

Relationship between Job Stress and Productivity of Women Employees in the Indian IT Sector: A Study based on Structural Equation Modeling Approach

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Abstract

The role of women has changed from that of a homemaker to a working woman, and one of the highly appealing sectors is Information Technology. This sector has about 1/3rd of women employees among the total 4 million IT employees. The present study identifies eight factors that influence Job Stress and four factors that influence productivity of women employees in select IT companies. The Job Stress factors identified through confirmatory factor analysis are Workload, Role Ambiguity, Job Security, Gender Discrimination, Interpersonal Relationships, Resource Constraints, Job Satisfaction, and Organizational Support. The Productivity factors identified are Timings, Competence of Supervisors, Compensation, Systems and Procedures. An attempt has been made by the researchers to frame Job Stress and Productivity using the SEM model.

Keywords: Job Stress, Productivity, Exploratory factor analysis - EFA, Confirmatory factor analysis - CFA and Structural Equation Modeling - SEM

1. Introduction

There are more than 3.8 million employees employed in the IT sector in India. The women employees contribute around 24% of the workforce as of 2017. The GDP contribution from the IT sector is 8% (statista.com) the economy. The IT sectors provide equal employment opportunities to both men and women. Women employees play a major role in providing technical assistance in this sector.

The involvement of women at the workplace has increased and job related stress has also increased significantly. The factors influencing stress can be physiological or psychological and it is prevalent in many forms. The employee's feeling of stress due to work and related factors are called job stress. N. Hoboubi et al. (2017) identifies the factors that contribute to stress are role overload, role insufficiency, role ambiguity, role boundary, responsibility and physical environment.

The studies by Ojeleye et al. (2016) have recognized job stress factors as poor working conditions, bullying/harassment, increased workload, hostile working environment and downsizing. The stress factors influencing productivity are over workload, excessive responsibility, poor relationships, meeting deadlines and harassment as said by Romita De Silva and Thilakasiri (2014). Nina and Beehr (1979) have conducted research on role Ambiguity, role overload, underutilization of skills and resource inadequacy.

2. Review of Literature

Sakshi Sharma (2015) explores the factors that influence stress of Indian army soldiers. Data was collected from 415 soldiers through a structured interview schedule. Through exploratory factor analysis (EFA) nine variables were identified, namely, role conflict, role ambiguity, workload, lack of control at work and job pressure, inadequate awareness about profession, inadequate training, indifferent organizational attitude, ineffective leadership style and unsupportive colleagues. Confirmatory factor analysis (CFA) was done to check the applicability of the scale. CFA confirmed eight variables, namely, role conflict, role ambiguity, lack of control at work, workload and job pressure, inadequate training, indifferent organizational attitude, ineffective leadership style and unsupportive colleagues. After removing the factor, 'inadequate awareness about profession' the model fit indices were $\chi^2 (18) = 59.8$, $p < .01$; GFI=.965; CFI=.973; TLI= .958 and RMSEA= .075. The Average Variance that is explained was above .50 and composite reliability is at .92. So, eight factors were confirmed for stress for Indian army soldiers.

Higgins (2012) conducted studies on work stress among correctional officers at the security prisons in Kentucky. 228 staff participated in the survey. Six items were taken for the study, namely, When I'm at work, I often feel tense or uptight (w1); A lot of the times, my job makes me very frustrated or angry (w2); Most of the time when I am at work, I don't feel that I have much to worry about (w3); I am usually calm and at ease when I am working (w4); I usually feel that I am under a lot of pressure when I am at work (w5); There are a lot of aspects about my job that can make me pretty upset about things (w6). The factor loading values are 0.62 (w1), 0.69 (w2), 0.36 (w3), 0.75 (w4), 0.74 (w5) and 0.71 (w6). The item (w4) had the highest factor loading of 0.75 which contributes more to stress. The Chi-square value is 22.40, RMSEA is 0.08, CFI is 0.97 and SRMR is 0.04. The study was helpful in having an understanding about work stress and in devising measures to improve the correctional facilities.

Boyle (1995) conducted factor analysis for stress on 710 teachers at Malta & Gozo, in the mediterranean island. The exploratory factor analysis (EFA) identified 4 items. The items which had low loading (less than .30) were not considered. The confirmatory factor analysis (CFA) supports five factors, namely, professional recognition needs, workload, time/resource difficulties, student misbehavior, and poor colleague relations. The Chi-square value is 171.14(70), AGFI is .911, and RMR is .057, and the hypothesized model in SEM confirms workload and student misbehavior to be significant to induce stress.

Chen (2011) used the SEM model to examine the turnover intentions of employees and job stress. A sample of 255 respondents was selected for the survey. The CFA confirmed nine factors, namely, superior's support, co-worker support, autonomy, role ambiguity, role overload, fairness of rewards, role conflict, job stress and turnover intentions. The Chi square value is 1.51, RMSEA is .04, GFI is .90, CFI is .97, NFI is .92 and NNI is .96 (greater than .90) and AGFI is .87 (greater than .80). The squared multiple correlations (R^2) of the proposed structural model explains 72% of the variance.

Ketevan M (2011) uses national study of post secondary faculty dataset of 2004 for their study. The study examines productivity and job satisfaction. The basis for the study is derived from the expectancy-based

theories of motivation on self-determination. The findings indicate the negative significance of productivity and job satisfaction among faculty members. The author suggests that higher education institutions should think of reward structures, value systems and expectations.

Aldas Perminas (2011) studies teachers' job satisfaction. 351 school teachers in Kaunas were selected for the study. The survey on job satisfaction developed by Paul Spector (JSS; Spector 1985) was used to measure job satisfaction. The nine facets are namely, pay, fringe benefits, promotion, contingent rewards, supervision, operating conditions, nature of work, coworkers and communication. The CFA data did not fit the primary model of job satisfaction. A second modified model with 3 facets namely, supervision, promotion and nature of work were considered based on high cronbach alpha coefficients. CFA data showed a good fit of this model. It also confirmed the adequateness of the model.

Akdemir (2016) conducted a EFA and CFA to develop and validate the willingness-to-listen in second language: L2 (WTL) Scale. The sample consists of 335 students for the first application and 96 students for the second application. The study focuses on using english as the medium of teaching in the public university in Turkey. 67 item scale was developed initially to collect and measure data. The factors that loaded less than .30, those items that do not have .100 differences are removed from loading. The CFA observed values are $\chi^2/df < 3$, 0, RMSEA < .05; OS- RMR .05; .97 NNFI 1, .97 CFI; .95 GFI 1, .95 AGFI 1 and .95 IFI 1 indices perfect fit. The reliability and validity analyses that WTL in the L2 scale is a valid and reliable scale.

3. Research Objectives

1. To identify the factors that cause Job stress among women workforce
2. To identify the factors affecting Productivity of women workforce
3. To propose a model establishing the relationship between job stress and productivity of women at work in the IT Sector

4. Problem Statement

Job stress is evident in the IT Sector because of work demands and nature. The study is an attempt to identify the Job stress factors and Productivity factors. Some studies have been identified on Job stress models but Job stress and Productivity models are very few in number. The study focuses on framing a Job stress and Productivity model so that it is useful for further studies in this area.

5. Scope of the Study

The study includes top 10 IT companies in India. Women employees working in these companies are selected for the study. Employees at all levels are included as samples for the study.

6. Research Methodology

The descriptive research is used to identify the factors of Job stress and Productivity. Sample size includes 605 employees working in top 10 IT companies in India. The top IT companies are derived from market capitalization of the year 2017. The sample is collected from the IT sector and the women employees at all levels are considered for the study. The technique used for collecting samples is convenience sampling is considered to pick the samples and the ten IT companies are selected based on their market capitalization. The collected data is analyzed by using exploratory factor analysis - EFA which helps to identify the factors for the

study; confirmatory factor analysis - CFA is done to confirm the factors and Structural Equation Modeling - SEM is used to develop a model to establish the relationship between Job Stress and Productivity.

7. Results and Discussion

The 74 variables of job stress are condensed to form 13 factors and 34 variables of Productivity are condensed to form 7 factors. These factors are extracted by using the Varimax Rotation Method. The SPSS software is used for analysis. The variables which have eigen value of 1 or above are retained, also the communalities above .50 are considered. Communalities is the proportion of variance that one variable has over the other variable. The KMO value above .50 is considered. (Refer table 1). Factor loadings of above .50 of variance explained is considered for the study. Cronbach's alpha of .60 and above (Malhotra, 2007) is acceptable.

Objective 1:

The factors extracted for job stress are workload, role ambiguity, job security, gender discrimination, interpersonal relationship, change of job, resource constraints, role fit, job satisfaction, organizational commitment, job involvement, organizational support and work life balance. The study is carried out to identify the major factors of job stress affecting the IT women employees. From the exploratory factor analysis 13 factors are considered for the study. The extracted factors are discussed below,

Workload: The four variables for workload are, I am able to reach the target on specified time, I am given extra works to perform always, I am given work as per my capabilities, Suddenly I will be burdened with more work without giving sufficient time to complete has the factor loadings of .74, .89, .87, and .84 respectively (Table 1). The mean score of workload is 3.71. The variable, I am given extra work to perform always (factor loading is .89) contributes significantly to the factor workload.

Role Ambiguity: The five variables for role ambiguity are, Sufficient and clear information is provided to perform the task, I get the opportunity to do a work in my own way, When changes are made at work, I am clear about it, I have opportunity to clarify with manager about the changes or anything related to work, I get enough supervision to complete my task has the factor loadings of .82, .84, .85, .75 and .75 respectively (Table 1). The mean score of Role Ambiguity is 3.78. The variable, When changes are made at work, I am clear about it (factor loading is .85) contributes significantly to the factor role ambiguity.

Job Security: The four variables used to measure job security are, I feel security in my job, I sometimes fear to lose job because of either change in technology or change in management, My job needs special skills that can be gained only through rigorous, continuous training and practice, I feel secured, as I possess all the necessary skills and capabilities to perform the job has the factor loadings of .69, .86, .86 and .90 respectively (Table 1). The mean score of job security is 3.47. The variable, I feel secured, as I possess all the necessary skills and capabilities to perform the job (factor loading is .90) contributes significantly to the factor Job Security.

Gender Discrimination: The five variables for Gender Discrimination are, Employees are treated equally with regard to job/targets, The company offers flexible working hours irrespective of gender, Equal opportunities are provided for career growth without gender bias, Gender is not a constraint to perform complex tasks, Women will be allowed to leave office on time even if the tasks are pending to be fulfilled for the day has factor loadings of .64, .69, .62, .68 and .58 (Table 1). The mean score of Gender Discrimination is 3.83. The variable, the company offers flexible working hours irrespective of gender (factor loading is .69) contributes significantly to the factor Gender Discrimination.

Interpersonal Relationships: The six variables for Interpersonal Relationships are, Relationship among people at all levels is good in the organization, I get necessary assistance from my boss when required, Knowledge sharing happens properly because of good interpersonal relationship, I get timely assistance and support from my colleagues, The company encourages to develop good interpersonal relations to work in teams, Team conflicts are resolved by proper communication and deliberate important issues that affect the performance has factor loadings of .51, .83, .80, .62, .52 and .54 (Table 1). The mean score for Interpersonal Relationships is 2.96. The variable, I get necessary assistance from my boss when required (factor loading is .83) contributes significantly to the factor Interpersonal Relationships.

Change of Job: The four variables for Change of Job are, I accept change based on priorities of my work, I am flexible and open to new ideas, I encourage others to value change, I feel stressed if there is change in roles and responsibilities has factor loadings of .53, .83, .60 and .63 (Table 1). The mean score for Change of Job is 2.59. The variable, I am flexible and open to new ideas (factor loading is .83) contributes significantly to the factor Change of Job.

Resource Constraints: The six variables for Resource Constraints are, I am provided enough time to perform the tasks, My supervisor is effective in allocating the resources to employees, Manpower with suitable skills are provided to work in teams, Infrastructure is maintained effectively, Infrastructure is updated for smooth flow of tasks, Resource allocated becomes inaccessible at times because of protocols has factor loadings of .91, .65, .88, .63, .71 and .81 (Table 1). The mean score for Resource Constraints is 2.36. The variable, I am provided enough time to perform the tasks (factor loading is .91) contributes significantly to the factor Resource Constraints.

Role Fit: The four variables for Role Fit are, I learn from peers about how to handle new roles, I am clear about my roles and responsibilities, I understand my work fits in achieving organizational goals, I update my skills and knowledge to fit myself for the change in job requirements has factor loadings of .66, .71, .67 and .51 (Table 1). The mean score for Role Fit is 2.31. The variable, I am clear about my roles and a responsibility (factor loading is .71) contributes significantly to the factor Role Fit.

Job Satisfaction: The six variables for job satisfaction are, I am satisfied with my workload, I work in satisfying working conditions, I am satisfied on how my colleagues respect me, I am satisfied with way company policies are framed and put into practices, I am satisfied with the health and safety practices, I feel happy after accomplishing my tasks has factor loadings of .77, .78, .54, .62, .79 and .62 (Table 1). The mean score for Job Satisfaction is 2.16. The variable, I am satisfied with the health and safety practices (factor loading is .79) contributes significantly to the factor Job Satisfaction.

Organizational Commitment: The seven variables for Organizational Commitment are, I will recommend my workplace to the one who is capable, I intend to stay in the company for longer period of time, I can extend my help to others in knowledge sharing, I will perform any task assigned beyond my work targets also if required, I give preference to my work rather than my personal commitments when required, I strongly believe and accept the values and goals of the company, I am inspired by the leadership skills possessed by my boss has factor loadings of .69, .61, .71, .62, .67, .62 and .77 (Table 1). The mean score for Organizational Commitment is 2.42. The variable, I am inspired by the leadership skills possessed by my boss (factor loading is .77) contributes significantly to the factor Organizational Commitment.

Job Involvement: The seven variables for Job Involvement are, My job is the most important part of my life, I feel emotionally involved in my job, I would feel guilty if I leave my tasks incomplete, I always enjoy doing my job, I get opportunity in decision making related to tasks/job, I am involved in improving the ways/methods of doing job, I am involved in motivating others to reach the targets has factor loadings of .62, .79, .82, .63, .53, .66 and .70 (Table 1). The mean score for Job Involvement is 2.39. The variable, I would feel guilty if I leave my tasks incomplete (factor loading is .82) contributes significantly to the factor Job Involvement.

Organizational Support: The eleven variables for Organizational Support are, The company has policies that drives individual growth, The company has policies that drives organizational growth, There is facility to take care of children, Effective training is provided on a regular basis, Health care assistance is provided, Employees counseling is done effectively when required, The company organizes health awareness programs, My company encourages career development activities, Workforce diversity encourages synergy and learning from each other, If I decide to quit, employer would try to persuade me to stay, The supervisors are proud that I am a part of their team has factor loadings of .52, .51, .82, .52, .62, .77, .67, .71, .73, .68 and .63 (Table 1). The mean score for Organizational Support is 2.27. The variable, There is a facility to take care of children (factor loading is .82) contributes significantly to the factor Organizational Support.

Work life Balance: The five variables for Work life Balance are, I feel my company is a friendly place to work, I have enough time to do my office and personal work as well, My work schedule is flexible enough to meet my work/personal needs, Work completion is more important than personal things, Work culture promotes balance between work and family life has factor loadings of .66, .89, .62, .84 and .63 (Table 1). The mean score for Work life Balance is 2.51. The variable I have enough time to do my office and personal work as well (factor loading is .89) contributes significantly to the factor Work life Balance.

To check the scale applicability CFA is done after factor confirmation in EFA. EFA has identified 13 factors for Job Stress but CFA has confirmed only 8 factors to indicate Job Stress among IT women employees. The factors confirmed after CFA are Workload, Role Ambiguity, Job Security, Gender Discrimination, Interpersonal Relationships, Resource Constraints, Job Satisfaction and Organizational Support. The χ^2 Value is 904.25 (df: 226), where $P < .001$ (level of significance), GFI= .908, CFI= .911, TLI= .889 and RMSEA= 0.081.

The standardized regression weights for Change of Job, Role Fit, Organizational Commitment, Job Involvement and Work life Balance is less than .5 hence they are not confirmed as factors. The measurement model validity is established as standardized regression weights and the average variance explained - AVE is more than .50 and composite reliability is above .7. Thus the CFA confirms total 8 factors for Job Stress. The significance of standardized regression weights shows that the 8 factors contribute to overall Job Stress model where ($p < .001$). The measurement model shows that Job Stress of women employees in Indian IT sector is due to Workload, Role Ambiguity, Job Security, Gender Discrimination, Interpersonal Relationships, Resource Constraints, Job Satisfaction and Organizational Support.

The results from CFA support the EFA analysis, where all the 8 factors are derived from CFA contribute to the Job Stress factors.

Objective 2:

The factors extracted for Productivity are Timings, Competence of Supervisors, Compensation, Systems & Procedures, Group Dynamics, Absenteeism and Presentism. The Study is done to identify the factors of Productivity that affect the IT Women Employees. From the exploratory factor analysis 7 factors are considered for the study. The extracted factors are discussed below,

Timings: The four variables for Timings are, I will not sit idle even if I complete my tasks well ahead of the working hours, I work for extra hours to reach my targets, I plan my activities at work to utilize my time properly, I maintain time to come and leave the office has the factor loadings of .83, .89, .86, .73 (Table 2). The mean score of Timings is 3.72. The variable, I work for extra hours to reach my targets (factor loading is .89) contributes significantly to the factor Timings.

Competence of Supervisors: The six variables for Competence of Supervisors are, My supervisor renders necessary help and support for my work when needed, Supervisor assigns job as per team members' capabilities (knowledge, skills and ability), Supervisor communicate with team members properly, Supervisors considers team members opinions for work related issues, Supervisor motivates team members to perform their tasks, Supervisor resolves the problems of the employees has the factor loadings of .79, .82, .83, .75, .76 and .74 (Table 2). The mean score of Competence of Supervisors is 3.76. The variable, Supervisor communicate with team members properly (factor loading is .83) contributes significantly to Competence of Supervisors.

Compensation: The four variables for Compensation are, I am are satisfied with salary package, I get increment or incentive based on my performance, Critical tasks are considered for financial rewards, I will be paid salary on a regular basis has the factor loadings of .85, .87, .86 and .80 (Table 2). The mean score of Compensation is 3.51. The variable I get increment or incentive based on my performance (factor loading is .87) contributes significantly to Compensation.

Systems & Procedures: The five variables for Systems & Procedures are, The company has a standard procedure/process to complete the tasks, The standard procedure enables me and my team members to deliver a quality work, The Information on status of work is documented regularly to ensure smooth flow of work, The system is easy to understand, The procedures are easy to understand and apply while doing work has the factor loadings of .29, .78, .71, .75 and .72 (Table 2). The mean score of Systems & Procedures is 3.84. The variable, the standard procedure enables me and my team members to deliver a quality work (factor loading is .78) contributes significantly to Systems & Procedures.

Group Dynamics: The five variables for Group Dynamics are, Group members help each other to accomplish the tasks, Group members communicate properly to all others in the group, Group consist of skilled members, Group consists of unskilled members, Group members motivate other members in the team has the factor loadings of .50, .66, .57, .66, .65 (Table 2). The mean score of Group Dynamics is 2.80. The variables, Group members communicate properly to all others in the group and Group consists of unskilled members (factor loadings are .66 and .66) contributes significantly to Group Dynamics.

Absenteeism: The five variables for Absenteeism are, I fail to complete my task due to personal problems, Personal problems made me late for work, I leave office early due to Personal problems, Personal problems has Pulled me away from the normal work location to complete my tasks, Personal problems made me to be on phone, e-mail, or internet while at work has the factor loadings of .57, .91, .73, .63 and .82 (Table 2). The mean

score of Absenteeism is 2.56. The variable, Personal problems made me late for work (factor loading is .91) contributes significantly to Absenteeism.

Presentism: The five variables for Presentism are, I had a hard time doing work because of personal problems, My personal problems kept me concentrating on my work, Because of my personal problems I was not able to enjoy the work, My personal problems made me worry about completing my tasks, I could not do my job well because of my personal problems has factor loadings of .77, .79, .60, .74, .62 (Table 2). The mean score of Presentism is 2.34. The variable, My personal problems kept me from concentrating on my work (factor loading is .79) contributes significantly to Presentism.

CFA is done to check the scale applicability after factors confirmation in EFA. EFA has identified 7 factors for Productivity but CFA has confirmed only 4 factors to indicate Productivity of IT women employees. The factors confirmed after CFA are Timings, Competence of Supervisors, Compensation and Systems & Procedures. The χ^2 Value is 511.002 (df: 129), where $P < .001$ (level of significance), GFI= .90, CFI= .90, TLI= .86 and RMSEA= 0.081.

The standardized regression weights for Group Dynamics, Absenteeism and Presentism are less than .5 hence they are not confirmed as factors. Measurement model validity is established as standardized regression weights and average variance explained (AVE) is more than .50 and Composite reliability is above .7. Thus the CFA confirms total 4 factors for Productivity. The significance of standardized regression weights shows that the 4 factors contribute to overall Productivity model ($p < .001$). The measurement model shows that Productivity of women employees in Indian IT sector is due to Timings, Competence of Supervisors, Compensation and Systems & Procedures. The results from CFA support the EFA, where all these 4 factors are derived from CFA contribute to the Productivity factors.

Objective 3:

To propose a model for Job stress and Productivity of women employees in IT Sector Structural Equation Modeling is done to test the proposed theoretical models (Brown & Kline, 2005). To test SEM, hypotheses has been framed and tested to understand the relationship between the constructs.

SEM indices show $\chi^2 = 582.112(129)$, GFI= .933, TFI= .971, CFI= .950, RMSEA= .070, CMIN/Df = 3.321 where the recommended value for GFI is $> .9$ (Hooper et al, 2008), CFI is $> .9$ (Hooper et al, 2008), TLI is $> .9$ (Hooper et al, 2008), RMR= .081, RMSEA= .08 to 1.0 (Mac Callum et al, 1996), CMIN/Df = < 5 is considered good for the study. (Refer FIGURE 1). As all the indices of SEM like GFI, CFI, TFI and RMSEA satisfy the threshold value, which is statistically significant. The negative value of -.61 of Job Stress on Productivity proves that Job Stress factors influence Productivity to an extent of 61% and there is negative impact between the two.

The squared multiple correlations (R^2) of the proposed structural model explain -61% of the variance in Job Stress. The major contributor to the Job Stress is the factor Gender Discrimination and the major factor contributing to the Productivity is Systems & Procedures.

8. Implications

Researches on Job Stress helps in understanding the causes of stress in IT sector and the strategies can be framed to overcome this in order to improve productivity. More number of women employees joining this

sector will help in the economic development in terms of gender equality and adds to improve the lifestyle of people in an economy. So women employees should be encouraged to take up jobs and help in balancing the work and life so that Job Stress can be managed.

9. Limitations and Scope for Further Research

The study is limited to top ten IT companies based on Market Capitalization and the women employees are selected for the study.

The study can cover comparative study for both genders where our study has covered only women employees.

The study is conducted in IT sector whereas stress is seen in other sector employees like School teachers (Chris Kyriacou, 1987), Banking employees (Chovwen, C. 2013), Nurses (WUH, CHI T-S., 2010), Manufacturing sector (Nanik Ram et al, 2011) so studies can be made in these sectors.

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Annexure

Table 1 : Job Stress: Descriptive statistics

Variables	Mean	S.D	F.L.	Com	V.E. %	Cronbach's Alpha
Workload					69.97	0.854
I am able to reach the target on specified time	3.58	0.99	0.74	0.54		
I am given extra works to perform always	3.85	1.04	0.89	0.80		
I am given work as per my capabilities	3.86	1.03	0.87	0.76		
Suddenly I will be burdened with more work without giving sufficient time to complete	3.55	1.08	0.84	0.70		
Role Ambiguity					64.41	0.86
Sufficient and clear information is provided to perform the task	3.55	1.18	0.82	0.67		
I get the opportunity to do a work in my own way	3.48	1.18	0.84	0.70		
When changes are made at work, I am clear about it	3.46	1.17	0.85	0.73		
I have opportunity to clarify with manager about the changes or anything related to work	4.21	0.92	0.75	0.56		
I get enough supervision to complete my task	4.18	0.97	0.75	0.56		
Job Security					62.71	0.79
I have a sense of security in my job	3.74	1.09	0.69	0.24		
I sometimes fear losing my job because of either change in technology or change in management	3.28	1.16	0.86	0.74		
My job needs special skills that can be gained only through rigorous, continuous training and practice	3.60	1.02	0.86	0.73		
I feel secured, as I possess all the necessary skills and capabilities to perform the job	3.26	1.16	0.90	0.80		
Gender Discrimination					72.08	0.67
Employees are treated equally with regard to job/targets	3.79	0.96	0.64	0.85		

The company offers flexible working hours irrespective of gender	3.75	0.98	0.69	0.86		
Equal opportunities are provided for career growth without gender bias	4.02	0.78	0.62	0.58		
Gender is not a constraint to perform complex tasks	4.03	0.80	0.68	0.62		
Women will be allowed to leave office on time even if the tasks are pending to be fulfilled for the day	3.53	0.91	0.58	0.70		
					67.23	0.60
Interpersonal Relationships						
Relationship among people at all levels is good in the organization	3.87	0.89	0.51	0.82		
I get necessary assistance from my boss when required	3.78	0.89	0.83	0.80		
Knowledge sharing happens properly because of good interpersonal relationship	2.20	1.10	0.80	0.70		
I get timely assistance and support from my colleagues	2.62	1.08	0.62	0.67		
The company encourages to develop good interpersonal relations to work in teams	2.79	1.05	0.52	0.69		
Team conflicts are resolved by proper communication and deliberate important issues that affect the performance	2.53	1.02	0.54	0.35		
Change of Job					61.19	0.69
I accept change based on priorities of my work	2.63	1.01	0.53	0.41		
I am flexible and open to new ideas	2.45	1.07	0.83	0.70		
I encourage others to value change	2.67	1.04	0.60	0.63		
I feel stressed if there is change in roles and responsibilities	2.61	1.04	0.63	0.71		
Resource Constraints					65.07	0.61
I am provided enough time to perform the tasks	2.39	1.04	0.91	0.72		
My supervisor is effective in allocating the resources to employees	2.30	1.07	0.65	0.69		
Manpower with suitable skills are provided to work in teams	2.36	1.02	0.88	0.72		

Infrastructure is maintained effectively	2.46	1.06	0.63	0.62		
Infrastructure is updated for smooth flow of tasks	2.21	1.05	0.71	0.44		
Resource allocated becomes inaccessible at times because of protocols	2.41	1.05	0.81	0.72		
					51.20	0.52
Role Fit						
I learn from peers about how to handle new roles	2.34	1.06	0.66	0.43		
I am clear about my roles and responsibilities	2.34	1.08	0.71	0.51		
I understand my work fits in achieving organizational goals	2.39	1.04	0.67	0.45		
I update my skills and knowledge to fit myself for the change in job requirements	2.17	1.06	0.51	0.26		
					51.11	0.65
Job Satisfaction						
I am satisfied with my workload	2.26	1.03	0.77	0.59		
I work in satisfying working conditions	2.34	1.05	0.78	0.61		
I am satisfied on how my colleagues respect me	2.08	1.09	0.54	0.57		
I am satisfied with way company policies are put into practices	2.13	1.06	0.62	0.60		
I am satisfied with the health and safety practices	1.94	1.08	0.79	0.57		
I feel happy after accomplishing my tasks	2.20	1.06	0.62	0.13		
					57.50	0.64
Organizational Commitment						
I will recommend my workplace to the one who is capable	2.05	1.06	0.69	0.56		
I intend to stay in the company for longer period of time	2.44	1.09	0.61	0.49		
I can extend my help to others in knowledge sharing	2.40	1.07	0.71	0.56		
I will perform any task assigned beyond my work targets also if required	2.51	1.08	0.62	0.51		
I give preference to my work rather than my personal commitments when required	2.62	1.03	0.67	0.54		

I strongly believe and accept the values and goals of the company	2.66	1.06	0.62	0.75		
I am inspired by the leadership skills possessed by my boss	2.25	1.08	0.77	0.62		
Job Involvement					76.49	0.68
My job is the most important part of my life	2.21	1.04	0.62	0.28		
I feel emotionally involved in my job	2.58	1.05	0.79	0.62		
I would feel guilty if I leave my tasks incomplete	2.82	1.06	0.82	0.69		
I always enjoy doing my job	2.31	1.02	0.63	0.43		
I get opportunity in decision making related to tasks/job	2.26	0.99	0.54	0.44		
I am involved in improving the ways/methods of doing job	2.25	1.02	0.66	0.42		
I am involved in motivating others to reach the targets	2.26	1.01	0.70	0.38		
Organizational Support					52.60	0.64
The company has policies that drives individual growth	2.26	1.05	0.52	0.22		
The company has policies that drives organizational growth	2.29	1.04	0.51	0.50		
There is facility to take care of children	2.12	1.03	0.82	0.78		
Effective training is provided on a regular basis	2.36	1.01	0.52	0.47		
Health care assistance is provided	2.25	1.04	0.62	0.73		
Employees counseling is done effectively when required	2.12	1.03	0.77	0.69		
The company organizes health awareness programs	2.26	1.03	0.67	0.80		
My company encourages career development activities	2.24	1.04	0.71	0.37		
Workforce diversity encourages synergy and learning from each other	2.13	1.03	0.73	0.44		
If I decide to quit, employer would try to persuade me to stay	2.50	1.06	0.68	0.48		
The supervisors are proud that I am a part of thier team	2.50	1.04	0.63	0.47		
Work life Balance					72.89	0.64
I feel my company is a family-friendly place to work	2.66	1.09	0.66	0.16		

I have enough time to do my office and personal work as well	2.67	1.06	0.89	0.26
My work schedule is flexible enough to meet my needs	2.37	1.18	0.62	0.35
Work completion is more important than personal things	2.43	1.13	0.84	0.42
Work culture promotes balance between work and family life	2.41	1.04	0.63	0.43

S.D- Standard Deviation; F.L- Factor Loading; Com- Communality; V.E- Variance explained

(Source: Compiled by the researchers)

Table 2: Descriptive statistics of Productivity

Factors	Mean	S.D	F.L.	Com	V.E.%	Cronbach's Alpha
Timings					68.52	0.84
I will not sit idle even if I complete my tasks well ahead of the working hours	3.60	0.97	0.83	0.69		
I work for extra hours to reach my targets	3.85	1.04	0.89	0.79		
I plan my activities at work to utilize my time properly	3.88	1.03	0.86	0.74		
I maintain time to come and leave the office	3.55	1.05	0.73	0.53		
Competence of Supervisors					61.51	0.81
My supervisor renders necessary help and support for my work when needed	3.56	1.17	0.79	0.63		
Supervisor assigns job as per team members' capabilities (knowledge, skills and ability)	3.47	1.20	0.82	0.68		
Supervisor communicate with team members properly	3.45	1.17	0.83	0.69		
Supervisors considers team members opinions for work related issues	4.21	0.92	0.75	0.56		
Supervisor motivates team members to perform their tasks	4.17	0.99	0.76	0.57		
Supervisor resolves the problems of the employees	3.73	1.10	0.74	0.55		
Compensation					71.51	0.87
I am are satisfied with salary package	3.31	1.17	0.85	0.73		
I get increment or incentive based on my performance	3.63	0.99	0.87	0.75		

Critical tasks are considered for financial rewards	3.29	1.14	0.86	0.74		
I will be paid salary on a regular basis	3.83	0.94	0.80	0.64		
Systems and Procedures					75.45	0.66
The company has a standard procedure/process to complete the tasks	3.77	0.97	0.29	.521		
The standard procedure enables me and my team members to deliver a quality work	4.03	0.76	0.78	0.60		
The Information on status of work is documented regularly to ensure smooth flow of work	4.02	0.84	0.71	0.53		
The system is easy to understand	3.52	0.90	0.75	0.56		
The procedures are easy to understand and apply while doing work	3.88	0.86	0.72	0.53		
Group Dynamics					48.92	0.49
Group members help each other to accomplish the tasks	3.79	0.86	0.50	0.25		
Group members communicate properly to all others in the group	2.19	1.09	0.66	0.45		
Group consist of skilled members	2.68	1.07	0.57	0.66		
Group consists of unskilled members	2.80	1.06	0.66	0.65		
Group members motivate other members in the team	2.53	1.01	0.65	0.43		
Absenteeism					50.08	0.31
I fail to complete my task due to personal problems	2.66	1.01	0.57	0.68		
Personal problems made me late for work	2.43	1.09	0.91	0.82		
I leave office early because of Personal problems	2.71	1.05	0.73	0.54		
Personal problems has Pulled me away from my normal work location to complete my tasks	2.62	1.05	0.63	0.68		
Personal problems made me to be on the phone, e-mail, or internet while at work.	2.37	1.03	0.82	0.72		
Presenteeism					54.27	0.48
I had a hard time doing my work because of my personal problems.	2.24	1.08	0.77	0.60		
My personal problems kept me from concentrating on my work.	2.34	1.03	0.79	0.65		
Because of my personal problems I was not able to enjoy my work.	2.49	1.06	0.60	0.48		

My personal problems made me worry about completing my tasks.	2.21	1.05	0.74	0.40
I could not do my job well because of my personal problems.	2.43	1.06	0.62	0.58

S.D- Standard Deviation; F.L- Factor Loading; Com- Communality; V.E- Variance explained

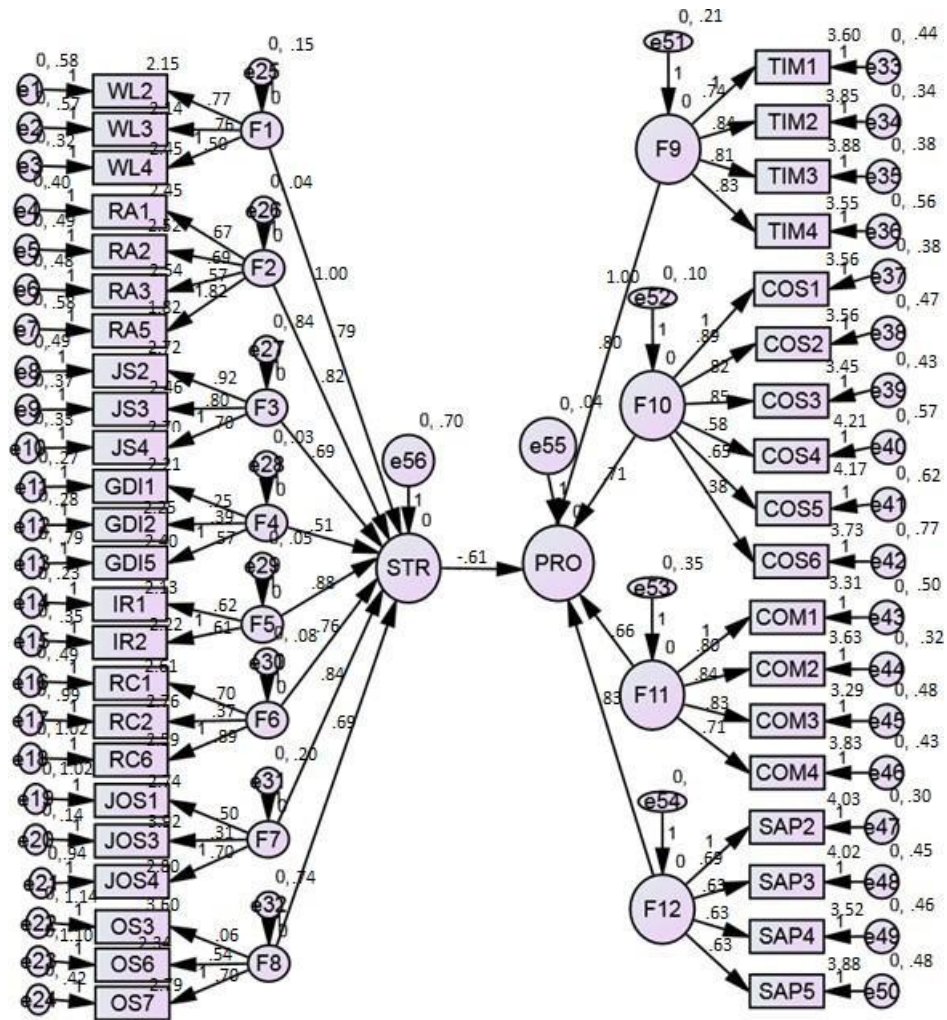
(Source: Compiled by the researchers)

Table 3: Hypotheses for SEM

Hypotheses	Statement	Result
H1	Workload has relationship with Job Stress	Reject
H2	Role Ambiguity has relationship with Job Stress	Reject
H3	Job Security has relationship with Job Stress	Reject
H4	Gender Discrimination has relationship with Job Stress	Reject
H5	Interpersonal Relationships has relationship with Job Stress	Reject
H6	Resource Constraints has relationship with Job Stress	Reject
H7	Job Satisfaction has relationship with Job Stress	We fail to reject
H8	Organizational Support has relationship with Job Stress	We fail to reject
H9	Timings has relationship with Productivity	Reject
H10	Competence of Supervisors has relationship with Productivity	Reject
H11	Compensation has relationship with Productivity	Reject
H12	Systems & Procedures has relationship with Productivity	Reject

(Source: Compiled by the researchers)

Figure 1: Structural Equation Modeling (SEM) for Job Stress and Productivity



(Source: Compiled by the researchers)