BEHAVIOURIAL CONSEQUENCES CREATING AN IMPACT ON WORK-LIFE

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ABSTRACT

The present study was under taken in order to find out the behavioral consequences of the employees working in IT sector.

Stress at work, as shown by a number of human studies, may lead to a variety of negative and durable effects, such as impaired psychological functioning (anxiety, depression…).

Horses share with humans this characteristic of working on a daily basis and are submitted then to work stressors related to physical constraints and/or more "psychological" conflicts, such as potential controversial orders from the riders or the requirement to suppress emotions.

On another hand, horses may perform abnormal repetitive behaviour ("stereotypes") in response to adverse life conditions. In the present study, we investigated whether the type of work the horses are used for may have an impact on their tendency to show stereotypic behaviour (and its type) outside work.

Work constraints probably added to unfavorable living conditions, favoring the emergence of chronic abnormal behaviour.

 This is especially remarkable as the 23 hours spent in the box were influenced by the one hour work performed every day. It raises an important line of thought on the chronic impact of the work situation on the daily life of individuals.

Survey is done within the sector. The sample size is 150. The data was collected by administering questionnaire and by adopting direct personal contact method.

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Collections of data were analyzed and tabulated in a sequential manner and the interpretations are given along with the tabulation. Conclusion and suggestions are also found in order improve the sector to reduce stress, absenteeism, turnover

KEY WORDS: Stress, Tardiness, Culture, Domain, Motivation, Depression, Work nature.

INTRODUCTION

Mortality and aging processes interact to influence death anxiety and death reflection similarly behavioral consequences may create an impact on work – life.

There are two core classes of work behavior:

(i)   Withdrawal behaviour which involve behavioral disengagement from work through absenteeism, tardiness and turnover.

(ii)   Generative behaviour which are actions taken to make meaningful lasting contributions that benefit other people and groups.

These two kinds of behaviour focus on destructive versus constructive implications for job performance. Researchers have found that withdrawal behaviour is often driven by stress and negative emotions, whereas generative behaviors are often driven by the desire to help others.

STRESS RELATED WITHDRAWAL BEHAVIOUR AT WORK:

Stress and strain can result feelings of emotional exhaustion. This is normally caused by behaviors such as absenteeism and tardiness since employees lack the emotional energy to attend work or find them distracted from work related thoughts.

Different employees may display different pattern of responses. Generative behaviour is likely to trigger pro-social motivation which has been linked to high levels of generative behaviour such as helping, mentoring initiative and effort in tasks that benefit others.

Generative behaviour normally affects the employees within or outside the domain of work. Employees with career and calling orientations on the other hand will choose to express their pro- social motivations in the work domain.

These employees invest their identities more strongly in work than job oriented employees.

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RULE VIOLATIONS:

Organizational actions are shaped by a variety of rules formalized prescription and proscriptions about appropriate actions. Rules can range from internally developed policies and standard operating procedures that are typically idiom syncretism and organization specific to externally mandated law and regulations that apply uniformly to populations of organization. Employees normally violate organizational rules in order to achieve the goals.
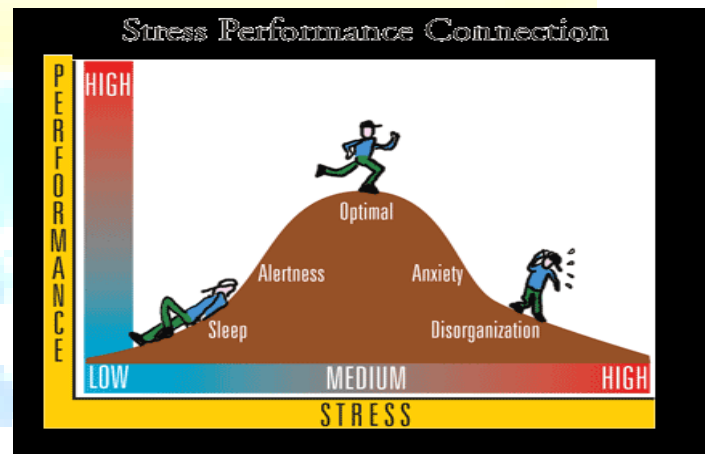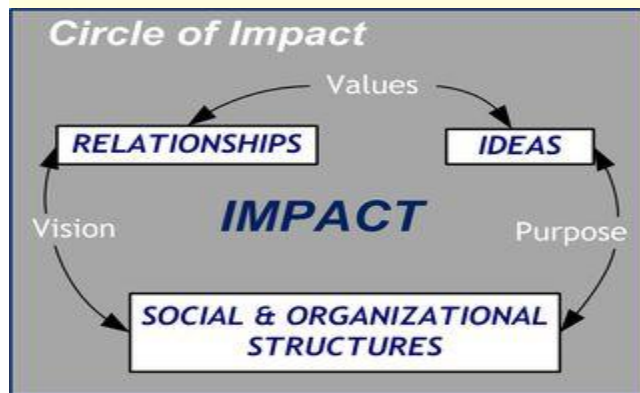
OBJECTIVES OF THE STUDY

(i)   To appraise the environment situations and there by introducing various techniques in order to reduce stress, absenteeism, tardiness.

(ii)   To identify the source of job frustration.

(iii)   To identify emotional, physical and mental effects which creates a impact on work-life.

(iv)   To initiate the employees to balance their personal and professional life.

(v)   To find out remedial measures in order to balance work- life.

REVIEW OF THE LITERATURE

Robbins, S. P., (1998) defined 'a strong culture is one that is internally consistent, is widely shared, and makes it clear what it expects and how it wishes people to behave.' Kaufman, (2002) stated that 'a positive organizational culture reinforces the core beliefs and behaviors that a leader desires while weakening the values and actions the leader rejects.

Peters and Waterman (1982) indicates that 'a negative culture becomes toxic, poisoning the life of the organization and hindering any future potential for growth. Obviously, there is an inevitable bridge joining organizational culture and the level of success it enjoys.

Kilmann, Saxton, and Serpa, (1986) defined strong cultures as 'those where organization members place pressure on other members to adhere to norms.' Byrne, (2002) indicates that 'a strong organizational culture will exert more influence on employees than a weak one.

A strong culture could also be a means of manipulation and co-optation (Perrow 1979). It could further contribute to a displacement of goals or sub goal formation, meaning that behavioral norms and ways of doing things become so important that they begin to overshadow the original purpose of the organization (Merton 1957; March and Simon 1958).

What is stress?

When we perceive a threat, our nervous system responds by releasing a flood of stress hormones, including adrenaline and cortisol. These hormones rouse the body for emergency action.

Our heart pounds faster, muscles tighten, blood pressure rises, breath quickens, and our senses become sharper. These physical changes increase our strength and stamina, speed our reaction time, and enhance your focus – preparing you to either fight or flee from the danger at hand.

Stress is a normal physical response to events that make us feel threatened or upset our balance in some way. When you sense danger – whether it's real or imagined – the body's defenses kick into high gear in a rapid, automatic process known as the "fight-or-flight" reaction, or the stress response.

The stress response is the body's way of protecting us. When working properly, it helps us stay focused, energetic, and alert. In emergency situations, stress can save your life – giving us extra strength to defend our self.

But beyond a certain point, stress stops being helpful and starts causing major damage to our health, our mood, our productivity, our relationships, and our quality of life.

RESEARCH METHODOLOGY

The type of data collection adopted for this research was primary data. The methodology adopted to collect the primary data was survey method. Thus, a sample survey was conducted among those 150 employees of the sector using the questionnaire.

The period of survey is July 2012 – November 2012

STATISTICAL TOOLS USED

Percentage Analysis

$$\text{Percentage} = \frac{\text{Number of respondents}}{\text{-----------------------------------}} * 100$$

Chi-square:

$$\chi^2_{cal} = \sum_{i=1}^{n} \left[\frac{(O_i - E_i)^2}{E_i} \right]$$

Where, O_i = Observed Frequency and E_i = Expected Frequency

Interval estimation:

$$p \pm z_{\frac{\alpha}{2}} \sqrt{\frac{pq}{n}}$$

Where, p is the sample proportion of success, q is the sample proportion of failure, n is the sample size & z is the standard variants for a given confidence level.

Weighted average:

$$\text{Net Score} = \frac{\Sigma (\text{Weighted average for the column} * \text{No of Respondents in the column})}{\text{Total weight}}$$

Analysis of Variance

1. Correction factor (CF) $= \dfrac{T^2}{N}$

2. Total sum of squares(TSS) $= \sum X_1^2 + \sum X_2^2 + \sum X_3^2 + \sum X_4^2 + \dots + \sum X_n^2 - CF$

3. Sum of squares of columns (SSC) $=$

$$\frac{(\sum X_1)^2 + (\sum X_2)^2 + (\sum X_3)^2 + \dots + (\sum X_n)^2}{N} - CF$$

4. Sum of squares of rows (SSR) $=$

$$\frac{(\sum Y_1)^2 + (\sum Y_2)^2 + (\sum Y_3)^2 + \dots + (\sum Y_n)^2}{N} - CF$$

5. Sum of squares of error (SSE) $= TSS - (SSC + SSR)$

6. Construct ANOVA table

ANALYSIS AND INTERPRETATION

Table showing the general liking of the respondents regarding their job

FACTORS	RANKING PERCENTAGE					
	1	**2**	**3**	**4**	**5**	**TOTAL**
Good work culture	26	37	32	30	25	150
Continuous learning	22	31	33	38	26	150
creativity	35	28	26	31	30	150
Job security	25	34	30	23	38	150
Independent working	42	20	29	28	31	150
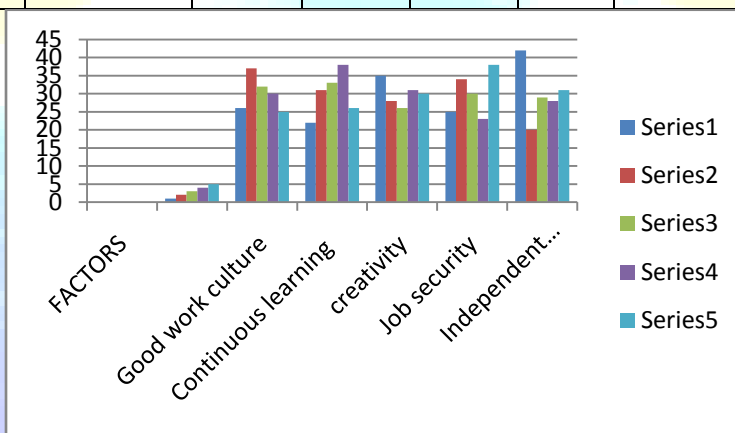
It is inferred that maximum no of respondents prefer independent working according to their ratings.

Table showing attributes of work life balance

ATTRIBUTES	RANKING PERCENTAGE				
	1	**2**	**3**	**4**	**5**
right atmosphere	32	34	31	30	23
boost confidence	39	32	23	31	25
improves morale	23	28	38	28	33
reduces absenteeism	25	33	36	35	21
job satisfaction	31	23	22	26	48

It is inferred that maximum no of respondents are been boosted with confidence according to their ratings.

Table showing comfortability of the respondents with the shift timings

S.NO	EMPLOYEES OPINION	NO OF RESPONDENTS	PERCENTAGE
1	yes	117	78

	no	33	22
	TOTAL	**150**	**100**

Findings:

✓ 78% of the respondents are comfortable with the work timings.

✓ 22% of the respondents are not comfortable with the work timings.

INTERVAL ESTIMATION

n = Sample Size =   150

$$p = \frac{NumberOfYes}{SampleSize} = \frac{78}{150} = 0.52$$

$$q = 1 - p = 1 - 0.52 = 0.48$$

$$Z_{\frac{\alpha}{2}} = 1.96 \text{ at 95\% confidence level}$$

$$\text{Standard error} = \sqrt{\frac{pq}{n}} = \sqrt{\frac{(0.52)(0.48)}{150}} = 0.041$$

$$\text{Interval Estimation} = \left[p \mp Z_{\frac{\alpha}{2}}(StdError) \right] = 0.52 \mp 1.96*0.041 = (0.60, 0.44)$$

Conclusion:

It is been inferred that the comfort level of respondents regarding the shift timings lies between 60% and 44%.

Table showing Rating of the level of satisfaction of respondents towards the various attributes in workplace

S.No	Attributes	Highly satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Highly dissatisfied
1	Team work	10	29	5	5	1
2	Job sharing	5	28	15	2	0
3	recognition	4	22	14	7	3
4	Career programs	3	19	18	9	1
5	Information and advice from management	4	21	17	5	3

NOTE: Only 50 samples from the 150 respondents have been taken to check the hypothesis.

ONE WAY ANOVA

Calculation showing attributes of the workplace

H_0: There is no difference between different attributes contributing to the workplace

H_1: There is a difference between different attributes contributing to the workplace

S.no	X_1	X_2	X_3	X_4	X_5
1	10	5	4	3	4
2	29	28	22	19	21
3	5	15	14	18	17
4	5	2	7	9	5
5	1	0	3	1	3
Total	**50**	**50**	**50**	**50**	**50**

S.no	X_1^2	X_2^2	X_3^2	X_4^2	X_5^2
1	100	25	16	9	16
2	841	784	484	361	441
3	25	225	196	324	289
4	25	4	49	81	25
5	1	0	9	1	9
Total	**992**	**1038**	**754**	**776**	**780**

STEP: 1

Correction factor = $(T)^2/n$

T=250   n=24

$(250)^2/24$

= 2605

STEP: 2

Total sum of squares

$(\sum X_1^2 + \sum X_2^2 + \sum X_3^2 + \sum X_4^2 + \sum X_5^2) - (CF)$

(4340) –(2605)

= 1735

STEP: 3

Total sum of squares between the columns

$[(\sum X_1)^2/n_1 + (\sum X_2)^2/n_2 + (\sum\sum X_3)^2/n_3 + (\sum X_4)^2/n_4 + (\sum X_5)^2/n_5] - (CF)$

$[(50)^2/5 + (50)^2/4 + (50)^2/5 + (50)^2/5 + (50)^2/5] - (2605)$

= 20

STEP: 4

Total sum of squares within the columns

[Total sum of squares – total sum of square between the columns]

= 1715

ANOVA TABLE

Source of variance	Sum of squares	Degrees of freedom	Mean sum of squares	Ratio
Between the columns	20	4	5	3.05
Within the columns	1715	19	90.26	

F_{cal} = 3.05

Table value at 5% level of significance = 3.185

$F_{cal} < F_{0.05}$ table value

Therefore, we accept **H$_o$**.

Conclusion:

There is no difference between different attributes contributing to the workplace.

Table showing how the respondents manage stress in the organisation

Stress busters	NO OF RESPONDENTS	PERCENTAGE
YOGA	29	20%
GAMES	21	14%
MUSIC	62	41%
MEDITATION	23	15%
DO NOTHING	15	10%
TOTAL	150	100%

Chi square

Aim: To find the relationship between the gender and the management stress level in work place.

H$_o$: There is no significant relationship between the gender and the management stress level in the work place

H$_1$: There is a significant relationship between the gender and the management stress level in the work place

Observed Frequency

Gender	yoga	games	music	meditation	Do nothing	total

Male	27	18	14	19	6	84
Female	2	3	48	4	9	66
Total	29	21	62	23	15	150

Expected Frequency

gender	yoga	games	music	meditation	Do nothing	total
Male	28	19	15	16	6	84
Female	1	2	47	7	9	66
Total	29	21	62	23	15	150

Chi square calculation:

O_i	E_i	$O_i - E_i$	$(O_i.E_i)^2$	$(O_i.E_i)^2/E_i$
27	28	-1	1	0.3333
18	19	-1	1	0.1666
14	15	1	1	0.0909
19	16	3	9	1.125
6	6	0	0	0
2	1	1	1	1
3	2	1	1	0.25
48	47	1	1	0.1666
4	7	-3	9	1.8
9	9	0	0	0
TOTAL				**4.9324**

Table value: 9.488

Calculated Value: 4.9324

Formula: Degree of Freedom (dof):

$$= (c-1)(r-1)$$

$$= (5-1)(2-1)$$

$$= 4$$

Result:

Calculated value of (4.9324) is less than the table value of 9.488. Hence null hypothesis (Ho) is accepted.

CONCLUDING OBSERVATIONS:

Majority of the employees are finding that the organization is good at fulfilling their mission also their qualification matches the job that is been done by the workers. The study has found out that the comfortability an employee facing in the workplace is not up to their expectation and hence there is stress in work nature. The suggestion from the findings is that since most of the employees are younger, they can do their work faster and smarter which in turn will reduce stress to a certain extent. The implication part summarizes the far-reaching consequences at the individual level and organisational level that related to the strong and weak culture of the organization. Stress is the mental and physical condition that results from the perceived threat or demand cannot be dealt with. Stress has a variety of behaviourial physical, psychological and cognitive consequences. Health and safety at work absenteeism and accidents have all been implemented has the stress related consequences.

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APPENDIX:

QUESTIONNAIRE

1. What do you particularly like about your job? (Rate Accordingly) (1 – 5)

    (i)   Good work culture   ————

    (ii) Continuous learning   ———

    (iii) Creativity   ———

    (iv) Job security   ———

    (v)   Independent working   ———

2. Rate the various attributes of work – life balance according to your importance? (1 -5)

 (i) It creates right atmosphere for the employees   ———

(ii) It boosts confidence in the employees   ———

(iii) It improves the morale of the employees   ———

(iv) It reduces absenteeism   ———

(v) It enhances job satisfaction and work commitment   ———

3. Rate your level of satisfaction towards the various attributes in your workplace?

	Highly Satisfied	Satisfied	Neither satisfied or Dissatisfied	Dissatisfied	Highly Dissatisfied
(i) Team - Work	☐	☐	☐	☐	☐
(ii) Job – Sharing	☐	☐	☐	☐	☐
(iii) Recognition	☐	☐	☐	☐	☐
(iv) Career programs	☐	☐	☐	☐	☐
(v) Information and advice From management	☐	☐	☐	☐	☐

4. How far are you satisfied with the facilities given by the organization?

	Highly Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Highly Dissatisfied
(i) Transportation	☐	☐	☐	☐	☐
(ii) Safety Measures	☐	☐	☐	☐	☐
(iii) Welfare facilities	☐	☐	☐	☐	☐
(iv) Medical	☐	☐	☐	☐	☐
(v) Recreation	☐	☐	☐	☐	☐

5. How do you manage stress arising out of your work?

☐ Yoga   ☐ Games   ☐ Music   ☐ Meditation   ☐ Do Nothing