There are no interruptions by other people when doing my job	3.62	0.63
7.	I have provided enough support staff for executing my task	3.37	0.77

Source: Primary Data

The results indicate that composite reliability for factors affecting job stress among the middle level managers working in NGOs with special reference

to Chennai region is above the cut off value of 0.70, average variance extracted is greater than the minimum value of 0.50 and discriminant validity is above 0.60 indicating that convergent validity is confirmed for factors affecting job stress among the middle level managers working in NGOs with special reference to Chennai region.

**F. WORK ENVIRONMENT**

The work environments for the middle level managers working in NGOs were analyzed and the results are presented in Table 1.3.

**TABLE 1.3**

**WORK ENVIRONMENT**

Sl. No.	Factors Affecting Job Stress	CR	AVE	DV
1.	Work Environment	0.75	0.65	0.68
2.	Work Overload	0.76	0.67	0.66
3.	Work Ambiguity	0.74	0.61	0.65
4.	Work Conflict	0.72	0.66	0.64
5.	Organizational Support	0.76	0.62	0.65
6.	Peer Support	0.73	0.60	0.63

Source: Primary Data

The results show that the middle level managers working in NGOs agree with the criterions that they have given good resources for doing their job, they have a good relationship with colleagues, they have a good relationship with the head of the department and there are no interruptions by other people when doing their job, while, they are neutral with their NGOs rules and procedures are flexible for doing their job, they are providing adequate training related to job and they have provided enough support staff for executing their task.

**G. WORK OVERLOAD**

The work overloads for the middle level managers working in NGOs were analyzed and the results are presented in Table 1.4.

**TABLE 1.4**  
**WORK OVERLOAD**

Sl. No.	Work Overload	Mean Score	Standard Deviation
1.	I am pressured to work long hours	3.84	1.01
2.	My job requires very hard work	3.71	0.91
3.	I have taken a long time to finish a task	3.75	0.80
4.	I am pressured to take up the results	3.77	0.79
5.	I am provided additional duties regularly by the management	3.65	1.10

Source: Primary Data

The results show that the middle level managers working in NGOs agree with the criteria that they are pressured to work long hours, their job requires very hard work, they have taken a long time to finish a task, they are pressured to take up the results and they provide additional duties regularly by the management.

**H. WORK AMBIGUITY**

The work ambiguities for the middle level managers working in NGOs were analyzed and the results are presented in Table 1.5.

**TABLE 1.5 - WORK AMBIGUITY**

Sl. No.	Work Ambiguity	Mean Score	Standard Deviation
1.	My job has clear, planned goals and objectives	3.81	0.93
2.	I feel certain about my level of authority	3.38	1.10
3.	I know that I have divided my time properly	3.42	1.19
4.	I know my responsibilities	3.65	0.79
5.	I know exactly what is expected of me	3.77	0.70
6.	My senior’s explanation of what is to be done is clear	3.31	1.30

Source: Primary Data

The results show that the middle level managers working in NGOs agree with the criteria that their job has clear, planned goals and objectives, they know their responsibilities and they know exactly what is expected of them, while, they are neutral with they feel certain about their level of authority in the NGOs, they know that they have divided their time properly and their senior’s explanation of what is to be done is clear.

**I. WORK CONFLICT**

The work conflict for the middle level managers working in NGOs were analyzed and the results are presented in Table 1.6

**TABLE 1.6 - WORK CONFLICT**

Sl. No.	Work Conflict	Mean Score	Standard Deviation
1.	I receive an task without adequate resources	3.64	0.58
2.	I work with two or more groups who operate quite differently	3.73	0.64
3.	I work on unnecessary things	3.65	0.97
4.	I have to bend a rule or policy in order to carry out an task	3.43	1.02
5.	I receive conflicting requests from two or more people	3.62	1.32
6.	I have to do things that should be done differently	3.14	1.03
7.	I have to do things that are likely to be accepted by one person and not accepted by others	3.75	0.88

Source: Primary Data

The results show that the the middle level managers working in NGOs agree with the criteria that they receive an assignment without adequate resources, they work with two or more groups who operate quite differently, they work on

unnecessary things, they receive conflicting requests from two or more people and they have to do things that are likely to be accepted by one person and not accepted by others, while, they are neutral with they have to bend a rule or policy in order to carry out an assignment and they have to do things that should be done differently.

### J. ORGANIZATIONAL SUPPORT

The organizational supports for the middle level managers working in NGOs were analyzed and the results are presented in Table 1.7.

**TABLE 1.7 - ORGANIZATIONAL SUPPORT**

Sl. No.	Organizational Support	Mean Score	Standard Deviation
1.	The NGOs takes pride of my accomplishment	3.61	0.67
2.	The NGOs really cares about my well-being	3.44	0.91
3.	The NGOs values my contribution to its wellbeing	3.14	1.55
4.	The NGOs strongly considers about my goals and values	3.40	1.26
5.	The NGOs shows little concern for me	3.71	0.69
6.	The NGOs is willing to help me if I need a special favour	3.35	1.18

Source: Primary Data

The results show that the middle level managers working in NGOs agreed with the criteria that the NGOs takes pride of their accomplishment and the NGOs shows little concern for them, while, they are neutral with the NGOs really cares about their well-being, the NGOs values their contribution to its wellbeing, the NGOs strongly considers about their goals and values and the NGOs is willing to help them if they need a special favour.

### K. PEER SUPPORT

The peer supports for the middle level managers working in NGOs were analyzed and the results are presented in Table 1.8.

**TABLE 1.8 - PEER SUPPORT**

Sl. No.	Peer Support	Mean Score	Standard Deviation
1.	Helpful information or advice	3.12	1.37
2.	Sympathetic understanding and concern	3.70	0.94
3.	Clear and helpful feedback	3.64	0.74
4.	Practical assistance	3.66	0.71

Source: Primary Data

The results show that the middle level managers working in NGOs agree with the criteria that sympathetic understanding and concern, clear and helpful feedback and practical assistance, while, they are neutral with helpful information or advice.

### IV. CONCLUSION

The more control people have their work, The greater their job satisfaction, the higher their work quality, and the lower their stress level. Giving middle level managers control encompasses giving them the power to make some job-related decisions, the flexibility to organize their work in the way they find optimal, and the authority to make improvements on how their job is done. This requires providing necessary training for middle level managers, coaching, and providing information they need to make intelligent decisions. Middle level manager also play a huge role in building morale, performance, and controlling stress level. Middle level managers who know how to provide guidance, support, and encouragement minimize employees stress. Whereas middle level manager with poor management skills or with personal problems can't help employees deal with stressful times, and are a tremendous source of stress.

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