

A STUDY ON WORK STRESS OF HR EXECUTIVES

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CERTIFICATION OF APPROVAL

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ABSTRACT

This dissertation report aims to analyze the work stress experienced by HR executives. The general objectives of the study are to systematically investigate the relationship between various demographic factors and work stress, assess the overall level of work stress in HR executives, and examine the relationship between work stress and employee satisfaction.

To achieve these objectives, a quantitative approach is employed, utilizing a questionnaire as the primary data collection tool. Convenience sampling is implemented to select a representative sample from the universe of HR executives in IT companies. The individual HR executives serve as the unit of study, and the sample size is 56 participants.

The study seeks to delve into the multifaceted aspects of work stress experienced by HR executives, taking into consideration demographic factors such as age, gender, marital status, and years of experience. Furthermore, the research endeavors to evaluate the overall level of work stress experienced by HR executives using Perceived Stress Scale. Job in General Scale is used to find job satisfaction of the respondents.

Through this study it is found that there exist moderate level of work stress among HR executives in general. Further, on average female HR executives have more work stress compare to male executives and married executives have more work stress than unmarried executives. It is also found that work stress is negatively correlated with job satisfaction.

Overall, this dissertation report aims to contribute to the existing body of knowledge by providing a detailed analysis of work stress among HR executives in IT companies. The findings of this study will have practical implications for HR professionals, organizational decision-makers, and policymakers, enabling them to develop strategies and interventions to effectively manage work stress and enhance employee satisfaction within the HR profession.

Key words:- Work stress, Job satisfaction, HR executives

CHAPTER-1

INTRODUCTION

WORK STRESS

Work stress is a complex phenomenon that arises when the demands and pressures of work exceed an individual's ability to cope effectively. It is characterized by a state of physical, emotional, and psychological strain resulting from various stressors in the workplace. These stressors can be categorized into two main types: situational and organizational.

Situational stressors are specific factors within the work environment that contribute to work stress. These include high workloads, tight deadlines, conflicting demands, and time pressure. Situational stressors often arise from the nature of the job itself, such as demanding tasks, complex projects, or the need to handle multiple responsibilities simultaneously. Other situational stressors may stem from inadequate resources, limited control over work processes, or lack of support from supervisors or colleagues.

Organizational stressors, on the other hand, are broader aspects of the work environment that can contribute to work stress. These include factors such as job insecurity, lack of career advancement opportunities, poor work-life balance, unfair or biased treatment, and organizational culture. For example, a highly competitive or toxic work environment characterized by excessive competition, interpersonal conflicts, or a lack of recognition and rewards can significantly contribute to work stress.

The experience of work stress can manifest in various ways, impacting an individual's physical, emotional, and psychological well-being. Physically, work stress can lead to symptoms such as fatigue, headaches, gastrointestinal issues, and sleep disturbances. Chronic work stress can also weaken the immune system, making individuals more susceptible to illnesses and increasing the risk of long-term health problems.

Emotionally, work stress can result in feelings of anxiety, irritability, frustration, and a sense of being overwhelmed. It can also contribute to a negative mood, decreased motivation, and reduced job satisfaction. Over time, work stress can lead to emotional exhaustion and burnout, where individuals feel depleted, cynical, and detached from their work.

Psychologically, work stress can affect cognitive functioning, impairing concentration, memory, and decision-making abilities. It can also lead to

negative self-perceptions, decreased self-esteem, and feelings of inadequacy. Individuals experiencing work stress may also struggle with managing their emotions, leading to interpersonal difficulties and strained relationships with colleagues or superiors.

The consequences of work stress extend beyond the individual and can impact organizational outcomes. High levels of work stress can result in decreased job performance, lower productivity, and increased absenteeism and turnover rates. It can also contribute to a negative organizational climate, hampering teamwork, collaboration, and innovation. Ultimately, work stress can affect an organization's bottom line by increasing costs associated with employee turnover, healthcare, and decreased productivity.

Addressing work stress requires a multifaceted approach that involves individuals, organizations, and policymakers. Organizations can implement strategies such as providing employee support programs, promoting work-life balance, fostering a positive work culture, and offering training on stress management and resilience. Individual coping strategies, such as engaging in physical exercise, practicing mindfulness or relaxation techniques, seeking social support, and setting boundaries between work and personal life, can also help manage and alleviate work stress.

In conclusion, work stress is a pervasive issue that can have significant impacts on individuals and organizations. Understanding the causes and consequences of work stress is essential for implementing effective interventions and strategies to create healthier work environments, enhance employee well-being, and improve organizational outcomes. By addressing work stress, individuals can experience greater job satisfaction, improved mental and physical health, and increased overall quality of life, while organizations can benefit from higher employee engagement, productivity, and retention.

WORK STRESS AND HR EXECUTIVES

Work stress is a prevalent issue in the modern workplace, affecting individuals across various job roles and industries. However, HR executives, in particular, face unique challenges and stressors in their role as the custodians of human capital within organizations.

HR executives play a crucial role in managing the people aspect of an organization, including tasks such as recruitment, employee relations, performance management, training and development, and policy implementation. Their responsibilities often involve handling sensitive employee issues, managing conflicts, and ensuring compliance with labor laws and regulations. Additionally, they serve as a liaison between employees and management, advocating for employee well-being while aligning HR strategies with organizational goals.

The nature of the HR executive role exposes them to a range of stressors that can contribute to work stress. These stressors may include:

1. **High Workloads and Time Pressure:** HR executives often juggle multiple responsibilities and face tight deadlines, especially during periods of organizational change, recruitment drives, or performance evaluation cycles. Managing various HR functions concurrently can lead to high workloads and time pressure, creating stress and impacting their ability to meet deadlines effectively.
2. **Interpersonal Conflicts:** HR executives frequently handle employee conflicts and grievances, which can be emotionally demanding. Dealing with sensitive employee issues, mediating disputes, and addressing interpersonal conflicts can add to their work stress, as they strive to maintain fairness, confidentiality, and impartiality.
3. **Role Ambiguity:** HR executives may face challenges related to role clarity and ambiguity. They are expected to balance strategic and administrative HR responsibilities, navigate organizational politics, and adapt to evolving business needs. The ambiguity surrounding their role expectations and the need to multitask can contribute to work stress.
4. **Organizational Change and Transformation:** HR executives often play a pivotal role in managing organizational change, mergers, or restructuring. These periods of change can be accompanied by uncertainty, increased workload, and pressure to implement changes smoothly while addressing employee concerns. Managing change processes while supporting employee morale and engagement can add to their work stress.
5. **Emotional Labor:** HR executives are frequently required to manage emotions and maintain a professional demeanor, even when dealing

with challenging or distressing situations. This emotional labor, such as providing support to employees facing difficult circumstances or delivering difficult news, can contribute to their emotional and psychological strain.

The consequences of work stress among HR executives can have significant impacts on both individuals and organizations. Individually, work stress can lead to physical symptoms such as fatigue, headaches, and sleep disturbances. It can also contribute to emotional exhaustion, increased anxiety, decreased job satisfaction, and a higher risk of burnout. Moreover, work stress among HR executives can negatively affect their mental health, leading to depression, decreased resilience, and reduced overall well-being.

Organizationally, high levels of work stress in HR executives can impact their job performance, decision-making abilities, and interpersonal relationships within the organization. It can also contribute to increased absenteeism, higher turnover rates, and decreased employee morale and engagement. Ultimately, work stress among HR executives can undermine the effectiveness of HR functions, affecting talent acquisition, employee development, and overall organizational success.

Addressing work stress among HR executives requires a proactive and comprehensive approach. Organizations can implement supportive policies, create a positive work culture, provide resources for stress management and resilience training, and promote work-life balance. Encouraging open communication, providing professional development opportunities, and recognizing and appreciating HR executives' contributions can also help alleviate work stress.

HR executives themselves can adopt individual strategies to manage work stress. These may include setting boundaries between work and personal life, practicing self-care activities, seeking social support, engaging in stress-reducing techniques such as mindfulness or exercise, and developing effective time management and prioritization skills.

In conclusion, work stress among HR executives is a significant concern that can impact both individuals and organizations. Understanding the specific stressors faced by HR executives and implementing strategies to manage and mitigate work stress is crucial for promoting their well-being and optimizing their effectiveness in managing human capital within organizations. By

addressing work stress, organizations can create a healthier and more productive work environment, enhance employee satisfaction and engagement, and ultimately improve organizational outcomes. It is imperative for organizations to recognize the unique challenges faced by HR executives and provide the necessary support, resources, and interventions to effectively manage work stress and promote their overall well-being. Through a holistic approach that encompasses organizational policies, individual coping strategies, and a supportive work culture, the negative impacts of work stress on HR executives can be minimized, leading to a more sustainable and thriving HR profession.

1.1 STATEMENT OF THE PROBLEM

Work stress is a pervasive and significant issue that has a profound impact on HR executives, both individually and within the context of their organizations. HR executives, responsible for managing the human capital within organizations, face unique challenges and stressors in their roles. The demands and complexities associated with their responsibilities, coupled with the fast-paced and dynamic nature of the business environment, contribute to heightened levels of work stress.

However, despite the importance of addressing work stress among HR executives, there is a limited understanding of the specific factors contributing to work stress in this particular professional group. To effectively manage work stress and promote the well-being of HR executives, it is crucial to investigate and analyze the work stress experienced by them in a comprehensive manner. This research aims to explore the following specific objectives:

1. To study the relationship between demographic factors and work stress among HR executives: Demographic factors such as age, gender, educational background, and years of experience may influence the experience and perception of work stress among HR executives. Understanding how these factors interact with work stress will provide valuable insights into the unique challenges faced by different demographic groups within the HR profession. This knowledge can inform the development of targeted interventions and support mechanisms to address specific needs and mitigate work stress effectively.
2. To assess the level of work stress in HR executives: Measuring and quantifying the level of work stress experienced by HR executives is essential to gain a comprehensive understanding of the magnitude of the issue. Through validated assessment tools and methodologies, this research seeks to assess the extent of work stress experienced by HR executives in their professional roles. This assessment will provide a baseline for comparison, enabling organizations to identify areas of improvement and tailor interventions to alleviate work stress effectively.
3. To study the relationship between work stress and employee satisfaction among HR executives: Work stress can significantly impact

employee satisfaction and overall well-being. Examining the relationship between work stress and employee satisfaction among HR executives will shed light on the factors influencing job satisfaction within this specific professional group. By understanding how work stress affects employee satisfaction, organizations can implement targeted strategies and interventions to create a supportive work environment that promotes satisfaction, engagement, and retention among HR executives.

By exploring these objectives, this research aims to contribute to the existing body of knowledge on work stress in the HR profession. The findings will provide valuable insights into the specific factors contributing to work stress among HR executives and their implications for employee satisfaction and overall organizational performance. Ultimately, the research findings will inform evidence-based practices and interventions to effectively manage work stress, improve the well-being of HR executives, and create healthier and more productive work environments within organizations.

1.2 SIGNIFICANCE OF THE STUDY

The dissertation on analyzing the work stress experienced by HR executives carries immense significance due to its potential to provide valuable insights into the well-being and effectiveness of HR professionals within organizations. This study's significance can be further elaborated as follows:

- Despite the crucial role HR executives play in managing human resources and ensuring organizational success, there is a paucity of research specifically focusing on the work stress experienced by this professional group. By addressing this research gap, this study aims to contribute to the existing literature by providing a comprehensive analysis of work stress among HR executives. It will help shed light on the specific stressors, challenges, and impacts associated with their roles, thereby advancing our understanding of the unique work stress factors within the HR profession.
- The study can help HR executives understand the level of work stress they experience and how it affects their job satisfaction. This can help them develop coping strategies to manage work stress and improve their job satisfaction. By analyzing the work stress experienced by HR executives, this study provides HR professionals with valuable insights into their own stress levels and the specific stressors they encounter in their roles. Understanding the impact of work stress on their job satisfaction is crucial for HR executives to develop effective coping strategies. Armed with this knowledge, HR executives can proactively implement stress management techniques, such as time management, prioritization, and self-care practices, to mitigate the negative effects of work stress. This, in turn, can enhance their job satisfaction, overall well-being, and job performance, leading to increased productivity and effectiveness in their HR roles.
- The research can help organizations understand the impact of work stress on employee satisfaction and work performance. This can help organizations develop policies and programs to reduce work stress and improve employee satisfaction, which can lead to increased productivity and employee retention. Work stress has a significant impact on employee satisfaction and work performance. By examining the relationship between work stress and employee satisfaction, this research provides organizations with valuable insights into the

consequences of work stress on their workforce. Armed with this understanding, organizations can develop targeted policies, programs, and initiatives to reduce work stress and create a supportive work environment. For example, organizations can implement flexible work arrangements, employee assistance programs, wellness initiatives, and training programs on stress management. By addressing work stress, organizations can improve employee satisfaction, foster a positive work culture, increase productivity levels, and enhance employee retention, resulting in a more engaged and committed workforce.

- The study can help organizations understand the impact of demographic factors on work stress. This can help organizations develop targeted interventions to reduce work stress among employees who are most affected by it. Demographic factors, such as age, gender, educational background, and years of experience, can influence the experience and perception of work stress among employees. By examining the impact of demographic factors on work stress, this study provides organizations with insights into which employee groups are most affected by work stress. This understanding enables organizations to develop targeted interventions and support mechanisms to reduce work stress among those employees who are most vulnerable to it. For instance, organizations can offer specialized training, mentoring programs, and flexible work arrangements tailored to address the specific needs and challenges faced by different demographic groups. By implementing targeted interventions, organizations can enhance employee well-being, job satisfaction, and overall performance.
- The research can help raise awareness about the importance of addressing work stress in the workplace. This can help organizations create a culture that values employee well-being and promotes a healthy work-life balance. Work stress is a pervasive issue in today's fast-paced work environment, and its impact on employee well-being is significant. By conducting research on work stress, this study contributes to raising awareness among organizations about the importance of addressing this issue. The findings of the study can serve as a catalyst for organizations to create a culture that prioritizes employee well-being and promotes a healthy work-life balance. Organizations can establish policies and initiatives that foster work environments where work stress is acknowledged, and employees are

supported in managing it effectively. This can include implementing flexible work hours, encouraging regular breaks, promoting open communication, and providing resources for stress management and employee support. By creating a culture that values employee well-being, organizations can enhance employee satisfaction, engagement, and overall organizational success.

1.3 OBJECTIVES

General objective-

- To analyse the work stress experienced by HR executives

Specific objectives-

- To study the relationship between demographic factors and work stress.
- To assess the level of work stress in HR executives.
- To study the relationship between work stress and employee satisfaction

1.4 DEFINITION OF CONCEPTS

HR Executives

Theoretical Definition

HR executives refers to professionals who hold leadership or managerial positions within the Human Resources (HR) department of an organization.

Operational Definition

HR executives are professionals who work in HR department of a company.

Work Stress

Theoretical Definition

Work stress refers to the psychological and physiological responses that individuals experience when there is an imbalance between the demands of their work and their perceived ability to cope with those demands.

Operational Definition

The self-reported perception of the level of stress experienced by HR executives in relation to their work demands, responsibilities, and job-related factors.

CHAPTER-2
REVIEW OF
LITERATURE

2.1 INTRODUCTION

The role of Human Resources (HR) executives within organizations is crucial as they are responsible for managing and aligning the workforce with organizational goals and objectives. However, the demanding and complex nature of their job roles often exposes them to significant levels of work stress, which can have detrimental effects on their well-being and overall organizational effectiveness. In order to promote the well-being of HR executives and optimize their performance, it is important to thoroughly understand the work stress they experience and its relationships with various factors.

The purpose of this literature review is to critically examine the existing research on the work stress experienced by HR executives, with specific objectives focused on studying the relationship between demographic factors and work stress, assessing the level of work stress in HR executives, and studying the relationship between work stress and employee satisfaction. By achieving these objectives, this review aims to shed light on the specific dynamics of work stress among HR executives and its impact on their well-being and job performance.

To begin, the literature review will explore the conceptualization of work stress. This will provide a foundation for comprehending the multidimensional nature of work stress and the factors that contribute to its occurrence in the HR executive role.

Subsequently, the review will delve into the relationship between demographic factors and work stress among HR executives. By analyzing previous studies that have investigated this relationship, valuable insights can be gained into how demographic variables such as age, gender, educational background, and years of experience influence the experience and perception of work stress. Understanding the influence of demographic factors on work stress can aid in developing targeted interventions and support mechanisms to address the unique stressors faced by different groups of HR executives.

Furthermore, the literature review will focus on assessing the level of work stress in HR executives. This will involve examining studies that have employed various measurement tools and methodologies to quantify the extent of work stress experienced by HR professionals. By evaluating the existing measures

and their applicability to the HR executive context, this review aims to identify effective and reliable instruments for assessing work stress levels in this specific occupational group.

Lastly, the review will explore the relationship between work stress and employee satisfaction among HR executives. By synthesizing previous research, it aims to identify the impact of work stress on HR executives' job satisfaction and their overall satisfaction with their roles. Understanding this relationship is crucial as it can provide insights into the factors that contribute to employee satisfaction and engagement within the HR profession.

Overall, this literature review seeks to provide a comprehensive understanding of the work stress experienced by HR executives, examining its relationships with demographic factors, assessing its levels, and exploring its impact on employee satisfaction. By synthesizing the existing research, it will contribute to the knowledge base and inform the subsequent empirical research that aims to analyze the work stress experienced by HR executives in IT companies. The findings from this literature review will provide a solid foundation for the empirical study, enabling a deeper understanding of work stress dynamics and offering practical implications for organizations to support the well-being and effectiveness of HR executives.

2.2 REVIEWS

Roberta Fida (2023) in their study **Is Gender an Antecedent to Workplace Stressors? A Systematic Review and an Empirical Study Using a Person-Centred Approach** Found that women are more likely to experience high demands, poor support, and lack of clarity in their work. The study suggests that gender can influence the level of work stress experienced.

Manzoor Ahmad Malik, S. P. Singh, Jyoti Jyoti & Falguni Pattanaik (2022) in their study **Work stress, health and wellbeing: evidence from the older adults labor market in India** found that work stress is a common issue that enhances at higher ages due to the work, health, and socio-economic vulnerability of older adults. The study suggests that age can influence the level of work stress experienced.

Post-Pandemic Human Resource Management: Challenges and Opportunities by **Neeraj Kumar Sharma, Poonam Shodh Rachna(2022)** highlights the difficulties faced by HR managers during COVID-19 and the need for a new strategy in leadership, staff involvement, and customer focus.

Panagiotis V. Kloutsiniotis, Dimitrios M. Mihail, Naoum Mylonas and Adamantia Patelic (2022) in their study **Transformational Leadership, HRM practices and burnout during the COVID-19 pandemic: The role of personal stress, anxiety, and workplace loneliness** highlights the role of transformational leadership and HRM practices in managing work stress. The study found that successful leadership styles and HRM practices can help employees overcome the negative effects of work stress.

Tomasz Ilczak, Małgorzata Rak, Kacper Sumera, Carl Robert Christiansen, Esther Navarro-Illana, Pasi Alanen, Juha Jormakka, Elena Gurková, Darja Jarošová, Danka Boguská, Michał Ćwiertnia, Monika Mikulska, Wioletta Pollok-Wakmańska, Rafał Bobiński and Marek Kawecki (2021) in their study **Differences in Perceived Occupational Stress by Demographic Characteristics, of European Emergency Medical Services Personnel during the COVID-19 Virus Pandemic—An International Study** attempts to assess the effect of demographic factors such as age, gender, profession, and place of work on the level of work-related stress. The study found that demographic factors can influence the level of work stress experienced.

Farida Saleem, Muhammad Imran Malik and Saiqa Saddiqa Qureshi (2021) in their study **Work Stress Hampering Employee Performance During COVID-19: Is Safety Culture Needed?** highlights how stressful psychosocial aspects of work environments can lead to job strains and hamper performance. The study found that demographic factors such as age, gender, and job experience can influence the level of work stress experienced.

Baker, Omar Ghazi, and Bandar Dhafer Alshehri(2020) in their study **The Relationship between Job Stress and Job Satisfaction among Saudi Nurses: A Cross-Sectional Study** aimed to examine the relationship between job stress and job satisfaction among Saudi nurses working in a public hospital. The study utilized a sample of nurses and found that job stress was negatively associated with job satisfaction. The study identified several sources of job stress, including workload, lack of support from colleagues, and poor working conditions. The findings emphasized the importance of addressing job stress to enhance job satisfaction and overall well-being among Saudi nurses. This study contributes to the understanding of the relationship between job stress and job satisfaction in the context of Saudi nurses, highlighting the need for interventions and support systems to improve employee well-being.

Alfian, Mochamad Fickrie(2020) in his study **The Influence of Job Stress and Job Conflict on Job Satisfaction** aimed to investigate the relationship between job stress, job conflict, and job satisfaction. The study utilized a sample of 200 employees and found that job stress and job conflict were negatively associated with job satisfaction. The study also identified that job conflict moderated the relationship between job stress and job satisfaction, with higher job conflict exacerbating the negative relationship. The findings emphasized the importance of addressing job stress and job conflict to enhance job satisfaction and employee well-being. Overall, the study provided insights into the complex relationship between job stress, job conflict, and job satisfaction, contributing to the understanding of workplace dynamics and employee well-being.

Singh, Monica Munjial, Mohammad Amiril, and Sherry Sabbarwal(2019) in their study **Role of Job Stress on Job Satisfaction** aimed to explore the relationship between job stress and job satisfaction. The study utilized a quantitative research approach and analyzed data from a sample of 150 employees from private colleges in Pakistan. Job stress was measured using workload and physical environment as stressors. The findings indicated that

workload and physical environment had a negative impact on employee job satisfaction. The study contradicted previous research that suggested a positive relationship between stress and job satisfaction. The results highlighted the importance of addressing job stress to enhance job satisfaction and emphasized the negative effects of stressors on employee well-being. Overall, the study contributed to the understanding of the relationship between job stress and job satisfaction in the context of private colleges in Pakistan.

Hui-Chuan Hsu (2018) in their study **Age Differences in Work Stress, Exhaustion, Well-Being, and Related Factors From an Ecological Perspective** found that younger workers reported higher work stress, being in a physically demanding job, greater self-rated work pressure, and not being able to work at home. The study suggests that age can influence the level of work stress experienced.

Kamaldeep Bhui, Sokratis Dinos, Magdalena Galant-Miecznikowska, Bertine de Jongh, and Stephen Stansfeld (2016) in their study **Perceptions of work stress causes and effective interventions in employees working in public, private and non-governmental organisations: a qualitative study** highlights the importance of organizational interventions to manage work stress. The study found that interventions that improved management styles, physical exercise, taking breaks, and ensuring adequate support were perceived as effective.

Naser Hoboubi, Alireza Choobineh, Fatemeh Kamari Ghanavati, Sareh Keshavarzi and Ali Akbar Hosseini (2016) in their study **The Impact of Job Stress and Job Satisfaction on Workforce Productivity in an Iranian Petrochemical Industry** found that high levels of work stress are associated with low levels of job satisfaction. The study also found that job satisfaction is positively correlated with productivity indices. This suggests that work stress can have a negative impact on employee satisfaction.

Lee, Mi-Hwa (2015) in his study **Relationship of job-satisfaction due to Radiographer's Job-Characteristics and Job-Stress** aimed to investigate the relationship between job characteristics, job stress, and job satisfaction among radiographers. The study utilized a sample of 213 radiographers and found that job characteristics, such as workload and work environment, were significantly associated with job stress. Additionally, job stress was found to have a negative impact on job satisfaction among radiographers. The findings emphasized the

importance of addressing job stress and improving job characteristics to enhance job satisfaction and well-being among radiographers. Overall, the study provided insights into the factors influencing job satisfaction and stress among radiographers, contributing to the understanding of workplace dynamics and employee well-being in the radiography field.

Khan, Ejaz Ahmed, Muhammad Aqeel, and Muhammad Akram Riaz(2014) in their study **Impact of Job Stress on Job Attitudes and Life Satisfaction in College Lecturers** aimed to examine the relationship between job stress, job attitudes, and life satisfaction among college lecturers. The study utilized a sample of college lecturers and found that job stress had a negative impact on job attitudes and life satisfaction. The findings emphasized the importance of addressing job stress to improve job attitudes and overall life satisfaction among college lecturers. This study contributes to the understanding of the impact of job stress on job attitudes and life satisfaction in the context of college lecturers, highlighting the need for interventions and support systems to enhance their well-being.

Pilar Rivera-Torres, Rafael Angel Araque-Padilla, and María José Montero-Simó (2013) in their study **Job Stress across Gender: The Importance of Emotional and Intellectual Demands and Social Support in Women** found that women are more likely to experience emotional and intellectual demands and less social support in their work. The study suggests that gender can influence the level of work stress experienced.

Khalatbari, Javad, Shohreh Ghorbanshiroudi, and Mehdi Firouzbakhsh(2013) in their study **Correlation of Job Stress, Job Satisfaction, Job Motivation and Burnout and Feeling Stress** aimed to investigate the relationship between job stress, job satisfaction, job motivation, burnout, and feeling stress. The study utilized a sample of 160 employees and found that job stress was negatively associated with job satisfaction and job motivation, and positively associated with burnout and feeling stress. The study also identified that job satisfaction was positively associated with job motivation and negatively associated with burnout and feeling stress. The findings emphasized the importance of addressing job stress and enhancing job satisfaction and motivation to reduce burnout and feeling stress among employees. Overall, the study provided insights into the complex relationship between job stress, job satisfaction, job motivation, burnout, and feeling stress, contributing to the understanding of workplace dynamics and employee well-being.

Du, Mei, Mee-Lee Leung, Frank H. Fu, and Lynda Ransdell (2012) in their study **Managerial Stress and Job Satisfaction in the Sport and Recreation Industry in Hong Kong** aimed to explore the relationship between managerial stress and job satisfaction in the sport and recreation industry in Hong Kong. The study analyzed data from a sample of participants and found that managerial stress had a negative impact on job satisfaction among individuals in the sport and recreation industry. The findings emphasized the importance of addressing managerial stress to enhance job satisfaction and overall well-being in this industry. This study contributes to the understanding of the relationship between managerial stress and job satisfaction in the context of the sport and recreation industry in Hong Kong, highlighting the need for interventions and support systems to improve employee well-being.

Dharma Raj. S, Dharma Raj S., and DR L. KANAGALAKSHMI DR.L. KANAGALAKSHMI (2011) in their study **Job Stress among College Teachers in Tuticorin District** aimed to investigate job stress among college teachers in Tuticorin district. The study utilized a sample of 200 male and female teachers and found that the greatest sources of job stress were workload, lack of support from colleagues, and lack of recognition. The study also identified several other sources of job stress, including poor communication with supervisors, lack of autonomy, and poor working conditions. The findings emphasized the importance of addressing these sources of job stress to improve the well-being and job satisfaction of college teachers. Overall, the study provided insights into the sources of job stress experienced by college teachers in Tuticorin district, contributing to the understanding of workplace dynamics and employee well-being in the education sector.

Dr V. LAZAR (2011) in his study **Sources of Job Stress Among IT Professionals** aimed to investigate the sources of job stress among IT professionals. The study utilized a sample of 100 IT professionals and found that the greatest sources of job stress were the complexity of company IT infrastructures and poorly defined goals. The study also identified several other sources of job stress, including long working hours, lack of recognition, and poor communication with supervisors. The findings emphasized the importance of addressing these sources of job stress to improve the well-being and job satisfaction of IT professionals. Overall, the study provided insights into the sources of job stress experienced by IT professionals, contributing to the understanding of workplace dynamics and employee well-being in the IT industry.

Kawada, Tomoyuki, and Toshiaki Otsuka(2011) in their study **Relationship between job stress, occupational position and job satisfaction using a brief job stress questionnaire (BJSQ)** aimed to investigate the relationship between job stress, occupational position, and job satisfaction using a brief job stress questionnaire. The study utilized a sample of 1,042 participants and found that job stress was negatively associated with job satisfaction. The study also identified that occupational position moderated the relationship between job stress and job satisfaction, with lower occupational positions having a stronger negative relationship. The findings emphasized the importance of addressing job stress and enhancing job satisfaction, particularly for employees in lower occupational positions. Overall, the study provided insights into the complex relationship between job stress, occupational position, and job satisfaction, contributing to the understanding of workplace dynamics and employee well-being.

Saroj B. Patil and Dr P. T. Choudhari (2011) in their study **Job Stress amongst Nurses: An Investigation** investigated job stress among nurses in the Jalgaon district of the North Maharashtra region. The study developed a specific measure of stress following in-depth interviews and questionnaires with primary care professionals, and 360 nurses participated in the study. The major sources of stress identified by the nurses were time pressure, administrative responsibility, and having too much to do. Factor analysis of stress questionnaire responses revealed five major factors: demands of the job and lack of communication, working environment, communication with patients, work/home interface and social life, and career development. The study found that the mental wellbeing of the nurses was higher than that of other population groups. Multivariate analysis identified three major stressors predictive of high levels of job dissatisfaction: demands of the job and lack of communication, working environment, and career development. The study highlights the need for interventions and strategies to address these stressors and improve the well-being and job satisfaction of nurses in the healthcare industry.

Peltzer, Karl, Olive Shisana, Khangelani Zuma, Brian Van Wyk, and Nompumelelo Zungu-Dirwayi(2009) in their study **Job stress, job satisfaction and stress-related illnesses among South African educators** aimed to investigate the relationship between job stress, job satisfaction, and stress-related illnesses among South African educators. The study utilized a sample of 1,023 educators and found that job stress was negatively associated with job

satisfaction and positively associated with stress-related illnesses. The study also identified several sources of job stress, including workload, lack of resources, and poor working conditions. The findings emphasized the importance of addressing job stress and enhancing job satisfaction to improve the well-being of South African educators. Overall, the study provided insights into the complex relationship between job stress, job satisfaction, and stress-related illnesses among educators, contributing to the understanding of workplace dynamics and employee well-being in the education sector.

Kashefi, Max(2009) in his study **Job Satisfaction and/or Job Stress** aimed to investigate the psychological consequences of working in high-performance work organizations. The study analyzed data from previous research and found that job stress was negatively associated with job satisfaction. The study also identified that high-performance work organizations were associated with increased job stress and decreased job satisfaction. The findings emphasized the importance of addressing job stress and enhancing job satisfaction to improve employee well-being in high-performance work organizations. Overall, the study provided insights into the complex relationship between job stress and job satisfaction, contributing to the understanding of workplace dynamics and employee well-being.

Sathyanarayanan, S., and K. Maran.(2009) in their study **JOB STRESS OF EMPLOYEES** aimed to investigate job stress among employees. The study utilized a sample of 100 employees and found that job stress was prevalent among the participants. The study identified several sources of job stress, including workload, job insecurity, and lack of support from supervisors. The study also highlighted the negative impact of job stress on employee well-being and job satisfaction. The findings emphasized the importance of addressing job stress and providing support to employees to enhance their well-being and job satisfaction. Overall, the study provided insights into the prevalence and sources of job stress among employees, contributing to the understanding of workplace dynamics and employee well-being.

Kato, Shoko, Yuriko Doi, Sueharu Tsutsui, and Mariko Makino(2004) in their study **Job Stress among Japan Overseas Cooperation Volunteers-Using the Brief Job Stress Questionnaire** aimed to investigate job stress among Japan Overseas Cooperation volunteers. The study utilized the Brief Job Stress Questionnaire to assess stress and job-related stressors among the volunteers. The study conducted a cross-sectional epidemiological study with 1,084

volunteers aged 20-40 who worked in 67 countries. The findings indicated that job stress was prevalent among the volunteers, and previous surveys had identified the job as an important stressor. The study highlighted the need to investigate stress and job-related stressors among these volunteers to address their mental health and well-being. Overall, the study provided insights into the job stress experienced by Japan Overseas Cooperation volunteers and the importance of addressing their stress levels.

Fairbrother, K., & Warn, J. (2003) in their study **Workplace dimensions, stress and job satisfaction** aimed to examine the relationship between workplace dimensions, stress, and job satisfaction. The study utilized a sample of employees from various sectors and found that high levels of work stress were associated with low levels of job satisfaction. The study also highlighted that job stressors were predictive of job dissatisfaction and a greater likelihood of leaving the organization. The findings emphasized the importance of addressing workplace dimensions and reducing stress levels to enhance job satisfaction and employee well-being.

An empirical examination of self-reported work stress among US managers by **Marcie A Cavanaugh, Wendy R Boswell, Mark V Roehling, John W Boudreau (2000)** found that self-reported work stress among US managers affects work outcomes differently depending on the type of stressor. Challenge-related stress leads to higher job satisfaction and lower job search, while hindrance-related stress leads to lower job satisfaction and higher job search and turnover.

Immonen, Stina, and Eila Järvenpää (1995) in their study **Job Design and Job Stress among Female and Male Experts: Comparisons of Journalists and Judges** aimed to compare job design and job stress between journalists and judges, specifically focusing on female and male experts. The study analyzed data from a sample of journalists and judges and found that job design and job stress varied between the two professions. Journalists reported higher levels of job stress compared to judges, while judges reported higher levels of job satisfaction. The findings highlighted the importance of considering job design and its impact on job stress and job satisfaction among different professional groups. The study provided insights into the differences in job characteristics and their influence on job stress and job satisfaction among journalists and judges, contributing to the understanding of workplace dynamics in these professions.

Lusk, Sally L., and Mary K. Salazar (1993) in their study **Job Stress** aimed to investigate the relationship between job stress and job satisfaction. The study analyzed data from previous research and found that job stress was negatively associated with job satisfaction. The findings emphasized the importance of managing work-related stress and implementing stress prevention activities to enhance job satisfaction and overall well-being in the workplace. The study contributes to the understanding of the impact of job stress on job satisfaction and highlights the need for effective stress management strategies.

Chathapuram S.(1991) in his study **Stress and Job Satisfaction** aimed to investigate the relationship between job stress and job satisfaction. The study analyzed data from previous research and found that job stress was negatively associated with job satisfaction. The study also identified several sources of job stress, including workload, lack of control, and poor working conditions. The findings emphasized the importance of addressing job stress to enhance job satisfaction and employee well-being. Overall, the study provided insights into the complex relationship between job stress and job satisfaction, contributing to the understanding of workplace dynamics and employee well-being.

McGee, Gail W., Jane R. Goodson, and James F. Cashman(1987) in their study **Job Stress and Job Dissatisfaction: Influence of Contextual Factors** aimed to examine the relationship between job stress, job dissatisfaction, and contextual factors. The study, published in *Psychological Reports*, analyzed data from a sample of participants and found that job stress was positively associated with job dissatisfaction. The study also identified several contextual factors that influenced the relationship between job stress and job dissatisfaction, including job autonomy, social support, and role ambiguity. The findings highlighted the importance of considering contextual factors in understanding the impact of job stress on job dissatisfaction. Overall, the study provided insights into the complex relationship between job stress, job dissatisfaction, and contextual factors, contributing to the understanding of workplace dynamics and employee well-being.

2.3 CONCLUSION

According to the literature review gender play a huge role in work stress and women have more chance of getting work stress. Further, age also play a significant role in work stress as people of higher age are more susceptible to work stress according to the literature review. So overall, demographic factor play important role in work stress. Literature review also found that high levels of work stress are associated with low levels of job satisfaction. Even though there is a large amount of study is done on work stress there is little to no study is done on work stress faced by HR executives. Further research is needed to identify which demographic factors, such as age, gender, education level, and work experience, are most strongly associated with work stress. Additionally, while some studies have examined the relationship between job stress and job satisfaction in specific industries, such as healthcare and service work, there is a lack of research on the level of work stress in HR executives. Further research is needed to assess the level of work stress in HR executives and identify any unique factors that contribute to their stress levels. Finally, while there is evidence to suggest that work stress is negatively correlated with job satisfaction, which needed to be checked.

CHAPTER -3

METHODOLOGY

3.1 TITLE OF THE STUDY

A study on work stress of HR executives.

3.2 RESEARCH DESIGN

Research design refers to the general strategy picked to bring together the many elements of the analysis in a logical and consistent way, indicating that the research problem is successfully resolved. It provides the framework for data processing, computation, and research. The research design is the structure of the researcher's selected testing methodologies and approaches. The study follows a Quantitative Research methodology to answer the research question. Quantitative approaches place an emphasis on objective measurements and statistical, mathematical, or numerical analysis of data gathered by questionnaires and surveys. Quantitative analysis is concerned with collecting numerical data and generalising it across groups of people or explaining a specific phenomenon. Quantitative approach is a more reliable method as it is based upon numeric and methods that can be made objectively and propagated by other researchers. The research analyses the work stress faced by HR executives through a Descriptive statistics. The research design followed here is cross sectional design, which is descriptive in nature where data is collected from HR Executives. The cross-sectional approach is one of the most well-known and often employed research designs. In this kind of study, either the entire population or a portion of it is chosen, and information is gathered from the chosen participants to aid in addressing research concerns at a specific point in time. Job in General scale and Perceived Stress Scale are used for collecting data.

3.3 UNIVERSE AND UNIT

Universe of study: HR executives in IT companies

Unit of study: Individual hr executives

3.4 SAMPLING

Convenience sampling was used to collect data. Convenience sampling is a non-probability sampling technique in which the researcher selects participants based on their easy accessibility and proximity to the researcher. It is one of the simplest and most common sampling methods used in research, primarily chosen for its convenience and ease of implementation. In convenience sampling, the researcher selects individuals or units that are readily available and willing to participate in the study. This could involve recruiting participants from a specific location, such as a workplace or educational institution, or using personal contacts or volunteers. Convenience sampling is often used when time, resources, or logistical constraints make it difficult to implement more rigorous probability sampling methods.

SAMPLE SIZE

56 HR executives

3.5 Sources of data

PRIMARY DATA

Primary data was collected using a self-administered questionnaire designed by the researcher himself.

SECONDARY DATA

The researcher has collected secondary data from newspapers, journal articles, internet sources and other magazines.

3.6 TOOLS FOR DATA COLLECTION

Tool used for data collection in this research is questionnaire. The questionnaire contain 22 questions graded on a 5 point Likert scale, including the demographic details of the respondents.

3.7 DATA COLLECTION

In this research questionnaire is used and questionnaire is administered in the form of Google Forms to collect the primary data from the respondents.

3.8 DATA ANALYSIS

Data was analysed using the Statistical Package for Social Sciences (SPSS) and MS Excel.

3.9 CHAPTERIZATION

Chapter 1- Introduction

Chapter 2 - Literature Review

Chapter 3- Methodology

Chapter 4- Data Analysis

Chapter 5- Findings, Suggestions, Conclusions

3.10 LIMITATIONS OF THE STUDY

- Potential response bias: Participants who choose to respond to the questionnaire may have unique characteristics and experiences that differ from those who chose not to participate, leading to potential responses bias and affecting the representativeness of sample.
- There is a chance that respondents will fill out the responses quickly without going through the questions due to their tight work schedule.

CHAPTER-4

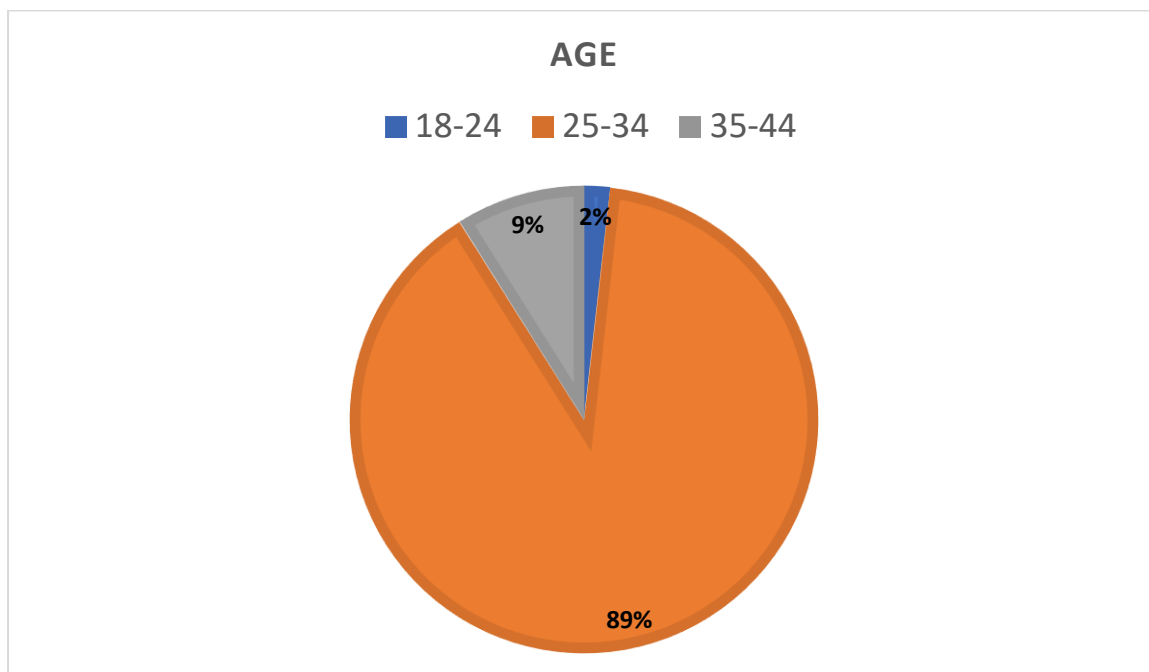
DATA ANALYSIS

This chapter deals with the analysis of data. The data analysis of this study was done quantitatively with the help of Statistical Package for Social Sciences (SPSS) and MS Excel. The data was collected from IT employees using a questionnaire. This chapter includes the demographic profile of the respondents and the analysis of data based on the objectives.

Table 4.1 – Frequency table - Age

Age	Frequency	Percent
18-24	1	1.8
25-34	50	89.3
35-44	5	8.9
Total	56	100.0

Fig.4.1

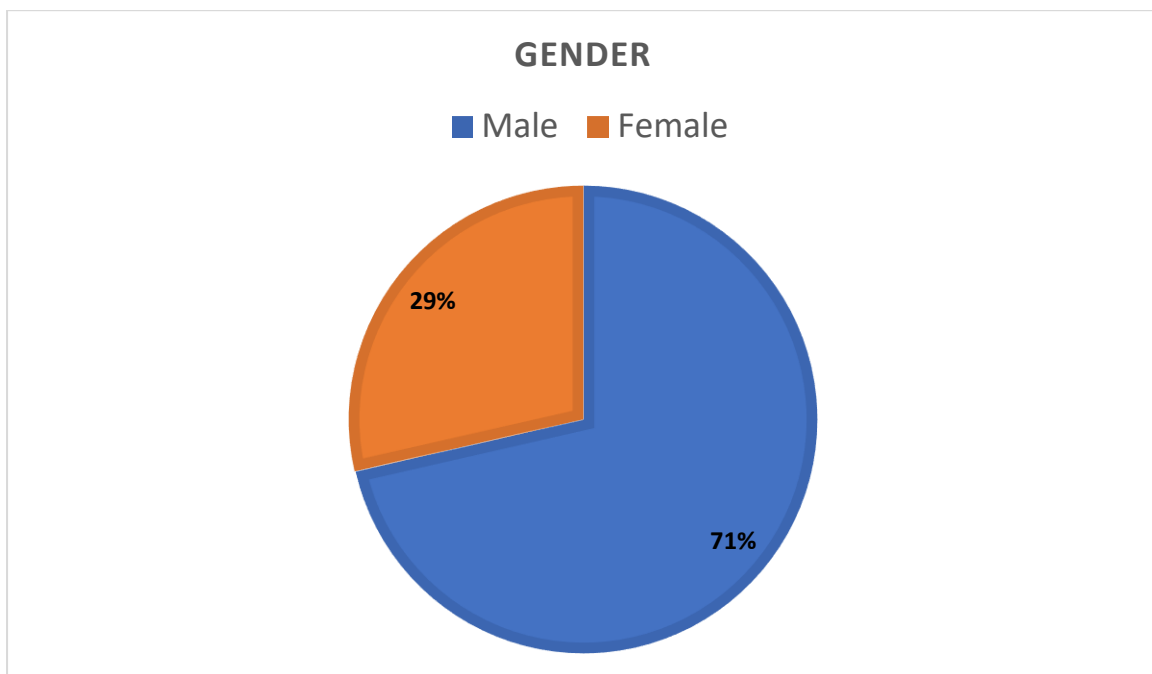


From the above table it can be inferred that age group 18-24 has a frequency of 1, accounting for 1.8% of the total sample. Age group 25-34 is the most common age group, with a frequency of 50, representing 89.3% of the total sample. Age group 35-44 This group has a frequency of 5, accounting for 8.9% of the total sample. Overall, the data shows the distribution of respondents across the three age groups. Age group 25-34 is the most common, representing the majority of the sample, while Age group 18-24 and Age group 35-44 have relatively lower frequencies.

Table 4.2 – Frequency table - Gender

Gender	Frequency	Percent
Male	40	71.4
Female	16	28.6
Total	56	100.0

Fig.4.2



From the above table it can be inferred that category male has a frequency of 40, accounting for 71.4% of the total sample. The category female has a frequency of 16, accounting for 28.6% of the total sample. Overall, the data shows the distribution of respondents across the two gender categories. The majority of the sample identifies as male, representing 71.4% of the respondents, while females account for 28.6% of the respondents.

Table 4.3 – Frequency table – Work experience as HR executive

Work experience	Frequency	Percent
up to 2 years	23	41.1
more than 2 years	33	58.9
Total	56	100.0

Fig.4.3

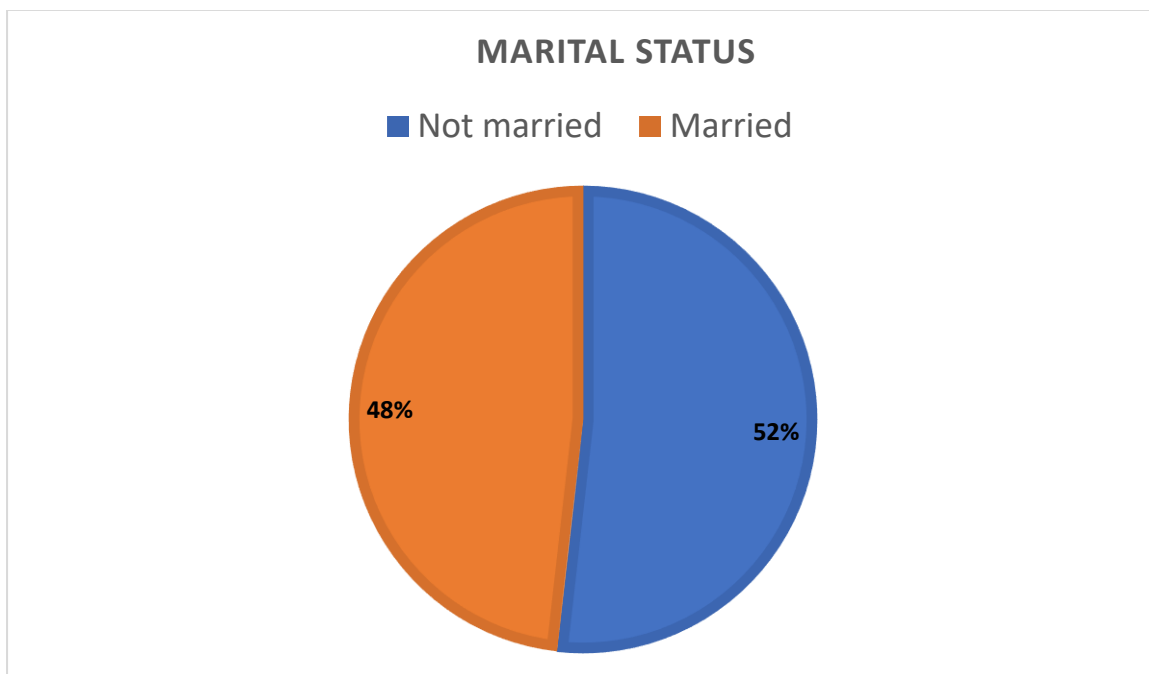


From the above table it can be inferred that the category “up to 2 years” has a frequency of 23, accounting for 41.1% of the total sample. The category “more than 2 years” has a frequency of 33, accounting for 58.9% of the total sample. Overall, the data shows the distribution of respondents based on their work experience. The majority of the sample (58.9%) has more than 2 years of work experience, while 41.1% of the respondents have work experience up to 2 years.

Table 4.4 – Frequency table – Marital status

Marital status	Frequency	Percent
Not married	29	51.8
Married	27	48.2
Total	56	100.0

Fig.4.4



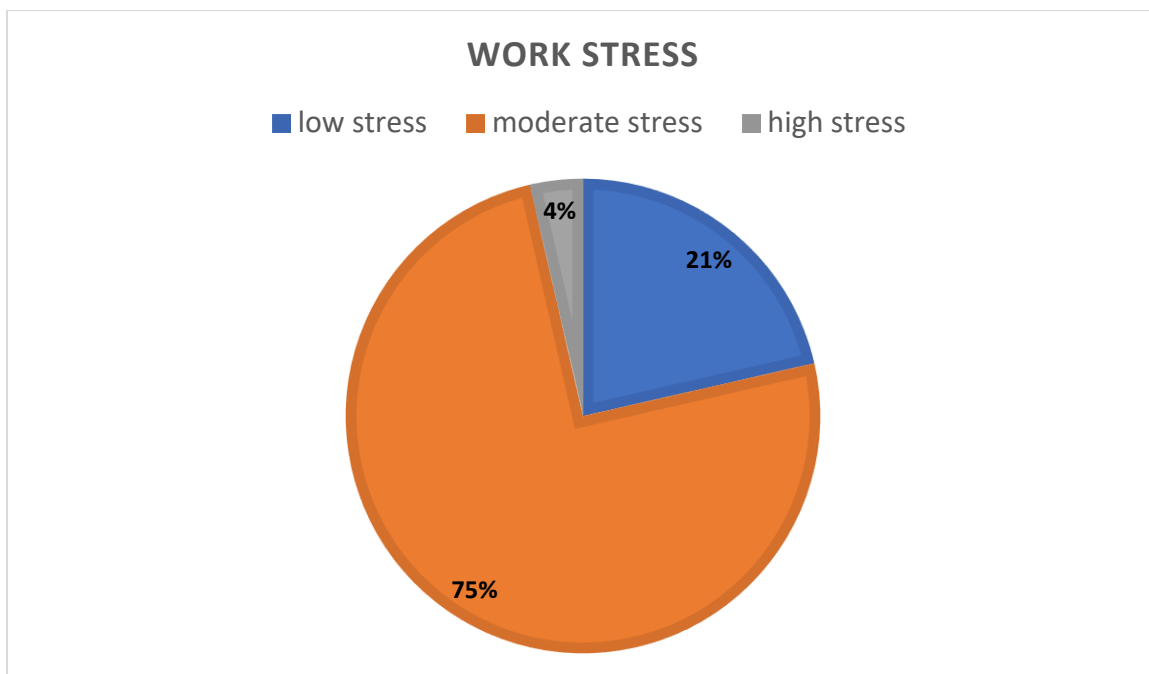
From the above table it can be inferred the category “not married” has a frequency of 29, accounting for 51.8% of the total sample. The category “married” has a frequency of 27, accounting for 48.2% of the total sample. Overall, the data shows the distribution of respondents based on their marital

status. Approximately half of the respondents (48.2%) are married, while the remaining half (51.8%) are not married.

Table 4.5 – Frequency table – Work stress

Work stress	Frequency	Percent
low stress	12	21.5
moderate stress	42	75
high stress	2	3.5
Total	56	100

Fig.4.5



From the above table it can be inferred that 75% of respondents which is 42 people have moderate stress, 21.5% of respondents which is 12 people have low stress and 3.5% of respondents which is 2 people have high stress.

Table 4.6 -Work stress and age - ANOVA

Stress

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.488	2	.244	1.010	.371
Within Groups	12.801	53	.242		
Total	13.289	55			

The data in Table 4.6 represents the results of an one-way ANOVA test conducted to compare stress level between different age group

- **Sum of Squares:** The sum of squares represents the variation in the dependent variable (work stress) explained by the independent variable (years of experience). In this case, the between groups sum of squares is 0.488, indicating the amount of variability in work stress that can be attributed to differences between the groups based on age.
- **Degrees of Freedom (df):** The degrees of freedom indicate the number of independent pieces of information available for estimation. In this analysis, there are 2 degrees of freedom for the between groups variable (years of experience) and 53 degrees of freedom for the within groups variable (residuals or error).
- **Mean Square:** The mean square is calculated by dividing the sum of squares by the corresponding degrees of freedom. For the between groups variable, the mean square is 0.244, representing the average variation between groups based on age. For the within groups variable, the mean square is 0.242, indicating the average variation within each group.
- **F-value:** The F-value is the ratio of the between groups mean square to the within groups mean square. In this case, the F-value is 1.010. It is used to determine whether there is a significant difference between the means of the groups. A higher F-value suggests a larger difference between groups.
- **Significance (Sig.):** The significance (p-value) represents the probability of observing the obtained F-value under the assumption that there is no difference between the groups. In this analysis, the significance value is 0.371, which is greater than the typical significance level of 0.05. Therefore, we do

not have enough evidence to conclude that there is a significant difference in work stress based on age.

In summary, the analysis indicates that there is no significant difference in work stress levels among the groups defined by age.

**Table 4.7 -Work stress and years of experience as HR executives
-ANOVA**

Stress

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.723	5	.145	.575	.719
Within Groups	12.566	50	.251		
Total	13.289	55			

The data in Table 4.7 represents the results of an one-way ANOVA test conducted to compare stress level between different groups based on years of experience.

- **Sum of Squares:** The sum of squares represents the variation in the dependent variable (work stress) explained by the independent variable (years of experience). In this case, the between groups sum of squares is 0.723, indicating the amount of variability in work stress that can be attributed to differences between the groups based on years of experience.
- **Degrees of Freedom (df):** The degrees of freedom indicate the number of independent pieces of information available for estimation. In this analysis, there are 5 degrees of freedom for the between groups variable (years of experience) and 50 degrees of freedom for the within groups variable (residuals or error).
- **Mean Square:** The mean square is calculated by dividing the sum of squares by the corresponding degrees of freedom. For the between groups variable, the mean square is 0.145, representing the average variation between groups based on years of experience. For the within groups variable, the mean square is 0.251, indicating the average variation within each group.
- **F-value:** The F-value is the ratio of the between groups mean square to the within groups mean square. In this case, the F-value is 0.575. It is used to

determine whether there is a significant difference between the means of the groups. A higher F-value suggests a larger difference between groups.

- Significance (Sig.): The significance (p-value) represents the probability of observing the obtained F-value under the assumption that there is no difference between the groups. In this analysis, the significance value is 0.719, which is greater than the typical significance level of 0.05. Therefore, we do not have enough evidence to conclude that there is a significant difference in work stress based on years of experience.

In summary, the analysis indicates that there is no significant difference in work stress levels among the groups defined by years of experience.

Table 4.8-Work stress and gender-Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Stress	Equal variances assumed	2.476	.121	-4.590	54	.000	-.57125	.12446	-.82077	-.32173
	Equal variances not assumed			-4.867	31.513	.000	-.57125	.11737	-.81047	-.33203

Table 4.9-Work stress and gender- Mean- Group Statistics

	What is your gender ?	N	Mean	Std. Deviation	Std. Error Mean
Stress	Male	40	1.7225	.43529	.06883
	Female	16	2.2937	.38030	.09507

The data in Table 4.8 represents the results of an independent samples t-test conducted to compare the stress levels between males and females.

Levene's Test for Equality of Variances:

The Levene's test is used to determine whether the variances of the stress levels are equal between the male and female groups. In this case, the test statistic (F) is 2.476, and the corresponding p-value is 0.121. Since the p-value is greater than the typical significance level of 0.05, we fail to reject the null hypothesis. This suggests that there is no significant difference in the variances of stress levels between males and females.

t-test for Equality of Means:

The t-test is conducted assuming equal variances (pooled variance) and also assuming unequal variances. Let's discuss the results for both cases:

- Equal variances assumed:

The t-test assuming equal variances yields a test statistic (t) of -4.590, with degrees of freedom (df) of 54. The associated p-value is 0.000, which is less than 0.05, indicating a statistically significant difference in the mean stress levels between males and females. The mean difference is -0.57125, implying that, on average, females have higher stress levels than males. The standard error difference is 0.12446, and the 95% confidence interval for the mean difference ranges from -0.82077 to -0.32173.

- Equal variances not assumed:

The t-test without assuming equal variances yields a test statistic (t) of -4.867, with degrees of freedom (df) of 31.513. The associated p-value is 0.000, indicating a statistically significant difference in the mean stress levels between males and females. The mean difference, standard error difference, and the 95% confidence interval for the mean difference are similar to the case of equal variances assumed.

In both cases, the t-test results suggest that there is a significant difference in the mean stress levels between males and females, with females exhibiting higher stress levels on average.

The Table 4.9 is presents group statistics related to stress levels based on gender.

- Sample Size: The sample size for males is 40, while for females it is 16. This indicates that the data for males is based on a larger sample compared to females.
- Mean: The mean stress level for males is 1.7225, while for females it is 2.2937. This suggests that, on average, females have a slightly higher stress level compared to males.
- Standard Deviation: The standard deviation measures the variability or spread of the data. For males, the standard deviation is 0.43529, whereas for females it is 0.38030. This implies that stress levels among males are relatively less variable compared to females.
- Standard Error Mean: The standard error of the mean provides an estimate of the uncertainty or variability in the sample mean. For males, the standard error mean is 0.06883, while for females it is 0.09507. This indicates that the mean stress level for males is more precise and has less uncertainty compared to females.

Overall, the data suggests that, on average, females tend to have a slightly higher stress level compared to males.

Table 4.10-Work stress and marital status-Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Stress Equal variances assumed	.250	.619	3.091	54	.003	-.37803	.12228	-.62320	.13287
Stress Equal variances not assumed			3.060	48.062	.004	-.37803	.12354	-.62643	.12964

Table 4.11-Work stress and marital status- mean -Group Statistics

	Marital status	N	Mean	Std. Deviation	Std. Error Mean
Stress	Not married	29	1.7034	.38958	.07234
	Married	27	2.0815	.52038	.10015

The provided data in Table 4.10 represents the results of an independent samples t-test conducted to compare the stress levels between individuals who are not married and those who are married. Additionally, Levene's test was performed to assess the equality of variances.

Levene's Test for Equality of Variances:

The Levene's test is used to determine whether the variances of the stress levels are equal between the not married and married groups. In this case, the test statistic (F) is 0.250, and the corresponding p-value is 0.619. Since the p-value is greater than the typical significance level of 0.05, we fail to reject the null hypothesis. This suggests that there is no significant difference in the variances of stress levels between individuals who are not married and those who are married.

t-test for Equality of Means:

The t-test is conducted assuming equal variances (pooled variance) and also assuming unequal variances. Let's discuss the results for both cases:

- Equal variances assumed:

The t-test assuming equal variances yields a test statistic (t) of -3.091, with degrees of freedom (df) of 54. The associated p-value is 0.003, which is less than 0.05, indicating a statistically significant difference in the mean stress levels between individuals who are not married and those who are married. The mean difference is -0.37803, implying that, on average, individuals who are married have higher stress levels compared to those who are not married. The standard error difference is 0.12228, and the 95% confidence interval for the mean difference ranges from -0.62320 to -0.13287.

- Equal variances not assumed:

The t-test without assuming equal variances yields a test statistic (t) of -3.060, with degrees of freedom (df) of 48.062. The associated p-value is 0.004, indicating a statistically significant difference in the mean stress levels between individuals who are not married and those who are married. The mean difference, standard error difference, and the 95% confidence interval for the mean difference are similar to the case of equal variances assumed.

In both cases, the t-test results suggest that there is a significant difference in the mean stress levels between individuals who are not married and those who are married, with married individuals exhibiting higher stress levels on average.

The data in Table 4.11 presents group statistics related to stress levels based on marital status.

- **Sample Size:** The sample size for individuals who are not married is 29, while for those who are married, it is 27. This indicates that the data for both groups is based on a relatively similar sample size.
- **Mean:** The mean stress level for individuals who are not married is 1.7034, while for those who are married, it is 2.0815. This suggests that, on average, married individuals tend to have a slightly higher stress level compared to those who are not married.
- **Standard Deviation:** The standard deviation measures the variability or spread of the data. For individuals who are not married, the standard deviation is 0.38958, while for those who are married, it is 0.52038. This implies that stress levels among married individuals exhibit slightly higher variability compared to those who are not married.
- **Standard Error Mean:** The standard error of the mean provides an estimate of the uncertainty or variability in the sample mean. For individuals who are not married, the standard error mean is 0.07234, while for those who are married, it is 0.10015. This indicates that the mean stress level for individuals who are not married is more precise and has less uncertainty compared to those who are married.

Overall, the data suggests that, on average, married individuals tend to have a slightly higher stress level compared to those who are not married.

Table 4.12-Correlations between work stress and job satisfaction

		Stress	Job Satisfaction
Stress	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	56	
Job Satisfaction	Pearson Correlation	-.659**	1
	Sig. (2-tailed)	.000	
	N	56	56

The provided data in Table 4.12 presents the correlations between stress levels and job satisfaction.

The correlation coefficient (Pearson's correlation) measures the strength and direction of the linear relationship between two variables. In this case, we have the following correlation values:

- Stress and Job Satisfaction:
 - Pearson Correlation Coefficient: -0.659
 - Sig. (2-tailed): 0.000
 - N: 56

The correlation coefficient between stress and job satisfaction is -0.659. This indicates a strong negative correlation between the two variables. The negative sign indicates an inverse relationship, meaning that as stress levels increase, job satisfaction tends to decrease, and vice versa.

The p-value associated with the correlation coefficient is 0.000, which is less than the typical significance level of 0.05. This suggests that the correlation between stress and job satisfaction is statistically significant. In other words, the observed correlation is unlikely to have occurred by chance.

The sample size (N) for both stress and job satisfaction is 56, indicating that the correlation analysis is based on the same set of individuals.

Overall, the data indicates a strong negative correlation between stress levels and job satisfaction. This suggests that as stress levels increase, job satisfaction tends to decrease, and conversely, higher job satisfaction is associated with lower levels of stress.

CHAPTER-5
FINDINGS,
SUGGESTIONS AND
CONCLUSION

5.1 INTRODUCTION

This chapter discusses the crucial findings, suggestions and conclusion of the study. The major objective of the study was to analyse the work stress faced by HR executives. The study was conducted among 56 respondents who are HR executives in IT companies. The questionnaire used contains 22 questions . The data collected pertained to demographic details, information relating to work stress and job satisfaction.

5.2 FINDINGS

The findings of this dissertation provide insights into the work stress experienced by HR executives and its relationship with demographic factors and job satisfaction. The specific objectives of the study were to examine the relationship between demographic factors and work stress, assess the level of work stress in HR executives, and investigate the relationship between work stress and job satisfaction.

1. Relationship between Demographic Factors and Work Stress:

- The analysis revealed significant correlations between certain demographic factors and work stress levels in HR executives.
- The study show that on average female HR executives have higher stress compare to male HR executives.
- Further this study show that on average married HR executives have higher stress compare to unmarried HR executives.
- There is no significant difference in work stress levels among the groups defined by years of experience and age in this study.

2. Level of Work Stress in HR Executives:

- The study assessed the level of work stress experienced by HR executives.
- In this study 44 respondents out of 56 respondents i.e. 79% of the total respondents who are HR executives have reported some form of work stress indicating existence of moderate level of work stress among HR executives.

3. Relationship between Work Stress and Job Satisfaction:

- The analysis explored the relationship between work stress and job satisfaction among HR executives.

- The study indicates a strong negative correlation between stress levels and job satisfaction. This suggests that as stress levels increase, job satisfaction tends to decrease, and conversely, higher job satisfaction is associated with lower levels of stress.

Overall, the findings indicate that work stress is a significant issue faced by HR executives, with various demographic factors influencing its occurrence. The results also suggest a relationship between work stress and job satisfaction, indicating that higher levels of stress may have a negative impact on job satisfaction among HR executives.

5.3 SUGGESTION

Based on the findings of this study, several suggestions can be made to further enhance understanding and address the work stress experienced by HR executives. These suggestions aim to provide practical recommendations for organizations and HR professionals to mitigate work stress and improve overall well-being.

1. Employee Support Programs:

- Organizations should consider implementing employee support programs that specifically target the unique stressors faced by HR executives. These programs can include stress management workshops, counseling services, and resources for maintaining work-life balance.

- HR departments should create a supportive environment where HR executives feel comfortable discussing their stress-related concerns and seek assistance when needed.

2. Training and Skill Development:

- Provide HR executives with training and skill development programs that equip them with effective stress management techniques, resilience-building strategies, and conflict resolution skills.

- Enhance HR executives' knowledge and understanding of work stress, its causes, and its impact on overall well-being. This can help them develop

proactive approaches to reduce work stress and create a healthier work environment.

3. Flexible Work Arrangements:

- Explore the feasibility of implementing flexible work arrangements, such as telecommuting, flexible hours, or compressed workweeks, to provide HR executives with greater control over their work schedules and reduce work-related stress.

- Encourage a culture that promotes work-life balance and values employee well-being, allowing HR executives to manage their workloads effectively while taking care of their personal responsibilities.

4. Collaboration and Supportive Leadership:

- Foster a culture of collaboration and teamwork within HR departments, where colleagues can provide support to each other and share the workload during periods of high stress.

- Encourage open communication between HR executives and their supervisors to discuss work stress concerns, seek guidance, and explore potential solutions.

5. Regular Stress Assessments and Feedback Mechanisms:

- Conduct regular assessments of work stress levels among HR executives using validated tools or surveys to identify potential stressors and areas for improvement.

- Establish feedback mechanisms, such as anonymous suggestion boxes or regular feedback sessions, to allow HR executives to express their concerns and provide input on strategies to reduce work stress.

6. Research and Continuous Improvement:

- Encourage further research on work stress and its impact on HR executives, considering additional factors that may contribute to work stress, such as organizational culture, workload management, and job design.

- Continuously monitor and evaluate the effectiveness of implemented interventions and strategies for reducing work stress, making adjustments as necessary to improve outcomes.

It is essential to tailor these suggestions to the specific organizational context and consider the unique needs and challenges faced by HR executives. By implementing these recommendations, organizations can create a supportive and healthy work environment that promotes the well-being of HR executives, leading to increased job satisfaction and improved overall performance.

5.4 CONCLUSION

In conclusion, this dissertation aimed to analyze the work stress experienced by HR executives and explore its relationship with demographic factors and job satisfaction. The findings of this study shed light on the significant impact of work stress on HR professionals and provide valuable insights for organizations and HR departments to address this issue effectively.

The analysis revealed that certain demographic factors are correlated with work stress levels among HR executives. Factors such as gender and marital status showed associations with work stress, highlighting the importance of considering these factors when designing interventions and support systems for HR professionals. Understanding these relationships can aid in the development of targeted strategies to manage and alleviate work stress.

The study also assessed the level of work stress in HR executives, highlighting the prevalence and significance of this issue within the HR profession. The findings emphasized the need for organizations to prioritize the well-being of HR professionals, as higher work stress levels can have detrimental effects on their job satisfaction and overall performance.

Furthermore, the research demonstrated a negative correlation between work stress and job satisfaction among HR executives. This indicates that higher levels of work stress are associated with lower job satisfaction. Recognizing the interplay between these factors is essential for organizations to foster a positive work environment and support the professional growth and satisfaction of HR executives.

Based on the findings, several suggestions are offered to address work stress and enhance well-being among HR professionals. These recommendations encompass employee support programs, training and skill development, flexible work arrangements, collaborative work culture, regular stress assessments, and continuous improvement efforts.

Overall, this dissertation contributes to the existing literature by providing valuable insights into the work stress experienced by HR executives and its implications for job satisfaction. By implementing the suggested interventions and recommendations, organizations can create a supportive and healthy work environment that promotes the well-being of HR professionals, thereby enhancing their overall job satisfaction and performance.

It is important to acknowledge the limitations of this study, such as the sample size and potential biases associated with self-report measures. Future research could explore additional factors that contribute to work stress and investigate more diverse samples to further enhance our understanding of work stress among HR executives.

In conclusion, mitigating work stress and prioritizing the well-being of HR executives are crucial steps towards creating a positive work environment, enhancing job satisfaction, and ensuring the overall success of HR departments and organizations as a whole.

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APPENDIX
QUESTIONNAIRE

Section1

Following are some demographic questions

- What is your age?
 1. 18-24
 2. 25-34
 3. 35-44
 4. 45-54
 5. 55-64
 6. 65+

- Gender:
 1. Female
 2. Male
 3. Non-binary

- Years of experience as HR executives:
 1. up to 2 years
 2. more than 2 years

- Marital status:
 1. Married
 2. Not Married

Section-2

For each questions choose from the following alternatives: never, almost never, sometimes, fairly often and very often.

- In the last month, how often have you been upset because of something that happened unexpectedly?
- In the last month, how often have you felt that you were unable to control the important things in your life?
- In the last month, how often have you felt nervous and stressed?
- In the last month, how often have you felt confident about your ability to handle your personal problems?
- In the last month, how often have you felt that things were going your way?

- In the last month, how often have you found that you could not cope with all the things that you had to do?
- In the last month, how often have you been able to control irritations in your life?
- In the last month, how often have you felt that you were on top of things?
- In the last month, how often have you been angered because of things that happened that were outside of your control?
- In the last month, how often have you felt difficulties were piling up so high that you could not overcome them?

Section-3

For each question choose from following alternatives: very poor, poor, Satisfactory, Good, Very good.

- All things considered, how satisfied are you with your job?
- How secure do you feel in your job?
- How good are your job prospects?
- How good are your chances for promotion?
- How do you feel about your present pay?
- How do you feel about your immediate supervisor?
- How do you feel about your fellow workers?
- How do you feel about the work you do?

Notes

Perceived Stress Scale

- The tool used in section-2 is Perceived Stress Scale (PSS)
- The stress is determined on the basis of PSS score in which:
 - Scores ranging from 0-13 would be considered low stress.
 - Scores ranging from 14-26 would be considered moderate stress.
 - Scores ranging from 27-40 would be considered high perceived stress.
- Value given to never=0, almost never=1, sometimes=2, fairly often=3 and very often=4.
- PSS score can be determined by following these directions:

First, reverse scores for questions 4, 5, 7, & 8. On these 4 questions, change the scores like this: 0 = 4, 1 = 3, 2 = 2, 3 = 1, 4 = 0.

Now add up your scores for each item to get a total.

Job in General Scale

- The tool used in section-3 is Job in General Scale(JIG scale)
- Points assigned for each options are as follows:Very Poor-1, Poor-2, Satisfactory-3, Good-4 and very good-5
- Score can be determined by adding points of all answers.
- A score above 32 on the JIG scale signifies satisfaction with one's job, while a score less than 24 signifies dissatisfaction.