



**SELINUS UNIVERSITY**  
OF SCIENCES AND LITERATURE

**IMPACT OF OCCUPATIONAL STRESS ON JOB  
SATISFACTION AMONG TEA FACTORY  
EMPLOYEES IN ATHUKORALA TEA  
FACTORY- ATF, GALLE, SRI LANKA**

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**A DISSERTATION**

Presented to the Department of  
Sociology  
Program at Selinus University

Faculty of Arts & Humanities  
in fulfillment of the requirements  
for the degree of Doctor of Philosophy  
Sociology

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## **DECLARATION**

I do hereby certify that I am the sole author of this dissertation, which is named "Impact of Occupational Stress on Job Satisfaction among Tea Factory Employees in Athukorala Tea Factory, Galle, Sri Lanka," which I submitted for the Award of Doctor of Philosophy (Ph.D.) in Sociology to Silenus University's Faculty of Arts and Humanities.

I declare that no portion of the work referred to in the dissertation has been submitted in support of another degree or qualification from this or any other university or institute of learning.

Furthermore, unless cited in the text as a specific source and included in the bibliography, all of the work in this dissertation is wholly mine.

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This research, prepared for the degree of Doctor of Philosophy, was conducted by the University of Selinus. It is considered and said to be a very important juncture in my professional life.

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## **ABSTRACT**

This research study focuses on the concept of occupational stress and job satisfaction, and the main objective is to assess the impact of occupational stress on job satisfaction among Tea Factory Employees in Athukorala Tea Factory, Galle, Sri Lanka. The background of the research is the high absenteeism and high turnover during seasonal periods over the past four years in comparison to off-seasonal periods. When considering this issue, employees may be absent or leave the organization due to many reasons that can be assumed, among them that occupational stress can be a significant aspect that can be invisible.

Ultimately, this will have a big impact on their job satisfaction. In accordance with the research studies, occupational stress is one of the most influential factors on job satisfaction, and there is a negative impact between the variables. Thus, a decrease in occupational stress enhances the job satisfaction of employees, and a decrease in job satisfaction increases the level of occupational stress. This study attempts to find the impact of occupational stress on job satisfaction.

Data was gathered from 201 samples of Tea Factory Employees at the Athukorala Tea Factory. Data was collected through a structured questionnaire to measure both occupational stress and job satisfaction. Analysis and evaluation of the gathered data have been done using frequency, bivariate, and regression analysis. The findings of the study prove that occupational stress has a negative impact on job satisfaction, according to the theoretical background. Recommendations have suggestions for decreasing occupational stress by increasing the component variables of job satisfaction.



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**CHAPTER ONE (1)**

# **CHAPTER ONE: INTRODUCTION OF THE STUDY**

## **1.0 Introduction of the Study**

### **1.1 Background of the Study**

The beginning of globalization has prompted businesses and their leaders to think and act globally to gain a competitive advantage. Globally competitive organizations mainly depend on the uniqueness of the uses of their human resources and how they manage their systems related to human resources effectively and efficiently to become successful. HRM is concerned as a vital resource that helps to maintain competitiveness and sustainability (Lloyd & Leslies 2000).

Moreover, any organizations success depends largely on how it manages its resources. Human capital consists of expertise like leadership, managerial skills, innovations, entrepreneurial skills, and development skills endowed in the employees of an organization. Human resources are an important corporate asset, and the way human capital is put to use will affect its overall performance. Human Resource Management consists of all management decisions and actions that affect the nature of the employer-employee relationship of human resources. (Beer et al, 1984)

According to Michael Armstrong (2009), Human Resource Management is defined as a "strategic, integrated, and coherent approach to the employment, development, and well-being of the people working in organizations". Human Resource Management (HRM) is a part of management that is concerned with people at the workplace and the relationships within the enterprise. According to Ivancevich (2008), HRM means effective management of people at work, and it goes through what can or should be done to make people more productive and more satisfied with their working lives. The importance of HRM is to influence employees' attitudes and behaviors such as their level of job satisfaction, organizational commitment, and intention to leave (Lee & Heard 2000).

The overall purpose of Human Resource Management is to ensure that the organization has the potential to achieve success through its employees, and the main aim of Human Resource Management is to increase organizational effectiveness and capabilities in order to achieve organizational goals and objectives by utilizing the resources that are available within the organization (Michael 2009).

HRM practices are used to maintain competitive advantages in the economy (Sarker & Afroze 2014). Usually, researchers identify that HRM practices are related to job satisfaction (Javed et al. 2012). As pointed out by Tessema and Soeters (2006), HRM practices have a positive impact on the fairness of organizations, job satisfaction, and organizational commitment. Furthermore, HR practices are significant in managing stress among employees due to lack of funding, resources, and support services, work overload, poor management practices, insufficient recognition and reward, and job insecurity (Gillespie et al. 2001).

The practice of Human Resource Management (HRM) is concerned with all aspects of how people are working and managing within organizations. It covers activities such as strategic HRM, human capital management, corporate social responsibility, knowledge management, organization Development, Performance management, learning and development, reward management, employee relations, employee well-being and health and safety, and the provision of employee services (Michael 2009).

Stress is a normal part of human life in the modern world, and everyone has to cope with it. The effect of stress is a deviation from the existing physical and psychological conditions of human life. According to Selye (1946), stress is the non-specific response of the body to any demands made upon it. It is an internal response where continued and prolonged stress may result in fatigue and tension, leading to depression and anxiety. Stress is a 'person's adaptive response to a stimulus that places excessive psychological or physical demands on that person' (Griffin & Moorhead 2013).

The National Institute for Occupational Safety and Health (2002) defined job stress as the physical damage or injury and psychological reactions that befall when the needs of the carrier do not align with the abilities, resources, or employee's requirements.

Job stress is an employee's awareness or feeling of personal dysfunction because of perceived conditions or happenings in the workplace and the employee's psychological and physiological reactions caused by these uncomfortable, undesirable, or threats in the employee's immediate workplace environment (Montgomery et al. 1996).

Stress has a negative impact on employees, such as lower job satisfaction and increased chances of burnout, higher rates of absenteeism, raised turnover intent, and an increased risk for health problems (Lambert et al. 2009), as well as stress, which is not only affected by physical health but also psychological well-being (Johnson et al. 2005). Stress influences employees unfavorably through low organizational commitment and job dissatisfaction (Leather, Beale, & Sullivan, 2003). Spector (2003) described that work stress consists of different effects like declining productivity, absenteeism, and finally employee turnover.

Job satisfaction refers to people's feelings about the rewards they have received on the job. Thus, satisfaction is a result of past events, and Taiwanese people tend to rank medium or low in their job satisfaction levels compared to other countries studied (Spector et al. 2001). Spector (1997) described job satisfaction as the sense of people towards their job tasks as well as the various sides of their jobs. Moreover, Cummins (1990) has emphasized that job stressors are predictive of job dissatisfaction and a greater propensity to leave the organization.

Generally, high job satisfaction is related to higher productivity, lower turnover, and lower absenteeism in the workplace with production commitment and compromise (Hackman & Oldham 1975). Job satisfaction is vital to employees' turnover and absenteeism, as it tends to resign and lead to early retirement when the job satisfaction level of employees is low (Nabi, Syduzzaman, & Munir 2016).

### **1.1.1 Challenges and Opportunities for Sri Lanka's Tea Industry in the Global Market**

Sri Lanka's share of the world's total tea production is less than 5%. However, with China and India—the world's top 2 producing nations—retaining approximately 75–80% of their production due to heavy internal consumption, Sri Lanka, as a supplier, maintains a 15% share of global exports. The ever-increasing tea production in African countries is a serious threat to Sri Lanka. It is the reputation earned over the years by Ceylon tea that holds Sri Lanka in good stead in a very competitive international tea market.

### **1.1.2 Challenges and Trends in Sri Lanka's Tea Industry:**

The annual tea production for the year (2022) under review recorded a 16% decline compared to 2021. The national production of 251.5 million kg recorded in 2022 was not only 48 million kg less than the previous year; it was the lowest in 26 years since 246 million kg were produced in 1995. Sri Lanka's orthodox production accounted for 90% of the total volume, while CTCs recorded 9%.

### **1.1.3 Sri Lanka's Tea Industry in 2022: Record Revenue, Export Challenges, and Global Demand Trends**

Sri Lanka's tea export revenue for 2022 was a record Rs. 411 billion. In US dollar terms the country received an income of USD 1.26 billion, a shortfall of USD 65.7 million compared to USD 1.32 billion in 2021. The total export volume was 250.2 million kg and recorded a 12.5% decline against the previous year. The drop in exports was not as much as production due to a large carryover stock from 2021. (Annual Report 2022- Sri Lanka Tea Board)

Given the short supply situation during the year, the annual FOB unit price recorded a high of USD 5.03 per kg against USD 4.63 in 2021. Paying a high price proves the high demand for Ceylon tea by importing countries. The export quantity for 2022 was the lowest in 25 years. The highest-ever quantity exported by Sri Lanka was 327 million kg in the year 2014.

The year under review experienced a number of setbacks due to the fertilizer crisis, the non-availability of certain agricultural inputs, and the logistical disruptions in the months of June to August. The smooth functioning of the industry, particularly that of the producers, was affected, which largely contributed to the sharp decline in tea production and exports. However, it is pleasing that the revenue from tea exports was only a fraction less than the previous year. (Annual Report 2022- Sri Lanka Tea Board)

#### **1.1.4 Registration of Manufacturers and Factories**

Under the Tea Control Act No. 51 of 1957, the Tea Commissioner's Division of the Ministry of Plantation Industries, Sri Lanka, maintains a Register of Manufacturers relating to the manufacturing of tea. In this context, the Tea Commissioner's Division of the Ministry of Plantation Industries, Sri Lanka, should register and monitor all the tea factories in Sri Lanka

The Tea Commissioner has the authority to decide whether any person is entitled to be registered as a manufacturer in terms of the Act. Every tea manufacturer should register with the Tea Board for manufacturing and selling teas through the Colombo auction.

All factories manufacturing tea are required to register with the Tea Board in order to ensure that the building, equipment, and manner of operations of the factory are of a standard conducive to the manufacture of good-quality teas, assist in monitoring the quality of tea produced by the factory, enable control over the disposal of refused tea, and implement a reasonable price formula.

The registered tea factories can be categorized into four types according to the manufacturing process: orthodox, CTC, Green and Artisanal (handmade) tea, and so on.

Every registered tea manufacturer should submit their production data to the Tea Commissioner before the 5th of next month using the format of the "TC05" form formulated by the Tea Commissioner. Failure to do so is a punishable offence according to the Tea Control Act No. 51 of 1957.

**Table 1.1: Classification of Tea Factories by Operation and Geographical Situation**

Status	High	Medium	Low	Total
Confined to Own Leaf	56	17	2	75
Own leaf & Bought leaf				
a) Own leaf less than 50% of total production	13	36	94	143
b) Own leaf more than 50% of total production	63	26	16	105
Bought Leaf only	09	29	250	288
Registered Tea factories in operation	182	149	455	786
Registered Tea factories not in operation	19	54	77	150
Total number of Registered	201	203	532	936

Source: Sri Lanka Tea Board, Statics Divisions 2023

### Background of the Tea Factories (Tea Processing Centers) of the Sri Lanka

**Table 1.2: Tea factory details according to tea production types and ownership: Year 2023 January to August**

Management Method	Orthodox TF	CTC Tea Factories	Bio	Green	Hand made	Instant Tea	Oolong /Green Tea	Liquid Tea	Total
Private	374	33	14	9	18	6	1	1	456
Plantation	209	14	4	7					234
Cooperatives	7								7
SLSPC/JED B	6	3							9
Tea SHAKTHI	7								7
TRI	2								2
NIPM	1								1
TSHFL	8	1							11
Total	614	53	18	16	18	6	1	1	727

Source: Sri Lanka Tea Board, Statics Divisions 2023

## **1.2 Company Overview**

### **1.2.1 History of the Company**

Athukorala Group is one of the tea suppliers to the international market, with a huge variety of teas, including Black Tea gunpowder, Flowery Tea and Chakra Tea. Recognized as an advanced technology and innovation- led producer, Athukorala Group caters to a wide overseas market and has a global presence across all continents. ([www.athukoralagroup.com](http://www.athukoralagroup.com))

Since starting its journey as a rubber planter in early 1972, Athukorala has gained huge fame through the business owing to the quality and standards they have maintained since the beginning. Marking a key turning point for the family business, Athukorala stepped into the Ceylon Tea Industry in 1991 with a brand-new tea factory built with all brand-new machinery and equipment.

Producing some of the finest and freshest Ceylon Tea, Athukorala Tea has been an icon in the industry since the beginning of its journey. Since its commencement in 1991, ‘Athukorala Tea’ has been able to achieve many more appreciations and awards along the way. With industrial standards and awards such as ISO 22000 2005, HACCP, ETP, and CQC Star Awards, major milestone achievements for Athukorala Tea were ‘The Best Tea Estate First Place’ and ‘The Best Tea Factory Third Place, presented at the national industrial level appreciation in 2016.

With many more awards and recognitions throughout the years, ‘Athukorala Tea’ focused on maintaining the quality and standards of its products while providing the best quality service to its customers. Marking a huge step forward in their journey, in 2018 they introduced the brand ‘Pitigala Tea’, mainly focusing on the local market. Under the ‘Pitigala Tea’ brand, they produce top-quality teas such as BOPF and BOPF SP for local buyers who seek premium-quality Ceylon Tea.



### **1.2.2 Vision and Mission of the Company**

**Vision:** To be the pioneers and leaders in the low-country-grown quality tea market in Sri Lanka by manufacturing tasty black tea.

**Mission:** To produce high-quality pure tea varieties and supply them to the local and international markets by managing physical, human, and financial resources in a well-organized manner using a qualified term for new technology and innovative methods.

### **1.3 Statement of the Problem**

The current economy is highly competitive, and the environment is rapidly changing. Therefore, business organizations are not easy to survive (Javed, Jaffari & Rahim 2014). To achieve the organizational goals and objectives, it is essential to have satisfied employees because satisfied employees make more efforts and work hard to achieve predefined goals and objectives (Javed, Jaffari & Rahim 2014) and satisfied employees perform better and give support to the overall success of an organization (Shmailan 2015). On the other hand, dissatisfied employees are a barrier to the success of an organization (Shmailan 2015).

The success of this Tea Factory depends largely on the factory employees, and the factory employees are considered the backbone of this company as productivity and quality of the products depend on them. If they are not satisfied, it will lead to a loss of production and a loss of sales. Furthermore, profit and goal achievements may not be reached.

So, satisfied employees are needed by organizations to achieve organizational goals, and organizations must understand the significance. According to the preliminary study done by the researcher, the following statements were collected during the interview with the factory manager and operational manager in the factory.

According to the factory manager's statement, high turnover is one of the major problems that the company has suffered over many years. Usually, the month of 'May' shows the highest turnover because workers left their jobs after obtaining the bonus payment. In comparison to 2021, the 2022 turnover of the month of 'May' increased from 7%, and in comparison, to 2019, the 2020 turnover of the month 'May' increased from 5%. And this is going to be the same for the month of "December".

According to the company data, during the seasonal period, tea factory employee's turnover is recorded to be higher than the offseason periods from June to September. This fact is great evidence to infer that employees may leave the organization because they are strained due to organizational issues.

Moreover, the Operational Manager pointed out that over the past 4 years, during the off-season periods except April and December, there recorded 2% - 6% of absenteeism, which can categorize as low absenteeism. But in referring to the rates of season periods like April and December recorded more than 10%, there is a considerably higher rate than off-season periods.

High absenteeism often means that employees are unhappy with the work or compensation, but it can also indicate unsafe or unhealthy conditions or that too few employees give satisfactory performance (due to unrealistic expectations or poor candidate screening). The lack of career opportunities and challenges, dissatisfaction with the job scope, or conflict with the management have been cited as predictors of high absenteeism.

As this organization is a leading company and engages in business activities both locally and globally, the company should have to face considerably high demand from consumers, and the company should have to focus on producing more to meet consumer demands during the seasonal period. But with the high employee absenteeism & turnover, remaining workers work load may increase and they have to work intensively than other days and have to work long hours as to complete the set production targets on due date. When considering all these facts, it is appropriate enough to assume that employees may be absent due to many reasons, among them occupational stress, which can be a significant aspect that can be invisible. Ultimately, this will have a big impact on their job satisfaction. Therefore, a research problem is addressed to study the “impact of occupational stress on job satisfaction among tea factory employees at Athukorala Tea Factory.

## **1.4 Research Questions and Objectives**

### **1.4.1 Research Questions**

- 1) How does occupational stress impact on job satisfaction among Tea Factory Employees at Athukorala Tea Factory?
- 2) How does the intrinsic job impact job satisfaction?
- 3) How do the roles in the organization impact on job satisfaction?
- 4) How does the relationship at work impact on job satisfaction?
- 5) How do extra organizational factors impact on job satisfaction?

### **1.4.2 Research Objectives**

- 1) To find out the impact of occupational stress on job satisfaction among Tea Factory Employees in the Athukorala Tea Factory.
- 2) To determine the impact of intrinsic to job on job satisfaction.
- 3) To identify the impact of roles in the organization on job satisfaction.
- 4) To examine the impact of relationships at work on job satisfaction.
- 5) To investigate the impact of extra organizational factors on job satisfaction.
- 6) To provide recommendations for enhancing job satisfaction.

## **1.5 Significance of the Study**

This research concerned on Athukorala Tea Factory, which is one of a leading Tea Factory in local context. It gives considerable amount of value to the country's economy. But turn to employees; their occupational stress is high and their level of job satisfaction is low. Occupational stress has a significant influence on employee job satisfaction. So, it is important to understand the impact of occupational stress on job satisfaction. Once this kind of research has been done, its significance may extend to the organization, employees, community, and whole industry.

By identifying the impact of occupational stress on its employees' job satisfaction, organizations can gain a deep understanding of the reasons for negative outcomes as well as positive relationships. After identifying the relationship and reasons, it will help to establish good HR policies and procedures for controlling the situation. This study will help to get solutions for handling problems regarding occupational stress and job satisfaction, and their impacts. In addition to that, HR practices may create a peaceful working environment. for them to work and may save lots of cost for the organization while increasing its profit.

For better HR practices and outcomes, findings can be used in a proper way. Most of the people who are at the top level have no proper ideas, solutions, or concentration towards the reduction of occupational stress and job satisfaction-related issues within the organization. So, it is necessary to conduct research to explore the impact of occupational stress on job satisfaction among Tea Factory employees.

Having employees fit from both mental and physical aspects is an effective recourse. which creates a big opportunity for organizations as to survive long-term in a competitive environment. A company which produces less stress among its employees may attract more candidates from today's highly competitive labor market and retain them for a long time, as well as reduce absenteeism and turnover, will be reduced.

So, the organization doesn't want to spend extra work on attracting and retaining a quality work pool within the organization and that will be a competitive advantage in the smooth functioning of HR functions compared to similar companies.

In a peaceful working environment, employees may work happily, which creates environment where there is no unacceptable pressure and moves towards the attainment of organizational goals and objectives. A workplace with a low level of stress provides ground for employees in developing their skills, knowledge, and competences and that may lead to increase their moral towards a higher level of performance and individual and group achievements.

They may come to work every day and will remain in the organization for a long time and may work happily with others. Stress and pressure on the mind may cause lots of healthy problems. If organization maintains a productive and healthy level of stress, employees will never get health problems just because of their employment.

## **1.6 Methodology**

This survey is carried out among a sample size of 201 factory employees at Athukorala Tea Factory, and this sample size is referred to in the source of Uma and Roger (2009). A stratified sampling method will be used in the selection of the sample from the Tea Factory Employees, representing both males and females in three shifts.

This study is conducted with a quantitative design, and to collect the primary data required for the study, a set of structured questionnaires will be distributed among them. Survey data will be collected from the tea factory employees at Athukorala Tea Factory. For the research, the main focus is on factory employees because they are the ones who have the highest stress in the company.

The population size is 800, and the sample is based on the size of the population. But 100% of the sample is difficult to handle. Therefore, 201 factory employees are taken as a sample. Data collected from a primary source (a questionnaire) will be collected and analyzed using SPSS version 21.

## **1.7 Scope of the Study**

The objective of this study is to investigate the impact of occupational stress on job satisfaction among tea factory employees at Athukorala Tea Factory.

There are four criteria to measure occupational stress, such as:

1. Intrinsic to the job
2. Role in the organization
3. Relationships at work
4. Extra Organizational Factors

This research study tries to quantify the impact of occupational stress on job satisfaction of Tea Factory employees in ATF. Above all variables are actively manipulated, controlled and measured in an effort to gather evidence to support or challenge a causal relationship of occupational stress and job satisfaction. Under this study variables of occupational stress and job satisfaction which are relating to the job of tea factory employees have been identified, has a research question, hypothesis and conclusion, has independent and dependent variables, all factors can be held constant except the manipulated. Therefore, the type of investigation of this research study is experimental investigation.

## **1.8 Limitations of the Research**

This study is limited to investigating the impact of occupational stress on job satisfaction at the ATF. So, this is focused only on the tea factory employees and does not concern the other employees. Furthermore, this study is concerned only with one particular company's occupational stress and job satisfaction rather than the other industries.

## **1.9 Chapter Framework**

The final report will consist of five chapters. They are:

### **Chapter 01 - Introduction**

Chapter one in research will include the background of the study, statement of the problem, research objectives and questions, significance of the study, research methodology, scope of the study and limitations of the research.

### **Chapter 02 - Literature Review**

This second chapter consists of the intention of filling the gap in theoretical knowledge regarding the impact of occupational stress on job satisfaction among tea factory employees in the ATF. The theoretical part of the research is discussed in this chapter.

### **Chapter 03 -Conceptualization & Research Methodology**

This chapter will be allocated to study the conceptual framework of the study, the conceptualization of occupational stress and job satisfaction, and the operationalization of the variables. Moreover, this chapter describes the methodology adopted to carry out the study. It includes the research approach and research methodology, including population, sampling of the study, data collection, techniques of data analysis, level of measurement of the variables, and method of measuring the variables.

### **Chapter 04 -Data Presentation, Findings and Discussion**

This chapter covers the analysis, findings, and representation parts of the research. Analyze the reliability of the instrument and test the hypothesis which has been developed. It will show how far the previous literature has helped to generalize the findings and the variations of the world's findings at the Sri Lankan level. Finally, it will show whether the theoretical framework is supported to generalize the findings or whether there is an impact between dependent and independent variables, as mentioned.



## **Chapter 05 -Conclusion & Recommendation**

This will conclude the impact test and give suggestions to improve the current situation of the organization.

**IMPACT OF OCCUPATIONAL STRESS ON JOB  
SATISFACTION AMONG TEA FACTORY  
EMPLOYEES IN  
ATHUKORALA TEA FACTORY- ATF,  
GALLE, SRI LANKA**

**BY A. L. A. ASOKA SIRIWARDANA**

**CHAPTER TWO (2)**

# **CHAPTER TWO: LITERATURE REVIEW**

## **2.1 Introduction**

This chapter discusses the literature relating to occupational stress and job satisfaction. It explains occupational stress, sources of occupational stress, types of occupational stress, models relating to occupational stress, and the impact of occupational stress. Moreover, the chapter consists of job satisfaction, determinants of employee job satisfaction, theories related to employee job satisfaction, and the impact of employee job satisfaction. Furthermore, it describes the relationship between the occupational stress and employee job satisfaction.

## **2.2 Occupational Stress**

There are various studies in the area of stress. Occupational stress becomes an important topic for the study of organizational behaviour. Work-related stress is how people respond to work demand and pressure when they are not matched to their knowledge and abilities, which challenges their ability to cope (Leka et al. 2004).

Occupational stress is defined in terms of its physical and physiological effects on a person and can be a mental, physical, or emotional strain. Stress is defined as any action or adoptive response to a stimulus or a special physical or psychological demand upon a person. It is caused when a person is subjected to unusual situations, demands, extreme expectations, or pressures that are difficult to handle (Griffin and Moorhead 2013).

Job stress is “an employee’s awareness or feeling of personal dysfunction because of perceived conditions or happenings in the workplace and the employee’s psychological and physiological reactions caused by these undesirable, uncomfortable, or threats in the employee’s immediate workplace environment (Montgomery et al. 1996).

Stress means certain features of the job environment that pose an influence on the individual, either a lack of supply or greater demand to meet his or her needs (French et al., 1976). According to Robbins (2001), stress is a drastic degree in which people are facing with an

opportunity, prevention, or demand with regarding to what they expect, as well as for which the results prove to be both uncertain and important. It is a situation which arises when there is a perceived (real or imagined) mismatch between situational demands and a person's ability to react moderately to the demand.

According to Aasia, Hadia and Sabita, (2009), job stress is defined as an employee's awareness or feeling as a result of perceived conditions or happenings in the workplace and the employee's psychological and physiological reactions caused by these uncomfortable conditions in the workplace. Stress is the non-specific reaction of the human body to demands made upon it. It is an internal response where continued and prolonged stress may result in fatigue and tension, leading to depression and anxiety (Selye, 1946).

### **2.2.1 Sources of Occupational Stress**

Stress in organizations is becoming an increasingly important concern in organizations because of its potentially severe detrimental effects. In order to effectively deal with stress and its effects, it is important to know what it is and the sources by which it produces the detrimental effects. There are many sources which create stress. Those sources are named as stressors that make jobs stressful and difficult for a number of employees in different industries. In order to identify the sources of stress in relation to this research problem, researchers basically referred to a model of stress at work, which was in the article by Cooper and Marshall (1976).

Cooper and Marshall (1976) emphasized six groups of fundamental work-related stressors: those intrinsic to the job, roles in organizational career development, relationships at work, organizational structure and climate, and the extra organizational sources of stress. From the point of view of researchers, sources of stress like factors intrinsic to the job, roles in organizational, relationships at work, and extra organizational sources of stress were selected from the above stress model as those would be most suitable to examine the impact of occupational stress on job satisfaction is the ATF.

According to Cooper and Marshall (1976), intrinsic to the job is described as an important factor in work that is linked to the working conditions of a job and has a great relationship to physical or mental health. According to Hanson (2006), working conditions are the conditions in which an individual or staff works, including but not limited to such things as amenities, physical environment, stress and noise levels, degree of safety or danger, etc. Dhawan (2009) described security measures, lighting, and ventilation as physical environmental factors that can be considered under the working conditions of the porcelain product manufacturing industry in India. The physical environment (PE) measures the degree to which the individual is exposed to the conditions of the above factors. Furthermore, Dhawan (2009) states that resources (e.g., equipment), facilities, shift work, deadlines, boring work, recreation, work overload, frequency of job rotation, and targets are job-related factors that can be considered under working conditions. Job-related factors measure the degree to which these factors influence on job stress. Dhawan (2009) has found that poor working conditions influence on work stress in the porcelain manufacturing industry in India by 60%, among other factors.

French and Caplan (1973) suggested that both qualitative and quantitative work overload create at least nine different symptoms of psychological and physical strain. They are job dissatisfaction, job tension, lower self-esteem, threat, embarrassment, high cholesterol levels, increased heart rate, skin resistance, and more smoking. Moreover, work overload is associated with lowered confidence, decreased work motivation, increased absenteeism, and sharply reduced numbers of suggestions contributed by overloaded employees (Margolis et al., 1974).

Due to work overload, employees suffer from anxiety, poor work performance, and, most importantly from stress, which results in decreasing job satisfaction and declining profits (Altaf, 2011). According to Hanson (2006), it has been further stated that organizational factors such as workload and working conditions were negatively related to job stress.

Another crucial source of occupational stress is associated with a person's role at work. In the study of Kahn et al. (1964), Cooper and Marshall (1976) concentrated more on the two factors of role ambiguity and role conflicts under roles in organizations. The conflict and ambiguity are usually hierarchical, and consequent emotional costs include low job satisfaction, low confidence in the organization, and a high degree of job-related tension and withdrawal.

Role ambiguity means lacking clarity about his or her work role where there are inadequate job objectives, expectations of the work role, and the scope of the responsibility of one's job (Kahn et al., 1964). Kahn et al. (1964) found in their study that men who suffered from role ambiguity experienced lower job satisfaction, high job-related tension, greater futility, and lower self-confidence.

According to Griffin and Moorhead (2013), role ambiguity emerges when the role of a particular person is unclear. In the workplace, role ambiguity can derive from unprofessional job descriptions, unclear guidance from a supervisor, or unclear cues from coworkers. This will result in an employee who doesn't know what to do, which will create an incorrect output (Griffin and Moorhead 2013). Antoniou and Cooper (2003) survey demonstrated that inadequately defined roles are considerably stressful for Greek junior hospital doctors, and that make them to spend a lot of time in jobs irrelevant to the job description. Mary (2012), states that poor working conditions are negatively correlated with occupational stress; role ambiguity causes decreased job satisfaction and increases perceived occupational stress.

Another important potential stressor associated with one's organizational role is role conflict. Role conflict means that how an individual behaves in a given job role depends upon various factors, like conflicting job demands or doing things he or she does not want to do or does not think are part of the job specification. Kahn et al. (1964) found that men who suffered more role conflict had lower job satisfaction and higher job-related tension.

According to Cooper and Marshall (1976), another major source of stress at work is the nature of relationships with the boss, subordinates, and colleagues. According to the findings of Cooper (2013), good relationships between everyone are a central factor in individual and organizational health. Kahn et al. (1964) study came to a conclusion that mistrust of persons one worked with was positively related to high role ambiguity, which led to inadequate communication between people and to 'psychological strain in the form of low job satisfaction and to feelings of job-related threat to one's well-being'. Paul (2002) interpreted work relationships as conflicts due to the behavior of the supervisor, conflicts with the subordinates, colleagues, and management policies.

There are a number of extra-organizational sources of stress which affect the physical and mental well-being of an individual at work, such as family problems (Pahl & Pahl, 1971; Jins, 2013; Cooper & Marshall, 1976), life satisfaction, financial difficulties, etc. (Cooper 2013). The conflict between home and work and the work impact on personal relationships is stressful (Sparks and Cooper, 1999). Work-life relationships are 'interrelationships between a person's work life and personal life' (Griffin and Moorhead 2013). (Zedeck, 1992), the work-life spillover theory states that a person's attitudes, emotions, skills, and behaviors produced in one domain (either work or personal life) flow into the other. Spillover can occur in both directions: work-to-personal life and personal life-to-work, which are important issues for organizations, at the organizational and employee levels.

Job stress can occur due to long work hours, insufficient organizational support, and organizational changes (Davey et al. 2001), as well as a lack of support from supervisors and colleagues and conflict related to the demands and pressures (Leka et al. 2004). In the states of Liyanage and Galhena (2009), role ambiguity, job involvement, working conditions, salary, social image, culture, work-life balance, and supervisory support affect job stress. Schuler (1982) also determined seven categories of work stressors in organizations: job qualities, relationships, organizational structure, physical qualities, career development, change, and role in the organization.

Brown and Campbell (1990) found that constables are more likely to be stressed by time pressures, long hours, working with civilians and force or station politics, sergeants by having to manage or supervise, working in isolation and lack of consultation, and senior management by criticism from the media. Antoniou and Cooper (2003) identified the first top five stressors for both male and female junior hospital doctors as the implications of mistakes, long working hours, conflicting job tasks, and demands in their role. Deondra (2005) identified stressors as ambiguity, environment, salary, culture, work overload, and work-life balance.

According to James and Jonathan (1984) categorized the causes of stress in to two broad categories as organizational stressors and life stressors. It is also divided in to three categories of stress consequences. They are individual consequences, organizational consequences, and burnout. Organizational stressors have four general sets as task demands, physical demands, role demands, and interpersonal demands, which can cause stress in the workplace. Jins (2013) found significant factors that generate stress were a busy schedule of work, family problems, the condition of work, odd duty hours, culture, salary, and job involvement.

Yuan (2014) recognized the sources of stress and suggested certain coping strategies among lecturers. The study listed three types of stress, namely, Organizational Stress, Subject-linked Stress and Non-Organizational Stress that affect the sample population.

Further, stress is equally bad for employees of all cultures. In this research, employees of different levels were investigated to explore the effects of leadership and work stress on employee negative behavior and the moderating effect of leadership on the relationship between stress and employee behavior.

The high work role is influenced by high stress, while the low work role provides less stress. If the work relationship is strong or supportive for employees, it influences stress positively. On the other hand, if there is no good relationship, it affects stress negatively. If intrinsic factors are good, they have a positive influence on stress. If organizational factors are favorable it leads positively to stress, but if they are unfavorable, they negatively influence stress.



## **2.2.2 Types of Occupational Stress**

Stress can be of two types. Positive stress is called Eustress and negative stress is called Distress (Rothmann 2008). Eustress may result in illuminating and increasing the work performance (Rothmann 2008), and it may cause a number of positive outcomes for individuals (Griffin and Moorhead 2013). Positive stress is favorable, or at least challenging, and stress leads to produce the positive effects such as the maximization of output and creativity (Singh & Sing 1984). Eustress inspires employees to work harder (Rothmann 2008).

Distress is called the unpleasant stress that creates negative consequences, and it's a form of stress that generally produces a number of dangerous side effects. Excessive pressure, unreasonable demands on time, and bad news are included in this category (Griffin and Moorhead 2013). Distress may have an unfavorable impact on employee health and work performance (Rothmann 2008). As well as loss of productivity and reduction of overall well-being (Singh & Sing 1984).

## **2.2.3 Models Relating to Occupational Stress**

Mark and Smith (2012) emphasize two theories which are related to workplace stress, and they are most influential and popular. They are the demand-control-support model and the effort-reward imbalance model.

### **2.2.3.1 Demand-Control-Support Model- DCS**

This model forecasts high levels of job demand (external pressure and workload), low levels of job control (chance to use skills and over events), and low levels of social support (from colleagues, supervisors, and feedback) is intensively related to the negative outcomes of health (Karasek & Theorell 1990). This model forecasts the relationship between demand and control, as well as demand and social support. So, control and social support will buffer the

negative influence of job demands on health outcomes (Karasek & Theorell, 1990; Mark & Smith, 2012). Kinman and Court, (2010) considered the factors in the DCS model (high levels of workload and job demand), low peer support and poor working relationships) and identified that if a person is dealing with those factors, he or she may have to face a high risk of stress-related illness.

### **2.2.3.2 Effort-Reward Imbalance Model- ERI**

This model forecasts that high levels of extrinsic attempt (from external pressures) and intrinsic attempt (internal motivations/work “excessive commitment”) and low levels of reward such as job security, recognition, pay, and promotion prospects will importantly predict the negative health results (Siegrist 1996).

The reward is forecast to buffer and vary with the negative impact of an attempt on a person’s health results (Siegrist 1996; Mark & Smith 2012). Kinman and Jones (2008) investigated that high effort and low rewards significantly forecast strain results such as job satisfaction, psychological distress, and physical symptoms.

### **2.2.4 Impact of Occupational Stress**

Griffin and Moorhead (2013) identified that stress can produce individual consequences, organizational consequences, and burnout. Individual consequences are the outcomes which will affect the individual and may also suffer the organization either directly or indirectly, and the stress which affects individuals may create behavioral, psychological, and medical consequences. The behavioral consequences are stress, which may harm a person under stress or others (Griffin & Moorhead 2013). Researchers documented that people who suffer from stress tend to smoke and engage in alcohol and drug abuse, and other possible behaviors include accidents, aggression, violence, and appetite disorders (Griffin & Moorhead 2013).

The psychological consequences of stress relate to a person's mental health and well-being (Griffin & Moorhead 2013). When people experience too much stress at their workplace, they may become depressed, and may also lead to family problems and sexual difficulties.

The medical consequences of stress affect a person's physical well-being and have an influence on heart disease and stroke. Other common medical problems resulting from too much stress include headaches, backaches, and ulcers and related stomach and intestinal disorders, and skin conditions such as acne and hives.

The existence of job stress in organizations can result in negative effects like reduced efficiency, decreased capacity to perform, a lowered sense of self-esteem, depression, low motivation to work, dampened initiative and reduced interest in working, increased rigidity of thought, a lack of concern for the organization and colleagues, and a loss of responsibility (Greenberg and Baron, 1995; Matteson and Ivancevich, 1982).

Mansoor et al. (2011) identified that those workers who are under excessive stress are experiencing less job satisfaction in the form of workload, role conflict, contradicting demand, and physical environment. Stress is concerned as an important element of every life, and it cannot be avoided simply (Singh & Sing 1984). Chusmir and Franks (1988) pointed out that stress influences, directly or indirectly, the employee and overall organizational efficiency and effectiveness. Stresses have even more direct consequences for organizations including a reduction in performance, withdrawal, and negative changes in attitudes (Griffin & Moorhead 2013).

Employees face stressful inspirations many times per day in their personal and social scope (Singh & Sing 1984). George (2015) interpreted that occupational stress influences the decline of employee confidence and motivation, promotes leaving the job, and increases blood pressure and job dissatisfaction.

Karasek and Theorell's (1990) job demand-control model states that individuals who have experienced high work demands with low work control will have difficulties meeting the job demands, which may lead to increased occupational strains.

The study by Ismail, Yao, and Yunus, (2009) suggests that properly managing physiological and psychological stresses in performing a job will strongly increase the capability of employees to cope with occupational stress, and this may lead to higher positive attitudinal and behavioral outcomes (e.g., performance, satisfaction, commitment, and positive moral values). Thus, these positive outcomes may lead to sustained and achieved organizational strategy and goals.

Moreover, if employees are eager to be effective in handling stressors, they are less likely to be absent or withdraw from their jobs (Zeffane et al. 2008). If a person cannot manage stress properly, it will influence productivity, effectiveness, personal health, and quality of work (George, 2015).

Faragher, Cass, and Cooper (2005) result on their study that stress in the workplace causes the most dissatisfaction among employees due to factors like hours of work, organizational management style, workload, work control/autonomy, etc., which are likely to be the factors causing raised levels of stress. Ulleberg and Rundmo (1997) concluded that job stress mainly reduces job satisfaction among employees, and ultimately, it can lead to strain among employees. Moreover, Cummins (1990) has highlighted that job stressors are the main predictors of job dissatisfaction and a greater propensity to leave the organization.

Jins (2013) states that stress leads to long-term physical, psychological, or behavioral problems like anger, anxiety, alcoholism, asthma, depression, headaches, stomach problems, sleep disturbances, skin rashes, teeth grinding, etc.

## **2.3 Job Satisfaction**

Job satisfaction has been conceptualized and operationalized as both a global and a multidimensional construct. On a global level, job satisfaction is considered in terms of an employee's overall satisfaction with his or her job. Job satisfaction consists of an extrinsic and intrinsic component. Intrinsic job satisfaction is how people feel about the nature of the job tasks themselves, while extrinsic job satisfaction is how people feel about aspects of the work situation that are external to the job tasks (Hirschfeld, 2000).

Hoppock (1935) defined job satisfaction as any combination of psychological, physiological, and environmental circumstances that cause a person truthfully to say I am satisfied with my job. Furthermore, job satisfaction is an attitude about the job which results from their understanding of the job and the condition to which there is a good fit between the organization and the individual (Ivancevich & Matteson 1980).

Hulin and Judge (2003) noted that job satisfaction has three basic dimensions; they are cognitive, affective, and behavioral dimension. Job satisfaction measures a person's job or experience through the positive emotion or happiness of the job (Locke 1976) and people's positive or negative feelings in the job (Spector 1997). Spector (1997) described job satisfaction as how people feel about their jobs and different aspects of their jobs.

Job satisfaction can come from allowing employees to be self-directed and strong. relationship with fellow workers (Lin 2007). Job satisfaction is defined as "a general attitude towards one's job" (Kaur 2015). Moreover, job satisfaction is described as the employees' impressions about their jobs as well as various aspects of their jobs (Spector 1997). Schneider and Snyder (1975) state job satisfaction as a personal evaluation of conditions present in the job or outcomes that arise as a result of having a job.

### **2.3.1 Determinants of Employee Job Satisfaction**

Some scholars have identified the determinants of job satisfaction (Kaur, 2015).

They are:

- 1). workplace environment (Zalesnyetal, 1985; Ferguson & Weisman, 1986; Oldham & Fried, 1987; Sundstrom et al., 1994; Carlopio, 1996; Leather et al., 2003; Lee & Brand, 2005; Kamal & Sengupta, 2009; Sownya & Panchanatham, 2011; Devi & Nagini, 2013).
- 2). Supervision (Judgeetal, 1997; Graen & Scandura, 1987; McIntyre & Salas, 1995); Kozlowski & Doherty (1989); Kamal & Sengupta (2009); Sownya & Panchanatham (2011); Kumari & Pandey (2011); Devi & Nagini (2013).
- 3). cooperation from peers (Chen 2001; Islam & Saha 2001/2006; Kamal & Sengupta 2009; Sownya & Panchanatham 2011; Devi & Nagini 2013).
- 4). work discrimination (Alderferetal. 1980; Cox 1993; Foleyetal. 2005; Tajfel & Turner 1986; Devi & Nagini 2013).
- 5). employee acceptance (De Forrest 1994; Chen 2001),
- 6). work allocation (Islam & Saha, 2001; Kamal & Sengupta, 2009).
- 7). job security (Heaney et al. 1994; Kamal & Sengupta 2009) and
- 8). remuneration (Clark et al. 1996; Garboua & Montmarquette 1997; Neumark & Postle Waite 1998; Sloane & Ward 2001; Hamermesh 2001; Shields & Price 2002; Sownya & Panchanatham 2011).

According to Buitendach and De Witte (2005), major factors that cause job satisfaction are grouped into two categories: intrinsic and extrinsic factors. Extrinsic factors include pay, physical working conditions, working hours, job security, work groups, work itself, supervision, etc., and intrinsic factors include personality, values, recognition, advancement, etc. A study has found that both financial and non-financial job factors are related to the job satisfaction of workers (Sarker & Afroze 2014). Gandhi (2017) identified determinants of job satisfaction as work load, misbehavior, poor relationships, a good pay scale, and promotional opportunities.

Intrinsic and extrinsic motivating factors will determine the level of job satisfaction, which includes quality of supervision, social relationships with the work group, and the degree to which people succeed or fail in their work (Armstrong 2009). Factors such as pay, the work itself, supervision, relationships with co-workers, and opportunities for promotions have been found to contribute to job satisfaction (Opkara, 2004). Therefore, we can observe that many determinants of job satisfaction are identified by scholars. Many determinants may influence job satisfaction in different ways.

### **2.3.2 Theories of Job Satisfaction**

Job satisfaction has been approached to create the perspective of need accomplishment or fulfilment by some researchers based on Maslow's theory (Kuhlen 1963; Worf 1970; Conrad et al. 1985).

Maslow (1954) explained that human needs can be identified and categorized into five stages. They are physical, safety, love and belongingness, self-esteem, and self-actualization needs. So those levels of needs should be fulfilled with the support of their job, and if needs are fulfilled, employees are satisfied with their job.

Herzberg et al. (1957) developed the "two-factor theory" of satisfiers and dissatisfiers in order to identify two sets of factors supporting the job satisfaction and dissatisfaction of accountants and engineers. Research assumes that people have the potential to report accurately to the job with the conditions that have satisfied and dissatisfied them. Vroom (1965) has indicated that the two-factor theory is clearly a causal theory; it is prescriptive, implying that the manipulation of the job content or the job context will have definite effects relative to job satisfaction or job behavior.

The implications of the two-factor model by Herzberg et al. (1957) are explained as follows: the wants of employees have two types of groups. One set of people wants to develop their personal growth in one's occupations, and the second set of people operates based on fair treatment, compensation, supervision, working conditions, and administrative practices.

Intrinsic factors named 'motivators' (that is, factors intrinsic to the nature and experience of doing work) were identified as 'job 'satisfiers' and contained Achievement, Recognition, Interesting work, Responsibility and Opportunity for advancement (Herzberg et al. 1957). Herzberg hygiene factors (also called dissatisfiers) are extrinsic elements of the work environment such as company policy, relationships with supervisors, working conditions, relationships with peers and subordinates, salary and benefits, and job security. (Herzberg et al., 1957).

### **2.3.3 Impact of Job Satisfaction**

Since work is an important aspect of people's lives and most people spend a large part of their working lives at work, understanding the factors involved in job satisfaction is crucial to improving employees' performance and productivity (Kaur 2015). Job satisfaction has often been linked to organizational commitment, turnover intentions, and absenteeism. These variables are costly to an organization, as they could lead to low morale, poor performance, lower productivity, and higher costs of hiring, retention, and training (Opkara, 2004).

Job satisfaction has a significant impact on employee "organizational commitment, turnover, grievance, and job satisfaction, which impact positively on organizational commitment as well as performance (Falkenburg & Schyns 2007). Kaur (2015) noted that job satisfaction links to organizational commitment, inspiration to leave, and absenteeism. often linked to job satisfaction. George (2015) identified that the lack of job satisfaction also results in high absenteeism, low productivity, a lack of organizational commitment, etc.

Antoncic and Antoncic (2011) emphasized that employee job satisfaction has a positive impact on four work dimensions: general satisfaction with work, employee relationships, remuneration, benefits, organizational culture, and loyalty of employees.



These elements tend to positively impact the growth of the firm (both absolute and relative). growth) by new business venturing, product/service innovation, process/technology Innovation and self-renewal Job satisfaction is related to employee health problems, including mental or psychological issues such as depression, anxiety, burnout, and low esteem (Faragher, Cass, & Cooper, 2005). Herzberg (1957) states that a substantial number of dissatisfying incidents involved instances of low achievement, lack of recognition, dislike of the work itself, missing an expected promotion, etc. Similarly, a number of the satisfying incidents involved good supervision, good co-workers, and good company policies.

Job satisfaction is related to employee health problems including mental or psychological issues such as depression, anxiety, burnout, and low- esteem (Faragher, Cass, & Cooper, 2005). Others support the notion of a relationship between satisfaction and performance where satisfaction leads to performance (Herzberg et al., 1957).

Satisfied employees are more likely to handle daily stressors effectively, are less likely to be absent, and are more committed. In contrast, low job satisfaction has been suggested as a major cause of withdrawal, which may take the form of absence, lateness, labor turnover, and even sickness and accidents (Zeffane et al. 2008). Moreover, employees who experienced higher levels of satisfaction reported better health and fewer intentions to turn over and absenteeism (Martin & Miller, 1986).

## **2.4 Relationship Between Occupational Stress & Employee Job Satisfaction**

A significant direct relationship was found between perceived stress and job satisfaction (Applebaum et al. 2010). Occupational stress and job satisfaction are the hot focuses of research on human resource management (Mansoor et al. 2011). Antoniou and colleagues (2003) noted that stress resources such as the demand of the career and high capacity of work predict low job satisfaction. Fletcher and Payne (1980) expressed that a high level of job satisfaction can simplify the impact of stress, while a lack of job satisfaction can be a stress source. It means both job satisfaction and stress are interrelated. There have been many studies on the relationship between job stress and job satisfaction. These studies generally indicate that job stress and job satisfaction are inversely related (Sullivan and Bhagat, 1992). According to the study by Gandhi (2017), there is a negative relationship between job stress and job satisfaction; the less stress, the more satisfaction, and vice versa.

Fogarty (1996) also noted that there is a negative relationship between occupational stress and job satisfaction. Moreover, Fairbrother and Warn (2003) also proved that job satisfaction negatively relates to occupational stress. If an employee has low occupational stress, he has more job satisfaction than the employee who has high occupational stress (Johnson et al., 2005; Munro et al., 1998).

Therefore, lower levels of job satisfaction are related to high levels of work stress (Landsbergis 1988; Terry et al. 1993). The results of some studies showed that there is a strong negative relationship between occupational stress and job satisfaction (Sweeney and Quirin, 2009; Lambert et al., 2009; Holdsworth & Cartwright, 2003). Laxman (2017) concluded that there is a negative correlation between job satisfaction and occupational stress among school teachers.

On the other hand, Ayupp and Nguok (2011) described that there is a significant and positive relationship between workplace stress sources and respondents' job satisfaction. As noted by Chandraiah et al. (2003), they identified a positive relationship between occupational stress and job satisfaction among older managers. So, some scholars stated that there is a positive relationship between job satisfaction and occupational stress in some professionals. A study by Sveinsdottir, Biering, and Ramel (2006) indicates that job satisfaction and occupational stress have an average interrelationship. So, according to some scholars, there is a negative relationship between occupational stress and job satisfaction.

Organizations must be concerned with ways to reduce or minimize the level of occupational stress for employee satisfaction. Otherwise, it creates job dissatisfaction. Some scholars have explained that there is a positive relationship between occupational stress and job satisfaction. With a positive impact, it provides benefits to both individuals and organizations. After considering both the positive and negative relationships, some scholars identified the relationship as an average relationship.

Some findings have proven occupational stress is the cause and job satisfaction is the result, but others say occupational stress is the result and job satisfaction is the cause. Somehow, both impacts influence employee and organizational success. So, there is not only a negative or positive relationship but also an average relationship between occupational stress and job satisfaction.

## **2.5. Summary**

This chapter attempts to provide relevant literature from various sources regarding the current study. It describes the conceptual framework, which includes both the dependent variable and the independent variable. There are many studies available with regard to job satisfaction and occupational stress. Definitions of occupational stress, sources of occupational stress, types, and impacts of occupational stress.

When focusing on the models which are related to occupational stress, there are basically two models that can be identified. The impact of occupational stress is not only limited to employee job satisfaction but also to various HR-related and health-related concepts. Job satisfaction is the other variable. This literature consisted of definitions of employee job satisfaction, determinants of job satisfaction, and the impact of job satisfaction. Further, the impact of both occupational stress and job satisfaction is also concerning.

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**BY A. L. A. ASOKA SIRIWARDANA**

**CHAPTER THREE (3)**

# CHAPTER THREE: CONCEPTUALIZATION AND RESEARCH METHODOLOGY

## 3.1. Introduction

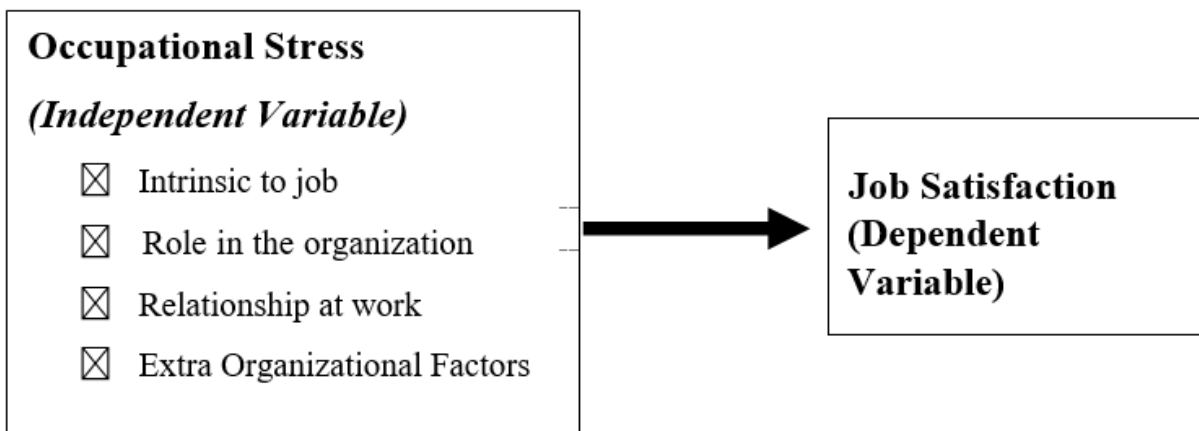
This chapter provides a comprehensive idea of the conceptualization of variables and the operationalization of the concepts. Further, this chapter illustrates the methodology for the research study. This includes the research approach and research methods.

## 3.2 Conceptual Framework

According to the Business Dictionary (2017), it is a theoretical structure of assumptions, principles, and rules that hold together the ideas comprising a broad concept. The main aim of this study is to explore the impact of occupational stress on job satisfaction among tea factory workers at ATF. The conceptual framework illustrates the relationship between the independent variable and the dependent variable. At present According to research, occupational stress is the independent variable, and job satisfaction is the dependent variable. The following figure (Figure 3.1) provides the conceptual framework of this study.

## 3.3 Conceptual Model

Figure 3.1: Conceptual Diagram



### 3.4 Hypotheses

Findings of the literature reveal the impact of occupational stress on job satisfaction.

Therefore, occupational stress has been identified as the independent variable and job satisfaction has been identified as the dependent variable. Based on this relationship given in the conceptual model the following hypotheses are developed for testing:

Hypothesis 1 (H1): There is a negative impact between occupational stress and job satisfaction

Hypothesis 2 (H2): There is a negative impact from intrinsic to job satisfaction

Hypothesis 3 (H3): There is a negative impact of roles in the organization on job satisfaction

Hypothesis 4 (H4): There is a negative impact of relationships at work on job satisfaction

Hypothesis 5 (H5): There is a negative impact from extra organizational factors on job satisfaction

### 3.5 Operationalization

In this section, variables, dimensions and indicators are operationalized as follows.

**Table 3.1: Operationalization**

Variable	Dimension	Indicators	Question No
Occupational Stress	Intrinsic to job	Poor physical working condition	6,7,8
		Work overload	9,10,11
	Role in organization	Role ambiguity	12,13,14
		Role conflicts	15,16,17
	Relationship at work	Poor relationship with supervisor	18,19,20
		Poor relationship with subordinates	21,22,23
	Extra organizational factors	Family problems	24,25,26
		Financial Difficulties	27,28,29

## **3.6 Research Approach**

Referring to the source of Uma and Roger (2009), the sample size for this survey is decided as 201 Tea Factory employees. The selection of a sample of Tea Factory employees will be done using the stratified sampling method, representing all three shifts of male and female employees. This study is conducted with a quantitative design to collect the primary data required for the study; a set of structured questionnaires will be distributed among them. Survey data was collected from conducting an interview with the respective people within the particular area of this study and the monthly production meetings and presentations.

The research mainly focuses on factories because they are the employees who have the highest stress at ATF. The population size is 800, and the sample is based on the size of the population. But 100% of the sample is difficult to handle. Therefore, 201 tea factory employees are taken as a sample. To collect the primary data a questionnaire will be provided to sample to collect the data. The reason is the busy schedule of the employees to achieve the targets. So, questionnaire is the easiest and best way to collect data compared to interviews and case studies.

### **3.6.1 Population and Sampling of the Sample**

In this discussion, we discuss the definition of population, the population of the research study, the definition of sampling, and the selected sample based on the criteria of the present research study.

#### **3.6.1.1 Population**

Population refers to “the entire group of people, events, or things of interest that the researcher wishes to investigate” (Sekaran 1992). The participants were the tea factory employees at ATF. According to the HR department, there are approximately 800 tea factory employees, when concern the all three shifts. The following table (Table 3.2) shows the population of the study.



**Table 3.2: Population of the Research**

<b>Shifts</b>	<b>No of tea Factory employees</b>	<b>Percentage (Approximately)</b>
Shift A	264	33
Shift B	280	35
Shift C	256	32
Total	800	100

**3.6.1.2 Sampling**

The population was obtained from the ATF. There are approximately 800 tea factory employees; all are considered for the survey, and 201 employees from that population are taken as the sample of the research. The sample is selected from the population under the stratified sampling method. The sample size of each shift is decided based on the percentage of the population. Besides, the following criteria were also considered when deciding the sample size:

1. Men and women in the sample of each shift should be approximately matched to the population of each shift.
2. A sample should be selected from the relevant shifts by someone who belongs to his or her own shift.

Finally, 201 tea factory employees have been selected from the population of 800. Table 3.3 represents the selected sample for the research.

**Table 3.3: Sample of the Research**

<b>Shifts</b>	<b>No of Tea Factory Employees</b>	<b>Percentage (Approximately)</b>
Shift A	66	33
Shift B	71	35
Shift C	64	32
Total	201	100

### **3.6.2 Data Collection**

This research is based on primary and secondary data. For this study, a questionnaire was the primary method of data collection. Secondary data was collected from the previous survey. Data was collected from conducting an interview with the respective people within the particular area of this study and the monthly production meetings and presentations.

As described in previous chapters, research consists of one independent variable and one dependent variable. The questionnaire consists of question items to measure these variables. The questionnaire for measuring occupational stress and job satisfaction of Tea Factory employees was developed by a researcher. It consists of 24 statements to measure various aspects of occupational stress and 6 statements to measure various aspects of job satisfaction.

### **3.6.3 Techniques of Data Analysis**

This study is of a quantitative nature. Variables were evaluated by percentage analysis, multiple regression analysis, and coefficient of correlation using the software SPSS version 21. Percentage analysis is used to calculate the impact of overall occupational stress on job satisfaction as a whole. To find the correlation between independent variables and dependent variables, correlation analysis is used, and multiple regression analysis is used for three purposes. In this research, multiple regression analysis is used. Furthermore, pie charts are used to show the distribution of data on demographic factors.

In brief, chapter four includes the Reliability Analysis, Univariate Analysis, Bivariate Analysis, Correlation Analysis. Regression Analysis. and hypothesis testing.

### **3.6.4 Methods of Measurement**

According to Sekaran (1992), a scale or level of measurement is the tool or mechanisms by which individuals are distinguished as to how they differ from one another on the variables of interest to study. There are four basic types of scale: nominal, ordinal, interval, and ratio. On a nominal scale, the researcher will be able to assign the variable to certain categories or groups.

An ordinal scale is logically rank-ordering the categories, groups, or reasons with regard to a variable in some meaningful way. The interval scale allows the logical distance between the categories, attributes, or groups of variables to be expressed in meaningful standard intervals. In addition, the ratio level possesses the added characteristic of an absolute empirical zero point, which is where there is a complete absence of the variable being measured. The variables of the study constitute the interval level of measurements. Table 3.4 denotes the measurement level of each variable.

**Table 3.4: Level of Measurement of the Variable**

<b>Variable</b>	<b>Level of Measurement</b>
Occupational Stress	Interval Scale
Job Satisfaction	Interval Scale
Gender	Nominal
Age	Nominal
Marital Status	Nominal
Service Period	Nominal
Educational Level	Nominal

### **3.6.4.1 Methods of Measuring Occupational Stress and Job Satisfaction**

Occupational stress is measured in terms of four dimensions, and there are 24 questions of negative nature. For job satisfaction, there are six questions of a positive nature in the questionnaire. Those questions are measured using five-point Likert scales, which are designed as follows:

The responses to all the questions in the questionnaire are tested using the 5-point Likert scale, which are designed as follows:

**Table 3.5: Scales for Statements**

<b>Scale</b>	<b>Point</b>
Strongly Agree	1
Agree	2
Neutral	3
Disagree	4
Strongly Disagree	5

### **3.7 Summary:**

This chapter first firstly described the conceptual framework of the research study. Secondly, describe the operationalization of the variables in the research study. Further, this chapter illustrated the research approach and methodology including population, sampling of the study, data collection, techniques of data analysis, level of measurement of the variables, and method of measuring the variables.

**IMPACT OF OCCUPATIONAL STRESS ON JOB  
SATISFACTION AMONG TEA FACTORY  
EMPLOYEES IN  
ATHUKORALA TEA FACTORY- ATF,  
GALLE, SRI LANKA**

**BY A. L. A. ASOKA SIRIWARDANA**

**CHAPTER FOUR (4)**

# **CHAPTER FOUR: DATA PRESENTATION, FINDINGS AND DISCUSSION**

## **4.1 Introduction**

Chapter five presents the results processed by the SPSS statistical software package version 21 (measuring descriptive analysis, correlation, regression, and reliability testing). This chapter provides answers to research objectives and tests the developed hypothesis through detailed analysis of the information collected through a questionnaire. The findings are analyzed to explain whether there is a positive or negative impact of occupational stress on job satisfaction. In brief, this chapter includes the analysis of reliability instruments, univariate analysis, bivariate analysis and hypothesis testing.

## **4.2 Frequency Distribution Analysis of Respondents by Their Personal Characteristics**

In this research, the data collected on the personal characteristics of respondents is presented and described as follows: These data were collected on the following personal characteristics:

- Gender
- Age
- Marital Status
- Service Period
- Level of Education

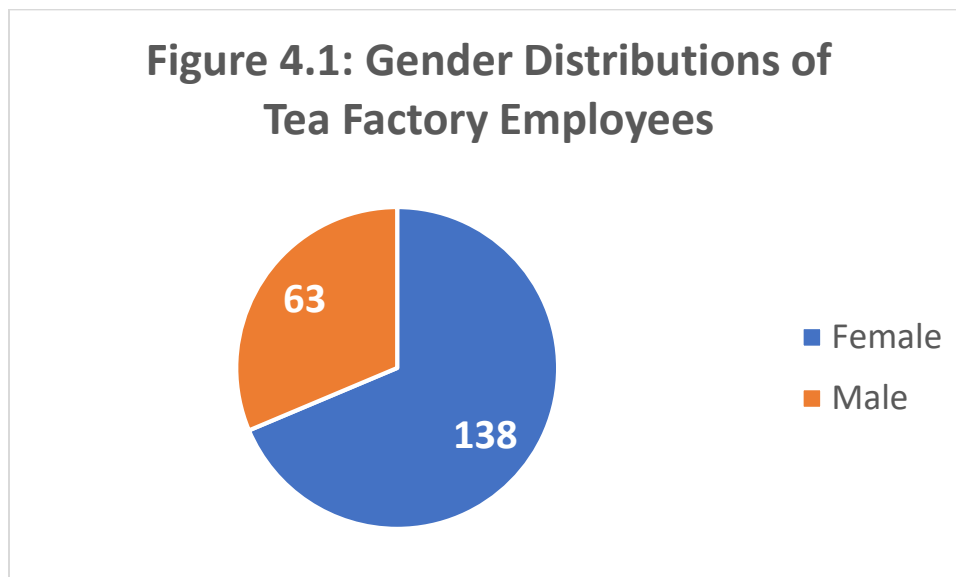
### **4.2.1 Gender**

A questionnaire was distributed among the Tea Factory employees, covering all three shifts. Among the 201 respondents, 138 were female and 63 were male. The percentages of female respondents were 68.7% and male respondents were 31.3%. Their gender distribution is shown in Table 4.1.

**Table 4.1: Gender Distribution of Tea Factory Employees**

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Female	138	68.7	68.7	68.7
Male	63	31.3	31.3	100.0
Total	201	100.0	100.0	

**Figure 4.1: Gender Distributions of Tea Factory Employees**



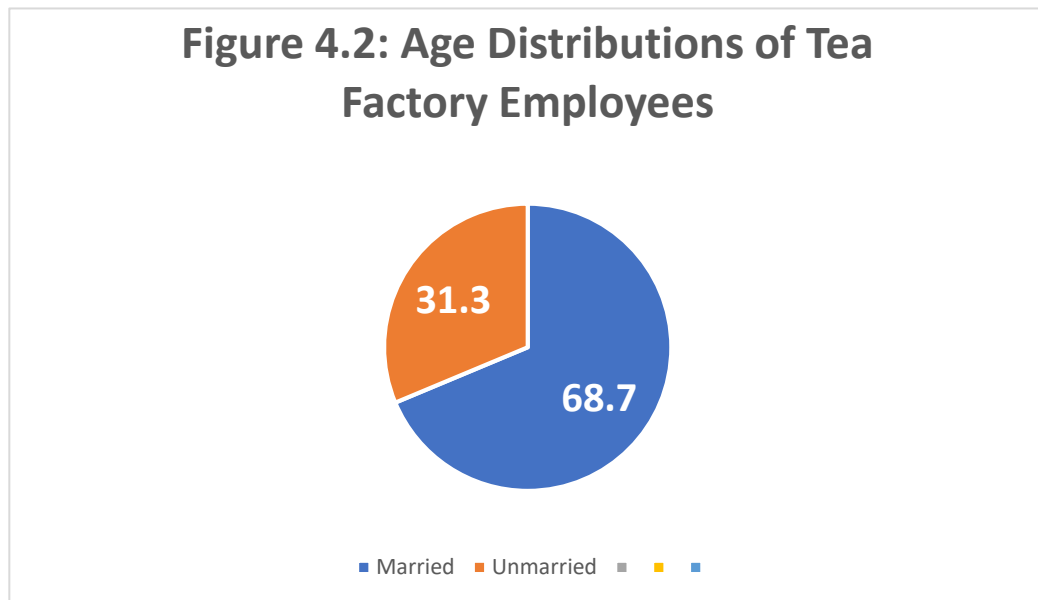
### 4.2.2 Age

Among the sample, 6% represent the employees who were below 20 years old, 49.3% represent the employees who were between 21 and 30 years old, 26.9% represent the employees who were between 31 and 40 years old, 10% represent the employees who were between 41 and 50 years old, and 8% represent the employees who were above 50 years old. Their age ranges are shown in Table 4.2.

**Table 4.2: Age Distribution of Tea Factory Employees**

Age Distribution	Frequency	Percent	Valid Percent	Cumulative Percent
Below 20	12	6.0	6.0	6.0
21-30	99	49.2	49.2	55.2
31-40	54	26.8	26.8	82.1
41-50	20	10.0	10.0	92.0
Above 50	16	8.0	8.0	100.0
Total	201	100.0	100.0	

**Figure 4.2: Age Distributions of Tea Factory Employees**





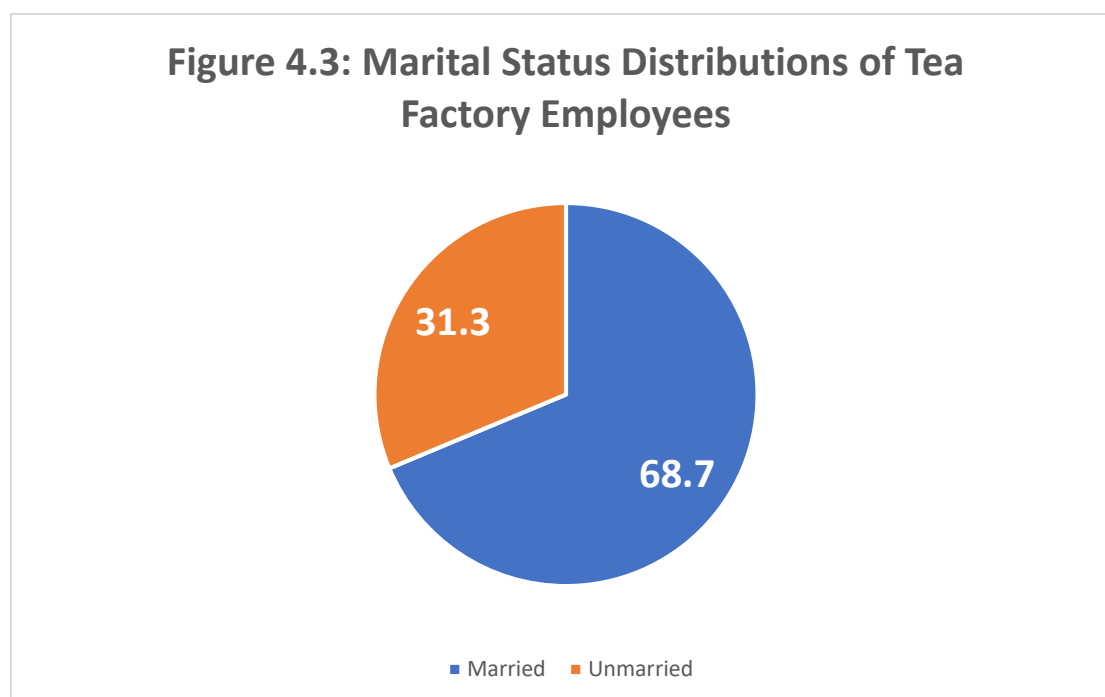
### 4.2.3 Marital status

Respondents were asked their marital status as married or unmarried. Among them, the majority were married, which represents 138 respondents (68.7%). The unmarried percentage was 31.3%, which represents 63 employees, and their marital status is shown in Table 4.3.

**Table 4.3: Marital Status Distributions of Tea Factory Employees**

<b>Marital Status</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Married	138	68.7	68.7	68.7
Unmarried	63	31.3	31.3	100.0
Total	201	100.0	100.0	

**Figure 4.3: Marital Status Distributions of Tea Factory Employees**



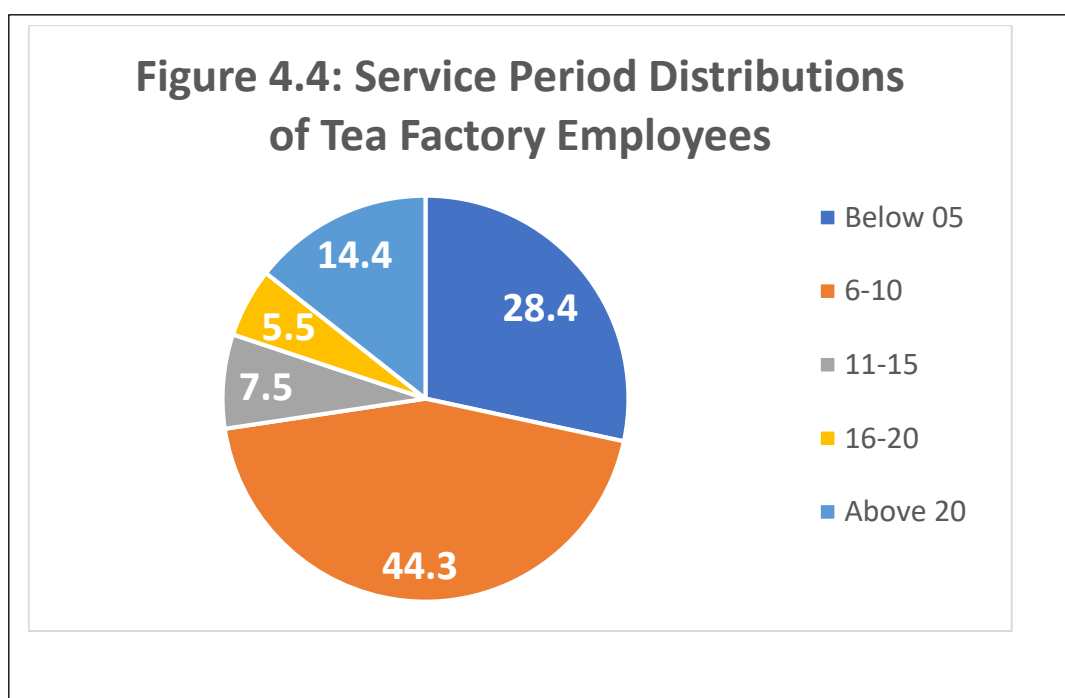
#### 4.2.4 Service Period

As elaborated in Table 4.4, among the 201 samples, 28.4 % represent the employees who have less than 5 years' service period, and 44.3% represent the employees who have experience between 6 and 10 years. Employees who have experience between 11 and 15 years are represented as 7.5%, 5.5% represent employees who have experience between 16 and 20 years, and employees who have more than 20 years are represented as 14.4%.

**Table 4.4: Service Period Distributions of Tea Factory Employees**

Service Period	Frequency	Percent	Valid Percent	Cumulative Percent
Below 05	57	28,4	28,4	28,4
6-10	89	44.3	44.3	72.6
11-15	15	7.5	7.5	80.1
16-20	11	5.5	5.5	85'6
Above 20	29	14.4	14.4	100.0
Total	201	100.0	100.0	

**Figure 4.4: Service Period Distributions of Tea Factory Employees**



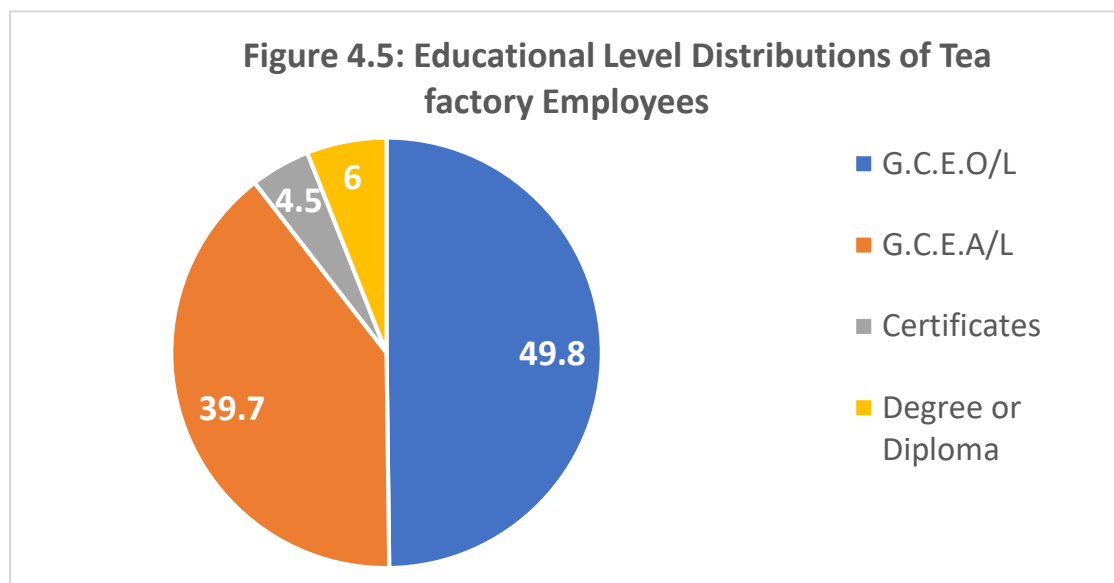
### 4.2.5 Level of Education

Here, we consider the higher level of education of the respondents. So, 49.4% represent the employees who complete only the G.C.E.O./L, and 39.8% represent the employees who complete up to the G.C.E.A./L. Furthermore, 4.5% represent employees who have certificates, and 6% represent employees who have a degree or diploma. The level of education is elaborated in Table 4.5.

**Table 4.5: Educational Distributions of Tea Factory Employees**

Educational Level	Frequency	Percentage	Valid Percent	Cumulative Percent
G.C.E.O/L	100	49.8	49.8	49.8
G.C.E.A/L	80	39.7	39.7	39.7
Certificates	09	4.5	4.5	4.5
Degree or Diploma	12	6.0	6.0	6.0
Total	201	100.0	100.0	

**Figure 4.5: Educational Level Distributions of Tea factory Employees**



### 4.3 Reliability Analysis

According to Sekaran (1992), reliability is "a test of how consistently a measuring instrument measures whatever concept it is measuring". Reliability is the degree to which measures are free from errors and bias. Therefore, consistent results are obtained over time and across situations. Reliability of an instrument is the ability to produce consistent results over time despite uncontrollable testing conditions and the state of the respondents themselves (Sekaran 1992).

**Table 4.6: Cronbach's Alpha Coefficients**

Reliability	Cronbach's Alpha	Reliability	No of Questions
Intrinsic to job	0.814	Reliable	6
Role in organization	0.829	Reliable	6
Relationship at work	0.843	Reliable	6
Extra organizational factors	0.862	Reliable	6
Job Satisfaction	0.739	Reliable	6

The inter item consistency reliability was examined with Cronbach's Alpha test. This test was carried out using 201 responses from the tea factory employees at ATF. The result of the Cronbach's Alpha test is given in Table 4.6, which suggests that the internal reliability of each variable is satisfactory or accepted as the value of the reliability is greater than 0.70.

### 4.4 Bivariate Analysis

The bivariate analysis includes the correlation analysis and the simple regression analysis, which were used to investigate any relationship between each of the occupational stress (intrinsic to the job, role in the organization, relationship at work, extra organizational factors) and job satisfaction.

#### 4.4.1 Correlation Analysis

Using Pearson's Product Moment Correlation with a one-tailed test of significance, the correlation analysis was made to investigate any relationship between occupational stress and job satisfaction.

**Table 4.7. Correlations Analysis**

		<b>OS</b>	<b>IJ</b>	<b>RO</b>	<b>RW</b>	<b>EOF</b>	<b>JS</b>
<b>OS</b>	Person Correlation	1	.816**	.857**	.790**	.833**	-.880**
	Sig.(1-tailed)		.000	.000	.000	.000	.000
	N		201	201	201	201	201
<b>IJ</b>	Person Correlation	.816**	1	.684**	.457**	.682**	-.788**
	Sig.(1-tailed)	.000	201	.000	.000	.000	.000
	N	201	201	201	201	201	201
<b>RO</b>	Person Correlation	.857**	.684**	1	.541**	.647**	-.751**
	Sig.(1-tailed)	.000	.000	201	.000	.000	.000
	N	201	201	201	201	201	201
<b>RW</b>	Person Correlation	.790**	.457**	.541**	1	.459**	-.601**
	Sig.(1-tailed)	.000	.000	.000	201	.000	.000
	N	201	201	201	201	201	201
<b>EOF</b>	Person Correlation	.833**	.682**	.647**	.459**	1	-.803**
	Sig.(1-tailed)	.000	.000	.000	.000	201	.000
	N	201	201	201	201	201	201
<b>JS</b>	Person Correlation	-.880**	-.788**	-.751**	-.601**	-.803**	1
	Sig.(1-tailed)	.000	.000	.000	.000	.000	201
	N	201	201	201	201	201	201

\*\* The correlation is significant at the 0.01 level (1-tailed).

According to the result of Pearson's correlation shown in Table 4.7, Pearson Correlation Coefficient of occupation stress is -.880 which is Negative.

It suggests that there is a negative impact between occupational stress and job satisfaction. The found impact is statistically significant at 0.01(1-tailed). Therefore, there is statistical evidence to claim that occupational stress and job satisfaction are negatively related.

At the beginning, researcher expected that there is a significant impact between the occupational stress and job satisfaction. Accordingly, the researcher can accept the H1. Pearson Correlation Coefficient of intrinsic to job is -.788, role in the organization is -.751, relationship at work is -.601 & extra organizational factors is -.803 which is Negative in statistically significant at 0.01 (1-tailed). It shows that there are negative impact on intrinsic to job & job satisfaction, role in the organization & job satisfaction, relationship at work & job satisfaction & finally extra organizational factors & job satisfaction. Therefore, H2, H3, H4 & H5 are accepted.

At the beginning, researchers expected that there would be a significant impact between occupational stress and job satisfaction. Accordingly, the researcher can accept the H1. Pearson Correlation Coefficient of intrinsic to job is -.788, role in the organization is -.751, relationship at work is -.601, and extra organizational factors are -.803, which is negative and statistically significant at 0.01 (1-tailed). It shows that there is a negative impact on factors intrinsic to the job and job satisfaction, role in the organization and job satisfaction, relationship at work and job satisfaction, and finally, extra organizational factors and job satisfaction. Therefore, H2, H3, H4, and H5 are accepted.

#### **4.4.2 Regression Analysis**

A simple regression analysis was made to determine the impact between the following set of variables:

1. Occupational stress and job satisfaction
2. Intrinsic to job and job satisfaction
3. Role in the organization and job satisfaction
4. Relationship, work, and job satisfaction
5. Extra organizational factors and job satisfaction

#### 4.4.2.1 Occupational Stress & Job Satisfaction

**Table 4.8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880 <sup>a</sup>	.775	.774	.28977

a. Predictors: (Constant), OS

Table 4.8 describes the results of the regression analysis of the respondents in terms of R (Correlation Co-efficient), R<sup>2</sup> (Explanatory power of independent variables) and the incremental value of R<sup>2</sup>. In the above table R<sup>2</sup>= 77.4%. This indicates that the independent variables (intrinsic to job, role in organization, relationship at work and extra organizational factors) explain 77.4% of the occupational stress (Job Satisfaction) and only 22.6% factors are there which tend to have an effect on job satisfaction but are not identified in this study.

**Table 4.9: ANOVA Table**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	57.588	1	57.588	685.488	.000 <sup>b</sup>
1 Residual	16.709	199	.084		
<b>Total</b>	<b>74.267</b>	<b>200</b>			

a. Dependent Variable: JS

b. Predictors: (Constant), OS

According to the above 4.9 table significance is less than to the level of 5% (0.05), It supports that there is a significant impact of occupational stress on job satisfaction.

Table 5.0 Coefficients

a. Dependent Variable: JS

This test statistic showed that the constant b value is 6.093 and the b value for occupational stress is -.969, which is significant at 1% (Sig. T = 0.000). It indicates that when occupational stress increases by one unit, job satisfaction will decrease by .969. Therefore, according to the results of the test, H1 is accepted. Hence, the data support the hypothesis that there is a negative impact of occupation stress on job satisfaction among tea factory employees”.

#### 4.4.2.2 Intrinsic to Job, Role in Organization, Relationship at Work and Extra Organizational Factors and Job Satisfaction

**Table 4.10: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.898a	.806	.802	.27123

According to Table 4.7, R square is 80.6%. It indicated that all the independent variables (intrinsic to the job, role in the organization, relationship at work and extra organizational factors) together explain the dependent variable (Job Satisfaction) by 80.6%.

**Table 4.11: ANOVA Table**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	57.588	1	57.588	685.488	.000 <sup>b</sup>
2 Residual	16.709	199	.084		
<b>Total</b>	<b>74.267</b>	<b>200</b>			

a. Dependent Variable: JS

b. Predictors: (Constant), OS

According to the above 4.9 table significance is less than to the level of 5% (0.05), It supports that there is a significant impact of occupational stress on job satisfaction.



**Table 4.12: ANOVA Table**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	59.848	1	14.962	203.381	.000 <sup>b</sup>
Residual	14.419	199	.074		
<b>Total</b>	<b>74.267</b>	<b>200</b>			

a. Dependent Variable: JS

b. Predictors: (Constant), EOF, RW, IJ, RO

According to the above table significance is less than to the level of 5% (0.05), therefore it can be concluded that as a whole conceptual framework (model) is acceptable.

**Table 4.13: Coefficients Table**

<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>	<b>95.0% Confidence Interval for B</b>	
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>			<b>Lower Bond</b>	<b>Upper Bond</b>
1 Constant)	6.097	.083		73.812	.000	5.934	6.259
IJ	-.380	.058	-.314	-6.546	.000	-.495	-.266
RO	-.182	.046	-.192	-.3988	.000	-.271	-.092
RW	-.127	.027	-.178	-4.685	.000	-.181	-.074
EOF	-.336	.040	-.383	-8.303	.000	-.416	-.256

a. Dependent Variable: JS

Equation of multiple regression analysis

Y= Dependent variable (Occupational Stress) x- Independent Variables

- Intercept (Constant)

- Reflects the effect on Y when x1, x2, x3... x6 increases by 1 unit

As per the results of the regression analysis between the two variables (intrinsic to job and job satisfaction), the regression coefficient (b) is  $-.380$ , which is significant at 1% (Sig. T = 0.000). Therefore, according to the results of the test, H2 is accepted. Hence, the data support the hypothesis that there is a negative impact on job-to-job satisfaction among tea factory employees”.

Secondly, in the regression analysis between the two variables (Role in the organization and job satisfaction) the regression coefficient (b) is  $-.182$ , which is significant at 1% (Sig. T = 0.000). Therefore, according to the results of the test, H3 is accepted. Hence, the data support the hypothesis that there is a negative impact of roles in organization to job satisfaction among tea factory employees.

Thirdly, as per the results of the regression analysis between the two variables (relationship at work and job satisfaction), the regression coefficient (b) is  $-.127$ , which is significant at 1% (Sig. T = 0.000). Therefore, according to the results of the test, H4 is accepted. Hence, the data support the hypothesis that there is a negative impact of the relationship at work on job satisfaction among tea factory employees.

Finally, as per the results of the regression analysis between the two variables (external organizational factors), the regression coefficient (b) is  $-.336$ , which is significant at 1% (Sig. T = 0.000). Therefore, the H4 is accepted. Hence, the data support the hypothesis that there is a negative impact of extra organizational factors on job satisfaction among tea factory employees.

#### **4.5. Findings and discussion of the Study**

This includes a discussion on the demographic characteristics of the respondents and the impact of occupational stress on job satisfaction. Moreover, specific objectives were to investigate the impact of factors intrinsic to the job role in organization, relationship at work, and extra organizational factors on job satisfaction separately.

#### **4.5.1. Discussion on the Demographic Characteristics**

This study explored the demographic profiles, including five characteristics (gender, age, marital status, service period, and level of education), of tea factory employees at ATF. 201 questionnaires were distributed among the three shifts, and the analysis was done based on their responses.

Among the respondents, the majority was female, and the number of females in the sample was 138, while the number of males was 63. When concerned about their percentages, 68% were female and 31% were male. Based on our analysis, we can recognize that the female amount is greater than the double amount from the male.

The age of the tea factory employees is categorized into five categories: below 20 years, between 21 to 30 years, between 31 to 40 years, between 41 to 50 years, and above 50 years. According to the sample, I identified the age distribution of the tea factory employees. Majority of the employees (49.3%) was in the age between 21 to 30 years while minority was (6%) in the age below 20 years. Among the other respondents, 26.9% respondents were in the age between 31 to 40 years and 10% represents the age between 41 to 50 years while 8% respondents were in the age above 50 years. According to the results of the frequency distribution of marital status of the tea factory employees, I have recognized that the majority were married, and the present is 68.7%. The unmarried percentage was 31.3% in the sample. So, the opinion is that the majority of employees are married.

When we consider the service period of the tea factory employees, there are five choices for the respondents. The highest percentage was 44.3%, and it represents the service period between 6 to 10 years the lowest percentage was 5.5%, and it symbolizes the service period between 16 to 20 years. Furthermore, 28.4% of respondents have the service period below 5 years. Employees who have a service period between 11 to 15 years are represent 7.5%, while 14.4% represents the employees who have the service period more than 20 years.

Based on the statistical data, the majority of employees have completed only up to the G.C.E. O/L examination, and the percentage was 4.8%. Employees who have completed only up to the G.C.E. A/L examination had a percentage of 39.8%. The minority was 4.5%, which represents the employee who has a certificate, while the other 6% represents the employee who has a degree or diploma. There is a negative impact between occupational stress and job satisfaction

The first objective of this study was to find out the impact of occupational stress on job satisfaction among tea factory employees at ATF. According to the data analysis presented in this chapter, it was found that there is a negative impact between occupational stress and job satisfaction at ATF. The correlation between these two variables was  $-.880$ , which is significant at the 0.000 level. Hence, it can be concluded that there is a strong negative impact of occupational stress on job satisfaction. Further, according to the simple regression analysis occupational stress was found to have a negative impact on job satisfaction with a strength value of  $-.969$ . It can be concluded that this discussion does support and agree with the findings in the literature. Apart from that, it should be noted that the overall objective of the study was to identify the impact of occupational stress on job satisfaction.

According to past literature, job satisfaction and job stress have an inverse impact. (Sullivan & Bhagat, 1992). Fogarty (1996) also noted that there is a negative relationship between occupational stress and job satisfaction. Moreover, Fairbrother and Warn (2003) also proved that job satisfaction negatively relates to occupational stress. If an employee has low occupational stress, he has more job satisfaction than the employee who has high occupational stress (Johnson et al., 2005; Munro et al., 1998). Therefore, lower levels of job satisfaction are related to high levels of work stress (Landsbergis, 1988; Terry et al. 1993).

The results of some studies showed that there is a strong negative relationship between occupational stress and job satisfaction (Sweeney and Quirin, 2009; Lambert et al., 2009; Holdsworth & Cartwright, 2003). So, we can identify occupational stress and job satisfaction have not only a negative impact but also a strongly negative one. Based on the past findings, it can be decided as findings of this study match the past literature. Therefore, a tested hypothesis is proven from these findings.

### **There is a negative impact of intrinsic to job on job satisfaction**

The first specific objective was to determine the impact of intrinsic to job on job satisfaction of the employee. It was observed that there is a negative impact on intrinsic to job to job satisfaction, according to the analysis carried out. The correlation coefficient for these variables was  $-.788$ , and the regression analysis result was  $-.380$ , which is significant at  $0.000$  levels. So, this study found that intrinsic to the job are significantly and negatively influence on job satisfaction. This implies that ventilation and other sanitation facilities and equipment are insufficient and have low acceptance among the tea factory employees. Moreover, they have to face work overloads, and they have no proper programmes to prevent workplace accidents and other hazards.

### **There is a negative impact of role in the organization on job satisfaction.**

The second specific objective was to identify the impact of roles in the organization on the job satisfaction of the employees. The Pearson correlation was  $-.751$ , which is significant at the  $0.000$  level, and the regression analysis results were  $-.182$ , indicating that there is a significant impact between these two variables. This denotes that a study proved that a role in the organization has a significant impact on job satisfaction, and it is a negative effect. This indicates that there are role ambiguities on tasks and that employees have role conflicts.

### **There is a negative impact of relationships at work on job satisfaction.**

The third specific objective was to examine the impact of relationships from work to job satisfaction of the employees. Pearson correlation was  $-.601$ , which is significant at  $.000$  levels, and the regression analysis result was  $-.127$ , proving that there is a significant negative impact between these two variables. Analysis revealed that relationships at work drastically influence job satisfaction. This indicates a lack of support from the supervisor as well as the subordinates to do the tasks and a lack of interrelationships among the employees.

### **There is a negative impact of extra organizational factors on job satisfaction**

The fourth specific objective was to investigate the impact of additional organizational factors on the job satisfaction of employees. The correlation coefficient for these variables was  $-.803$ , which is significant at  $.000$  levels. The result from the simple regression was  $-.336$ . This proved that there is an inverse impact of extra organizational factors on job satisfaction. This denotes that, they have to face family problems with the workplace problems, and organization not provide a sufficient amount of salary and other monetary benefits.

## **4.6. Summary**

Through the process of empirical data analysis and presentation in this chapter, it was discovered that there is a negative impact of occupational stress on job satisfaction among tea factory employees at ATF. The demographic characteristics of the sampled employees were analyzed individually. The conceptual model was developed based on the results and applying the statistical method of Pearson's correlation coefficient. Based on these analysis and findings, the research comes to the conclusion and recommendation part of the following chapter.

**IMPACT OF OCCUPATIONAL STRESS ON JOB  
SATISFACTION AMONG TEA FACTORY  
EMPLOYEES IN  
ATHUKORALA TEA FACTORY- ATF,  
GALLE, SRI LANKA**

**BY A. L. A. ASOKA SIRIWARDANA**

**CHAPTER FIVE (5)**

## **CHAPTER FIVE: CONCLUSION AND RECOMMENDATION**

### **5.1. Introduction**

This chapter presents the conclusions arrived at based on the data analyzed. Recommendations are also given to solve the problematic situations associated with carrying out this study.

### **5.2. Conclusion**

The primary purpose of this study was to find out the impact of occupational stress on job satisfaction among tea factory employees at ATF. Based on the analysis, the following conclusions are made: Intrinsic to the job role in the organization, relationships at work and extra organizational factors negatively and strongly impact occupational stress on job satisfaction. Therefore, occupational stress is a significant element in determining the job satisfaction of the employee. So, finally, we can identify that not only occupational stress but also factors intrinsic to the job role in the organization, relationships at work, and extra organizational factors are the elements that determine job satisfaction. So that company should be concerned with taking these elements back to a productive level by providing better solutions for problems identified throughout this research. Changing the current situation of the organization is essential since a mentally healthy workforce and satisfied employees are true competitive advantages as they contribute towards achieving the goals of the organization.



### 5.3 Recommendation

1. It was found that the majority of the sample workers were from the female married category. Hence, necessary steps to be taken to provide them a day care center facility with a learning background to keep their kids in a safe and learning environment.
2. Provide an inclusive vision- to provide them with a sense of purpose and meaning in their work. Offer employees a strong vision and goals for their work and increase their sense of belonging and loyalty to organization.
3. According to the study, the service period of the majority of workers was equal to or less than 6–10 years. Workers should be paid based on their service period as a way to reduce stress.
4. Keep compensation and benefits: pay employees a fair, growing wage.
5. Introduce a team-based performance incentive system to increase moral and team spirit of the production lines employees.
6. Recognize and reward employees- Show employees they are valued and appreciated by offering them real-time recognition that celebrates their successes. and their efforts (reward best performance and best attendance).
7. Prioritize employee happiness. Happiness may sound a bit soft to many executives, but the numbers behind it are anything. Employee happiness is a key indicator of job satisfaction, absenteeism, turnover, and alignment. In practical terms, television in the canteen must be used during dress-downs, gym trips, zumba programs, annual get-togethers, and sporting events to reduce stress.
8. Demonstrate and cultivate respect- Find ways to cultivate and nurture respect in the workplace and it will pay off in higher retention and reduce voluntary turnover.
9. Proper air conditioning facilities are provided in each area of the factory plant.
10. Take the necessary actions to provide quality food worthy of human consumption.
11. The number of washrooms or toilets should be compatible with the number of employees.
12. Make opportunities for development and growth. Promotion prospects must be given based on service and talent, not on different perceptions.
13. Encourage group culture to develop strong interrelationships among workers.

14. Treating employees in a friendly manner

## **5.4. Summary**

This chapter included all the conclusions arrived at by referring to the analyzed data and also presented some recommendations for improving problematic situations.

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**APPENDICES**

**APPENDIX 1: QUESTIONNAIRE ENGLISH**  
**SURVEY TO STUDY THE IMPACT OF OCCUPATIONAL STRESS ON JOB**  
**SATISFACTION AMONG TEA FACTORY EMPLOYEES IN**  
**ATHUKORALA TEA FACTORY- ATF**

I am currently pursuing my PhD in Sociology at a foreign university and am in the process of writing my dissertation.

I am conducting this research to fulfill a requirement of my PhD program and the purpose of this research is to observe the effect of job stress on the job satisfaction of employees in Athukorala Tea Factory.

This questionnaire is provided to you for study purpose only and your cooperation is highly appreciated. I am committed to protecting the credibility of the information you provide while thinking it will be of great help to the success of this study.

I appreciate your assistance in this important endeavor.



## PART ONE: PERSONAL INFORMATION

Select the most suitable preference (x) for you.

### 1. Sex:

Female	
Male	

### 2. Age:

Below 20 Years	
Between 21 and 30 years	
Between 31 and 40 Years	
Between 41 and 50 Years	
Above 50 Years	

### 3. Marital Status:

Married	
Unmarried	

### 4. Service Period:

Below 05 Years	
Between 06 and 10 Years	
Between 11 and 15 Years	
Between 16 and 20 Years	
Above 20 Years	

**5. Educational Level:**

G.C.E. O/L or up to G.C.E. O/L	
G.C.E. A/L	
Certificates	
Degree or Diploma	

## PART TWO: OCCUPATIONAL STRESS

Select the most suitable preference (x) for you.

	Statements	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
6	The work environment does not adequately provide ventilation and other sanitation.					
7	I am not happy about equipment availability and condition of machines					
8	My organization has no programmes to prevent employees from workplace accidents					
9	The amount of work required to do in my job is unreasonable					
10	I feel tired, due to the overload of tasks					
11	The amount of work I am required to do seems to be increasing all the time					
12	I am confused, since I am not given correct information about the goals and objectives of my department					
13	My duties have not been specified / clearly stated, there are confusion about the work					
14	I am unclear to whom I report and/or who reports to me					
15	In performing tasks, I often face problems related to my job					

16	I regularly receive conflicting requests at work from two or more people					
17	Sometimes I am criticized by one supervisor for doing something ordered by another supervisor					
18	My supervisor does not advise me on the roles I need to work out, and guidance is not done properly					
19	My supervisor is reluctant to receive enough information about my job performance					
20	Supervisor's support for my work is less					
21	Subordinators are not supporting me to do my work easily					
22	I am not getting a good cooperation from my subordinates					
23	I do not like the people who are working with me					
24	I have to miss important personal activities due to the amount of time I spend working					
25	My job makes it difficult to maintain the kind of personal life I would like					
26	Problems at work makes me irritable at home					
27	The company not provides me enough fringe benefits to make my life better					
28	I am not having a proper salary scale for my contribution towards the organization					
29	I am not delighted with the other monitory benefits (Bonus/OT)					

### PART 03: EMPLOYEE JOB SATISFACTION

	<b>Statements</b>	<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>NEUTRAL</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>
30	I am satisfied with the way in which organization provides me benefits in achieving my economic development.					
31	Responsibilities are sufficient to carry out the tasks assigned to me.					
32	I am not feeling pressure in doing my assigned tasks					
33	I feel a great sense of personal satisfaction, though I work so hard					
34	Facilities placed in the factory are in proper condition / standard which makes me easy to get the daily production goals assigned to me					
35	I am fit enough to put my fullest effort on achieving organizational goals and objectives					

## APPENDIX 2: QUESTIONNAIRE SINHALA

### ඇමුණුම 1

#### රැකියා ආතතිය මගින් රැකියා තෘප්තිය කෙරෙහි ඇති බලපෑම අධ්‍යයනය කිරීමේ සමීක්ෂණය

මම දැනට විදේශීය විශ්වවිද්‍යාලයක සමාජ විද්‍යාව පිළිබඳ ආචාර්ය උපාධිය හදාරමින් සිටින අතර ඊට අදාළ නිබන්ධනය ලිවීමේ ක්‍රියාවලියෙහි නිරත වෙමින් සිටිමි.

මාගේ ආචාර්ය උපාධි වැඩසටහනේ අවශ්‍යතාවක් සපුරාලීම සඳහා මම මෙම පර්යේෂණ සිදු කරන අතර මෙම පර්යේෂණයෙහි අරමුණ වන්නේ අතුකෝරාල තේ කම්හලෙහි සේවකයන්ගේ රැකියා තෘප්තිය මත රැකියා ආතතියෙහි බලපෑම කෙබඳු ද යන්න නිරීක්ෂණය කිරීමයි.

මෙම ප්‍රශ්නාවලිය ඔබ වෙත ලබා දෙනුයේ හුදෙක් අධ්‍යයනය අරමුණක් සඳහා වන අතර ඒ සඳහා ඔබ දක්වන සහයෝගය ඉතා අගය කොට සලකමි. එය මෙම අධ්‍යයනය සාර්ථක කර ගැනීමට විශාල පිටුවහලක් වනු ඇතැයි සිතන අතරම ඔබ විසින් ලබා දෙන තොරතුරු පිළිබඳ විශ්වසනීයත්වය ආරක්ෂා කිරීමට මම බැඳී සිටිමි.

මෙම වැදගත් කාර්යය සඳහා ඔබ දක්වන සහාය අගය කරමි.

**කොටස 01 : පෞද්ගලික තොරතුරු**

පහත ප්‍රශ්න සඳහා වඩාත් ම ගැළපෙන පිළිතුර සඳහා (X) ලකුණ යොදන්න.

1. ස්ත්‍රී / පුරුෂභාවය:

ස්ත්‍රී	
පුරුෂ	

2. ඔබගේ වයස් පරාසය වනුයේ:

අවුරුදු 20 ට අඩු	
අවුරුදු 21 – 30 අතර	
අවුරුදු 31 – 40 අතර	
අවුරුදු 41 – 50 අතර	
අවුරුදු 50 ට වැඩි	

3. විවාහක/ අවිවාහක භාවය:

විවාහක	
අවිවාහක	

4. මෙම ආයතනයේ සේවා කාලය:

අවුරුදු 05 ට අඩු	
අවුරුදු 05 – 10 අතර	
අවුරුදු 11 – 15 අතර	
අවුරුදු 16 – 20 අතර	
අවුරුදු 20 ට වැඩි	

5. ඔබගේ අධ්‍යාපන මට්ටම වනුයේ:

අ. පො. ස. (සා .පෙළ) හෝ ඒ දක්වා	
අ. පො. ස. (උ . පෙළ)	
සහතිකපත්‍ර පාඨමාලා	
ඩිප්ලෝමා හෝ උපාධි	



**කොටස 02 : වෘත්තීයමය ආතතිය**

ඔබට වඩාත් ම ගැලපෙන වරණය සඳහා ( X) ලකුණ යොදන්න.

	ප්‍රකාශනයන්	කිසි සේත් එකඟ නොවේ	එකඟ නො වේ	සාමා න්‍යය	එකඟ වෙමි	දැඩිව එකඟ වෙමි
6	වැඩ පරිසරය මඟින් වාතාශ්‍රය හා අනෙකුත් සනීපාරක්ෂක අවශ්‍යතා ප්‍රමාණවත් ව නො ලැබේ.					
7	භාවිතයට ඇති යන්ත්‍ර සූත්‍ර සහ ඒවායේ තත්ත්වයන් පිළිබඳ මා සෑහීමකට පත් වන්නේ නැත.					
8	මගේ ආයතනය තුළ සිදු වන සේවක අනතුරු වලින් සේවකයින් වළක්වා ගැනීමට වැඩපිළිවෙළක් නැත.					
9	මගේ රැකියාව තුළ කළ යුතු වැඩ ප්‍රමාණය සාධාරණීකරණය කළ නො හැක.					
10	මාගේ හැකියාව/ ධාරිතාව ඉක්මවූ කාර්යයන් ප්‍රමාණයක් මා හට පැවරී ඇති නිසා කාර්යයන් සිදු කිරීම වෙහෙසකාරී වේ.					
11	මා හට කිරීමට ඇති වැඩ ප්‍රමාණය සෑම විටම වැඩි වේ.					
12	මගේ දෙපාර්තමේන්තුවේ අරමුණු හා අරමුණු පිළිබඳව නිවැරදි තොරතුරු ලබා නො දීම නිසා මම ව්‍යාකූල වී සිටිමි.					
13	මගේ රාජකාරි නිශ්චිතව සඳහන් කර හෝ පැහැදිලිව සඳහන් කර නොමැති හෙයින් වැඩ පිළිබඳ ව්‍යාකූලත්වයක් ඇත.					
14	මා වාර්තා කරන්නේ කවුරුත් වෙතට ද යන්න හෝ මා වෙත වාර්තා කරන්නේ කවුරුන්දැයි යන්න අපැහැදිලි ය.					

15	කාර්යයන් ඉටු කිරීමේ දී, මම බොහෝ විට මගේ රැකියාවට සම්බන්ධ ගැටලු වලට මුහුණ දෙමි.					
16	මම වැඩ කරන විට දෙන්නෙක් හෝ ඊට වැඩ පිරිසකගෙන් ගැටුම්කාරී ඉල්ලීම් නිතරම ලැබෙනවා					
17	සමහර විට මම එක් අධීක්ෂකයකු නියෝග කළ දෙයක් කිරීම නිසා තවත් අධීක්ෂකයකු විසින් විවේචනයට ලක් කළ අවස්ථා ඇත.					
18	මගේ අධීක්ෂකයා විසින් මට වැඩ කිරීමට අවශ්‍ය භූමිකාවන් පිළිබඳ උපදෙස් ලබා නො දෙන අතර මග පෙන්වීම ද නිසි පරිදි සිදු නො කරයි.					
19	මගේ වැඩ අධීක්ෂකයා මගේ කාර්ය සාධනය ගැන ප්‍රමාණවත් තොරතුරු ලබා ගැනීමට මැලිකමක් දක්වයි.					
20	මගේ වැඩ සඳහා අධීක්ෂකගේ සහාය අඩුය.					
21	මගේ කාර්යන් පහසුවෙන් කිරීම සඳහා මගේ සහායකයන් මට සහයෝගය නො දක්වයි					
22	මගේ සහායකයන්ගෙන් හොඳ සහයෝගයක් ලැබෙන්නේ නැත					
23	මා සමඟ වැඩ කරන මිනිසුන්ට මා කැමති නැත					
24	මම වැඩ කරන කාලය නිසා වැදගත් පෞද්ගලික ක්‍රියාකාරකම් මග හැරී යයි					
25	මගේ රැකියාව විසින් මගේ පෞද්ගලික ජීවිතය පවත්වා ගෙන යාම අපහසු කරවයි					
26	ආයතනයේ ඇති වන ගැටලු නිසා නිවසේ දී මා කෝපයට පත් වේ					
27	මගේ ජීවිතය වඩා යහපත් කිරීම සඳහා සමාගම ප්‍රමාණවත් පරිදි අමතර වාසි ලබා නො දෙයි					
28	මාගේ සේවයට ගැළපෙන පරිදි ක්‍රමවත් වැටුප් ක්‍රමවේදයක් ආයතනය මගින් ලබා නො දෙයි					
29	අනිකුත් ප්‍රතිලාභ ගැන මම සතුටු නො වෙමි. (ප්‍රසාද දීමනා / අතිකාල දීමනා)					

**කොටස 03 : රැකියා තෘප්තිය**

	ප්‍රකාශනයන්	කිසිසේත් එකඟ නොවේ	එකඟ නො වේ	සාමා න්‍යය	එකඟ වෙමි	දැඩිව එකඟ වෙමි
30	මගේ ආර්ථික සංවර්ධනය ළඟා කර ගැනීම සඳහා මට ප්‍රතිලාභ ලබා දෙන ආකාරය පිළිබඳ මම සැහීමකට පත් වෙමි					
31	මා හට ලබා දී ඇති වගකීම්, කාර්යන් සාර්ථකව ඉටු කිරීමට ප්‍රමාණවත් වේ.					
32	මා හට පවරා ඇති රාජකාරි ඉටු කිරීමේ දී මට පීඩනයක් නො දැනේ.					
33	මම වෙහෙස මහන්සි වී වැඩ කළ ද, එමගින් මට පෞද්ගලික තෘප්තිය හැඟීමක් දැනෙයි.					
34	කර්මාන්ත ශාලාවේ තබා ඇති පහසුකම් නිසි තත්ත්ව / ප්‍රමිතියක ඇති නිසා මට දිනපතා නිෂ්පාදන ඉලක්ක ලබා ගැනීම පහසුයි.					
35	සංවිධානයේ අරමුණු සාක්ෂාත් කර ගැනීම සඳහා මගේ උපරිම ශක්තිය යෙදවීමට තරම් ශක්තියක් ඇත.					