

Effect of Job Satisfaction on Psychological Well-Being and Perceived Stress among Government and Private Employee

Dolly Bansal^{#,*}, Prachi Gulati[§] and Vijendra Nath Pathak¹

[#]DRDO-Defence Institute of Psychological Research (DIPR), Delhi - 110 054, India

[§]Amity Institute of Psychology and Allied Sciences, Amity University, Noida - 201 301, India

¹Department of Psychology, School of Humanities and Language, Phagwara, Punjab -144001, India

*E-mail: dollybansal@dipr.drdo.in

ABSTRACT

The wellbeing and health of people are influenced by satisfaction about their job. The essence of job satisfaction is explained as mental gratification derived from one's job. To know how the job satisfaction of an individual affects the other domains of an individual's life like, psychological well-being and perceived stress in making an individual over-all healthy being. The study aims to investigate the Job satisfaction levels on psychological well-being and Perceived stress among government and private employees. Convenient sampling method was used in this study. In this study the sample consisted of 100 employees; 48 employees from the government sector and 52 employees from the private sector of the Delhi/ NCR region. For this study the behaviour tools used were job satisfaction scale, psychological well-being, and Perceived stress scale were taken for the study. These tools are used to measure government and private employee psycho social health issues. SPSS-18 software was used for data management. The results revealed significant negative correlation between Job satisfaction and Purpose in Life ($r = -0.21$) at $p < 0.05$ level of significance. Perceived stress had a negative correlation between Autonomy ($r = -.23$) and Positive relation with others ($r = -0.20$) at $p < 0.05$ level of significance. There was a significant difference between Government and Private sectors on Positive relations with others ($p = 0.003$) at $p < 0.05$ and Perceived stress ($p = 0.000$) at $p < 0.05$.

Keywords: Job satisfaction; Psychological well-being; Perceived stress; Working employees

1. INTRODUCTION

1.1 Job Satisfaction

The emotive reaction of an individual towards his or her job indicates his or her job satisfaction¹. Individuals' emotional reactions are a result of their expectations versus the actual outcomes they are encountering. The common extents of job satisfaction could be work, salary, increments, growth, recognition, perks, environment and facilities, supervision, peer group, company and management policies². There is a positive correlation between the job and the happiness quotient of a person. A job contributes positively to the wellbeing and health of a person³. Studies indicate unemployed people tend to have higher levels of stress, depression, anxiety, long-term illness, suicide, risky behaviors, lower levels of life satisfaction, and general health⁴. Job satisfaction has a direct impact on employee health, which is associated with burnout and other mental/psychological issues⁵. Physical or psychological harm can be inflicted to one's health and well-being. The more engaged an individual in their job is, the more satisfaction one feels it⁶. A study conducted by Ashok *et al.* on the job satisfaction of the employees of Infosys, revealed employees value more workplace relationships and superior working conditions

when talking about job satisfaction. It also reported that there was a significant impact of occupational stress on the level of job satisfaction, commitment, and compliance of employees⁷. The study revealed that employees who are satisfied had higher social advantages and better work achievements⁸. Greater coping capacities, accommodating dispositions, and a cooperative approach were all relevant. Many who are joyful live longer than people who are dissatisfied⁹.

1.2 Psychological Wellbeing

Psychological well-being is the state of a mentally healthy person who possesses various positive mental health attributes, such as active adjustment to the environment and personality unity¹⁰. It's related to Eudaimonic contentment¹¹, which talks about the meaning and purpose of life and is described as the 'highest human good' by Aristotle¹². The term also drew psychologists' known as well-being and prosperity attention immediately. The psychologist framed a positive psychological condition for recruitment in the organisation. A good state would make organisations flourish and, more importantly, endure the ongoing changes in the world of work. On the one hand, ongoing research in the field conceptualised psychological wellbeing as a broad construct, separating positive wellbeing/pleasant affect (e.g., joy) from psychological distress/unpleasant affect (e.g., guilt, shame, sadness, anxiety,

worry, anger, stress, depression)¹³. The argument against these findings was that many measures contained both positive and unpleasant effects¹⁴. Further, “a broader, higher-order affective dimension of well-being” emerged in their meta-analysis. Satisfaction has a much stronger impact on mental/psychological problems (burnout, depression, and anxiety) than on subjective physical illness¹⁵. Individuals experiencing negative emotions may suffer from burnout, boredom, whereas employees who experience mainly positive emotions may feel satisfied or engaged¹⁶. The organisational consequences of burnout and boredom are poor organisational commitment, turnover, sickness absence, and job performance¹⁷⁻¹⁸. Frustration and depression also showed significant effects of work stress on police officers’ psychological well-being. The study also identified environmental demands like high workload, low work control that lead to depression and aggression as direct contributors to psychological well-being¹⁹.

1.3 Perceived Stress

Whilst developing interventions for the workplace, the conceptualisation of work stress is of crucial importance²⁰. Job-oriented stress is often mentioned as a detrimental reaction that people have due to pressures and demands placed on them at work²¹. Selye identified stress in 1936 as “the non-specific response of the body to any demand for change”, but he modified it later as “stress is perception”²². Simply, it can be defined as a physical response of the body when exposed to stimuli inexperienced. However, it is also believed that optimal arousal can help in achieving the targets efficiently²³. Perceived stress can be defined as the intensity with which situations in an individual’s life are evaluated as stressful, like unemployment, bereavement, etc. The concept has a theoretical background in Lazarus’s model of stress, explaining why stressful demands surpass the available resources in an individual’s life, causing psychological stress²⁴⁻²⁶. Stress not only causes physical disorders but also emotional problems. It makes individuals vulnerable to some illnesses and leads to unhealthy lifestyles like alcoholism, smoking, substance abuse, etc. The higher job stress was also related to migraines, cancer, heart disease, depression, anxiety, and emotional distress²⁷. All these physiological and psychological distress creates violence, conflicts, and the wish to leave the job²⁸.

The demand for the chosen study is widespread and extensive. The concept of investigating variables such as job satisfaction, psychological well-being, and perceived stress is exciting since a large amount of time is spent on “building a career,” which serves as the foundation for achieving other life goals. In light of the specified literature, the objective of this study was to understand “The Effect of Job Satisfaction and Psychological Well-Being and Perceived Stress among government and private employees

2. METHODOLOGY

2.1 Design

A Cross-sectional design was used.

2.2 Sample

Data was collected from the employees working in the

Government and private sector of the Delhi/ NCR region. A Convenient sampling technique was used. The total data comprises of 100 participants consisting of males 54 and females 46 while employees working in the Government sector were 48 and the Private sector were 52.

2.2.1 Inclusion Criteria

Data were collected only from those individuals who are currently working either in the Government sector or in the Private sector between the age group of 25-50 years.

2.2.2 Exclusion Criteria

Non-Working individuals were not included in the study. The age range was restricted to 25-50, hence no individuals below 25 or above 50 were considered.

2.3 Tools

Job Satisfaction Scale (JSS, Singh & Sharma, 1986)¹¹ consists of 30 items with each on a 5-point Likert scale. The test measures Job intrinsic as well as Job extrinsic areas and has been divided into five domains. The test-retest reliability value was 0.97.

Psychological Well-Being (PWB, Ryff *et al.*, 1989)²⁹ is a 42-item scale that measured six facets of wellbeing and contentment i.e autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance. The test-retest reliability coefficient value was 0.82.

Perceived Stress Scale (PSS, Cohen, *et al.*, 1988)³⁰ is the most extensively used psychological instrument for the gradation of the perception of stress. It consists of 10 items, marked on a 5 point Likert scale (0=Never 1=Almost Never 2= Sometimes 3=Fairly Often 4= Very often), The Cronbach’s alpha values of the scales were 0.82.

2.4 Procedure

The research was carried out with employees working in both Government and Private sectors. Participants were contacted personally. All the participants were informed about the aim of the research. The questionnaires were administered i.e. the Job Satisfaction scale, psychological well-being scale, and perceived stress scale. All the queries were addressed to the participants individually.

2.5 Ethical Issues

A preliminary debriefing was done to make the participants aware of the study and ensure confidentiality to the data provided by them. Informed consent was obtained from the participants before the administration of all the tools. At no time the participant was made to feel that their privacy has been invaded, thus confidentiality was and will be maintained at all times.

2.6 Statistical Analysis

Data collected was analysed using the SPSS-16 version. Descriptive Statistics was formulated. Pearson’s Correlation was formulated for finding correlation among Job satisfaction, Psychological well-being, and perceived stress also; two-

Table 1. Correlation among job satisfaction, perceived stress, and domains of psychological well-being

Variables	PS	JS	Autonomy	Environmental mastery	Personal growth	Positive relations	Purpose in life	Self-acceptance
PS	-							
JS	0.06	-						
Autonomy	-.23*	0.21	-					
Environmental mastery	0.04	0.01	.38**	-				
Personal growth	-0.19	-0.04	.50**	.40**	-			
Positive relation	-.20*	0.09	.52**	.31**	.60**	-		
Purpose in life	-0.04	-.21*	.31**	.35**	.50**	.35**	-	
Self-acceptance	-0.17	0.03	.37**	.28**	.61**	.55**	.29**	-

PS= Perceived stress; JS= Job satisfaction

*p<0.05 **p<0.01

Table 2. Two-way ANOVA of three variables

Variable	Source	Sum of squares	Df	Mean square	F	Sig.
Job satisfaction	Gender	0.211	1	0.211	0.001	0.974
	Job	1.266	1	1.266	0.007	0.936
	Gender * job	3.146	1	3.146	0.016	0.899
Perceived stress	Gender	41.299	1	41.299	2.067	0.154
	Job	267.369	1	267.369	13.383	0
	Gender * job	17.436	1	17.436	0.873	0.353
Autonomy	Gender	3.736	1	3.736	0.133	0.716
	Job	31.128	1	31.128	1.107	0.295
	Gender * job	95.298	1	95.298	3.39	0.069
Environmental mastery	Gender	16.692	1	16.692	0.713	0.401
	Job	68.635	1	68.635	2.932	0.09
	Gender * job	51.902	1	51.902	2.217	0.14
Personal growth	Gender	37.447	1	37.447	1.24	0.268
	Job	40.024	1	40.024	1.326	0.252
	Gender * job	101.912	1	101.912	3.375	0.069
Positive relations	Gender	74.049	1	74.049	2.598	0.11
	Job	257.336	1	257.336	9.028	0.003
	Gender * job	6.455	1	6.455	0.226	0.635
Purpose of life	Gender	14.876	1	14.876	0.553	0.459
	Job	87.064	1	87.064	3.237	0.075
	Gender * job	66.769	1	66.769	2.482	0.118
Self-acceptance	Gender	31.754	1	31.754	1.277	0.261
	Job	62.044	1	62.044	2.494	0.118
	Gender * job	19.708	1	19.708	0.792	0.376
Total		74216	100			

Significant at 0.05

way ANOVA was used to compare means for the significant difference between the Gender and Sectors (Govt. & Private)

3. RESULTS

Annexure 1 signifies the mean and standard deviation of job satisfaction, perceived stress, and domains of Psychological well-being. Mean of Females (M= 69.72, SD= 12.8) in Job Satisfaction was slightly higher, alongwith, perceived stress (M=20.93, SD= 4.82), Autonomy (M=25.93, SD= 6.1), Environmental Mastery (M=27.63, SD=5.3), Personal growth (M=26.65, SD=6.19), Positive relations (M=26.95, SD=5.76), Purpose in life (M=25.32, SD=5.45), Self- acceptance (M=27.41, SD=5.18) than Male.

Annexure 2 signifies the mean and standard deviation of job satisfaction, perceived stress, and domains of psychological well-being, Mean of the Government sector was higher in Job satisfaction (M=69.79, SD=12.99), Autonomy (M=26.27, SD= 5.66), personal growth (M=26.63, SD=6.5), Positive relations (M=27.68,SD=6.29), Purpose in life (M=25.85, SD=6.2) and Self-acceptance (M=27.61, SD=5.45). While Mean of the Private sector was higher in Perceived stress (M=21.79, SD=4.32) and Environmental Mastery (M=28.09, SD=5.03).

Table 1 signifies the correlation among job satisfaction, perceived stress, and domains of psychological well-being. There is a negative significant relationship between Job satisfaction and purpose in life(r=-0.21) at p<0.05 level of significance. There is a negative significant correlation between perceived stress and autonomy (r= -.23) and positive relation with others (r= -0.20) at p<0.05 level of significance.

Table 2 interprets the difference between gender and sectors (Job) on various variables. Job satisfaction was statistically insignificant difference seen. Autonomy, Personal Growth, Purpose in

life, Environmental mastery, and Self-Acceptance there is no significant difference found. The Significant difference between gender and sectors on perceived stress shows, Government and Private sector is statistically significant ($p=0.000$) at $p<0.05$ and yielded an $F(1,96)$ of 13.38 which indicates the Mean square variance between Government and the Private sector is more. Government Sector and Private Sector are found to be statistically different on the domain of positive relations with others as $F(1,96)=9.02$, gives a $\text{sig}=0.003$.

4. DISCUSSION

The study highlighted the effect of job satisfaction on psychological well-being and perceived stress on working professionals. Through the analysis of results, it showed that job satisfaction in female employees was slightly higher than their male counterparts. Also, government employees were more satisfied with their jobs than private-sector employees. Perceived stress among private-sector employees is higher. Furthermore, the results determine that the deadline-based work, or the over-burdening positions in the private sector or in the government sector, can be one major cause. Apart from that, many such reports have been released. In a study done by the Associated Chambers and Commerce and Industry¹⁴, around 57 per cent of private-sector employees do not exercise and have less sleep than government sector employees. Studies have revealed that in the Indian context, there is more freedom and cooperation in the government sector, while strict attendance policy in terms of absenteeism is taken into account and an 'always on the toes-attitude "have been part of the private sector"³¹. In addition to that, perceived stress among females was also higher.

Moreover, further results indicated that job satisfaction is significantly negatively correlated with the purpose of life, which is defined as the goal of living a life that is a part of psychological well-being. This can be explained if an individual receives satisfaction in a profession on a variety of levels but is unable to comprehend its purpose. As a result, job satisfaction can represent a means of making money and surviving in society, but it may not be the foundation for achieving one's genuine life purpose. Another revelation that this study made is the significant difference prevailing in the government and private sector between job satisfaction and positive relationships, which are explained as substantial relationships between an individual that accomplish the need for belonging as well as substantiate to be more than mere emotional support. A study revealed higher psychological well-being in public sector employees than in employees of the private sector. The government sector has superior democratic functioning and involves less time-bound target projects, which is not the case in the private sector. Moreover, positive relations with others can be established if one finds people to be on the same level in terms of liking, choices, and decisions. It provides government personnel in India a modest advantage because they spend the majority of their time in the same departments, and promotions are time-limited, which is not the case in the private sector. Another striking result showed a significant negative correlation of autonomy and positive relationships with perceived stress. The existence of a negative correlation can be explained in

a way that when an individual has more autonomy, he or she has less stress. Because having a sense of control over one's work reduces stress, as explained in the study by Silverthorne *et al.* (2008)²⁴, who observed the association between locus of control (LOC) and the work-related interactive measures of job stress, satisfaction, and performance. They found that locus of control plays a significant part in foreseeing the level of job satisfaction, stress, and performance. Furthermore, the feature of positive relationships has a negative association with perceived stress, implying that social support is always positively related and caters to reducing stress in every sector of life, including employment. A positive relationship with others impact the emotional, physical, and mental health of an individual profusely. Thus, it bears a lot of importance, as humans are none other than social beings. Hence, the significant effect of Job Satisfaction, domains of psychological well-being is higher for government sector employees as compared to private sector employees while perceived stress was higher for private sector employees.

5. CONCLUSION

The purpose of the research study was to shed light on the effect of job satisfaction, psychological well-being, and perceived stress among government and private employees. The findings suggest that only a single domain of psychological well-being could correlate to job satisfaction which is purpose in life. There was also a significant difference found between sectors of Job and Positive Relations. And lastly, there was a significant difference found between the sectors, that is, Government and private with perceived stress. It can be observed and inferred that there was no difference observed between the gender and perceived stress further job satisfaction was not a dependent factor of perceived stress among the working personnel.

There are many differences between government and private employment with respect to Job Security. Job satisfaction, job stress and mental health are important determinants of employee health and happiness. When people are satisfied with their jobs, they are more productive and tend to be healthier. When employees feel that the work environment is negative, they feel stressed. Stress has a significant effect on employees' mental and physical health.

6. LIMITATION AND FUTURE DIRECTION

Few limitations have also been seen in the present study firstly sample size can be increased for further research. Secondly, analysis related to work pattern, schedule, educational qualifications for govt and private can be further analysed for better findings.

To further explain this relationship between other variables, further analysis using a different method of study is needed. On the other hand, the current research provides a framework for exploratory purposes. To increase the precision of the findings, future research should include a greater number of participants.

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CONTRIBUTORS

Dr Dolly Bansal has her Ph.D. in Psychology. She is a Scientist in the field of psychology in DRDO-DIPR. Her areas of interest includes personality assessment, organisational behavior, aviation psychology, and training and development.

In the current study, she was involved in planning, data analysis, and writing the paper.

Ms Prachi Gulati has received Masters of Arts degree in counselling psychology from Amity Institute of Psychology and Allied Sciences, Amity University Noida, UP. Her specialisation lies in the field of counselling as well as organisational behaviour.

In the current study, she was involved in planning, data collection, analyzing the results, and manuscript writing.

Dr Vijendra Nath Pathak completed his Ph.D. from the Department of Psychology, Mahatma Gandhi Kashi Vidyapith Varanasi. Currently, he is working as Assistant Professor, Department of Psychology, School of Humanities and Language, Punjab.

In the current study, he was involved in data analysis and writing the paper.

Annexure 1
Mean and standard deviation of gender on three variables

Gender	N	Job satisfaction		Perceived stress		Autonomy		Environmental mastery		Personal growth		Positive relations		Purpose in life		Self-acceptance	
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
Male	54	69.59	14.47	19.76	4.65	25.59	4.63	26.98	4.57	25.46	4.96	25.07	5.32	24.53	5.11	26.24	4.86
Female	46	69.72	12.8	20.93	4.82	25.93	6.1	27.63	5.3	26.65	6.19	26.95	5.76	25.32	5.45	27.41	5.18
Total	100	69.65	13.66	20.31	4.74	25.75	5.33	27.28	5.56	26.01	5.56	25.94	5.58	24.9	5.26	26.78	5.02

Annexure 2
Mean and standard deviation of sectors on three variables

Gender	N	Job satisfaction		Perceived stress		Autonomy		Environmental mastery		Personal growth		Positive relations		Purpose in life		Self-acceptance	
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
Government	47	69.79	12.99	18.64	4.68	26.27	5.66	26.36	4.67	26.63	6.5	27.68	6.29	25.85	6.2	27.61	5.45
Private	53	69.53	14.35	21.79	4.32	25.28	14.35	28.09	5.03	25.45	4.46	24.39	4.36	24.05	4.12	26.03	4.52
Total	100	69.65	13.67	20.31	4.74	25.7	13.66	27.28	5.33	26.01	5.56	25.94	5.58	24.9	5.26	26.78	5.02