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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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## JOB SATISFACTION AND MENTAL HEALTH OF IT PROFESSIONALS

Dr. D. SRINIVASA RAO

PROFESSOR

KL UNIVERSITY BUSINESS SCHOOL

KL UNIVERSITY

VADESWAREM

B. ANUSHA

STUDENT

KL UNIVERSITY BUSINESS SCHOOL

KL UNIVERSITY

VADESWAREM

## ABSTRACT

The present paper examines the relationship between Job Satisfaction and Mental Health of employees in Indian IT sector. Mental health of employees is hypothesized to be determined by depression, anxiety, burn-out and self-esteem. A simple random sample of 154 IT employees from South India were considered and a structured questionnaire consisting of 29, five point Likert's Scale items were used to gather data on the variables of the study. Multiple Regression Model was used to track the significant impact of Depression, Anxiety, Burnout and Self Esteem on Mental health and there by on Job Satisfaction. Results of the study indicates that Depression, Anxiety, Burnout are significantly influencing the Job satisfaction levels of sample respondents. The impact of Self Esteem on Job Satisfaction is not statistically significant.

## KEYWORDS

job satisfaction, depression, anxiety, burnout, self-esteem.

## INTRODUCTION

Human Resource Management considered to be one of valuable assets in any organization. It's the sum-total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise of executives, supervisors, and the rank and file employees. It is noted that human resources should be utilized to maximum possible extent, to achieve individual and organizational goals. It's therefore the employee's performance which ultimately decides and attainment of goals. However, the employee performance to an extent, influenced by motivation and job satisfaction. Human resource management may be a specialised functional area of business. It tries to develop programmes, policies, and activities to promote the job satisfaction of both individual and organizational needs, goals and objectives, work to satisfy their needs. In this Article the topic emphasizes on job satisfaction and how job satisfaction linked to Anxiety, Burnout, Self esteem and Depression.

## REVIEW OF LITERATURE

The following are some of the studies that are reviewed for the present paper.

- E B Faragher, M Cass, C L Cooper (2003):** A systematic review and meta-analysis of 485 studies with a combined sample size of 267995 individuals was conducted, evaluating the research evidence linking self-report measures of job satisfaction to measures of physical and mental wellbeing. The relationships found suggest that job satisfaction level is an important factor influencing the health of workers.
- Dr. Ramyashilpa, D.Nayak (2014):** The study aims to find out the level of anxiety and mental health of software and mechanical professionals. The age group of 21 to 28 years were found to have highest anxiety as compared to their senior colleagues.
- Rupali Das (2012):** The nature of work and work schedules are putting the health of young software professionals in danger. This exploratory research discusses the occupational health problems faced by Offshore (India) and Onsite (USA) employees of a software development company. Proper rest breaks, physical exercise, adequate sleep and relaxation at home are very easy and beneficial strategies to cope with the health problems.
- Melanie K. Jones, Paul L. Latreill and Peter J. Sloane (2015):** This article examines the relationship between employee psychological health and workplace performance. Job anxiety is found to be strongly related to the demands of the job as measured by factors such as occupation, education and hours of work. Greater anxiety in more demanding jobs with lower levels of employee control. Perceived levels of support from and consultation with management reduce anxiety levels.
- Hoe-Chang Yang, Yoon-Hwang Ju & Young-Chul Lee (2016):** This study is focused on female inbound call center counselors who are easily exposed to emotional labor when customers express anger and hostility and use swear words toward invisible targets on the phone. Job stress was found to lessen job satisfaction. Job satisfaction contributed to the reduction of turnover intention.
- Karim Babayi Nadinloyi, Hasan Sadeghi, Nader Hajloo (2013):** The purpose of this study was to examine the relationship between job satisfaction and mental health. Finding of the research indicated that there was a positive relationship between job dissatisfaction employees and global index of mental health, social action and depression. It was found that employed women than employed men are more satisfied with their jobs.
- Jenny Hayes (2011):** One of the greatest challenges facing employers in an environment where staff numbers are reduced and when performance and productivity levels need to higher than before is how to deal with stress and anxiety among staff before depression takes hold. There is a negative association among Irish people regarding those diagnosed with mental health problems.
- Louise Tourigny, Vishwanath V. Baba and Xiaoyun Wang (2010):** This study focuses on the relationships between emotional exhaustion and other dimensions of burnout as well as depression among nurses in Japan and China. Job satisfaction and absence were found to moderate the relationship between emotional exhaustion and depression simultaneously among both Japanese and Chinese nurses. Job satisfaction and absence simultaneously moderated the effect of emotional exhaustion on diminished personal accomplishment among Japanese nurses only.
- J.Dharmaraj (2014):** A workforce with high job satisfaction leads to an improvement in work quality and productivity, and leads to satisfied loyal customers. In the IT Industry the environment is quite congenial leading to motivation of employees with the result the productivity is increased and this indicates the level of their job satisfaction. Findings shows that relationships with immediate supervisors, management recognition of employee job performance, and communication between employees and senior management contribute to job satisfaction.
- Robert E.Rada, Charmaine Johson-Leong (2004):** Dentistry can be stressful profession. Stress tolerance usually decrease when a person is ill or not had an adequate rest. Stress management should be targeted to dental students and practicing dentists.
- Jon L. Pierce, Donald G. Gardner (2004):** It is a review of more than a decade of research on an organization-based conceptualization of self-esteem. It is observed that sources of organization structure, signals about worth from the organization, as well as, success-building role conditions predict organization-based

self-esteem. In addition, organization-based self-esteem is related to job satisfaction, organizational commitment, motivation, citizenship behavior, in-role performance, and turnover intentions, as well as, other important organization-related attitudes and behaviours.

**12. Dr. S. Rabiyyathul Basariya (2014):** The absenteeism becomes a problem to organizational management particularly when employees absent from their work environment without giving sufficient notice and by justifying their stand by furnishing fake reasons. For workers, personal problem is the reason for being absent, and some think stress can also be the reason. Working Conditions also contribute to employee absenteeism. This research highlights the ways to reduce the absenteeism of the employees in the Indian Industry.

**13. Quinn M. Pearson (2008):** Psychological health for women involves the impact of multiple roles. Compared with employed men, employed women continue to bear far greater responsibility for household tasks and caregiving responsibilities. When participants are less overloaded with their roles, more satisfied with their jobs, or more satisfied with their leisure, they tended to experience greater levels of psychological health.

**14. Nitu Chomal and Papori Baruah (2014):** The study tries to visualize the availability of performance linked reward and job satisfaction level of employees across the managers and clerical staff of banking sector. High amount of dissatisfaction persists in the clerical category owing to the present performance linked awards.

**15. Barbara A. Sypniewsk (2013):** This article presents the results of the research conducted by the author in 2012 on a sample of 215 people. Respondents represented different organizations. The aim of the study was to identify and assess the significance of individual factors influencing satisfaction and dissatisfaction with work and demonstrate their impact on the overall assessment of job satisfaction. For the respondents, the most important factor influencing job satisfaction was the atmosphere at work, while the least important factor was the culture of the company.

**16. Neelam Yadav (2014):** In this study, Worklife balance of employees in education field (Degree Colleges Permanent Employees) and I.T. industries, and opinions about various aspects of work-life were studied. Worklife balance has become an important issue at workplace. It is a key factor which determines employee satisfaction, loyalty and productivity. Increased working hours is having an important effect on the lifestyle of a huge number of people.

**17. Mozumdar Arifa Ahmed (2012):** The objective of this study was to investigate the role of self-esteem and optimism in job satisfaction among teachers of private universities in Bangladesh. The survey results revealed that self-esteem and optimism is significantly positively correlated with teacher's job satisfaction.

**18. Seon-Hwa Kwag, Mi-Hee Kim (2009):** The present study is designed to test the moderating effect of supervisor's support, job discretion, and self-esteem on relationship between role overload and role conflict and members' job burnout. The major findings of the study are as follows; Role overload and role conflict are shown to be the major antecedents of job burnout, particularly of the exhaustion and disengagement components. The disengagement of job burnout was related to lower levels of job performance. Moderating effect of supervisor's support on the relationship between role overload and the members of exhaustion was statistically significant. But moderating effect of job performance and self-esteem was not significant.

**19. Mo Siu-Mei Lee, Ming-Been Lee, Shih-Cheng Liao, Fu-Tien Chiang (2006):** The present study investigated the prevalence of psychiatric morbidity and level of job satisfaction, as well as the relationship between psychological distress and job satisfaction and associated factors, among non-physician employees of a laboratory medicine department at a university medical center.

**20. Mohammad Hossein Yarmohammadian, Ali Mohammad Mosadegh Rad (2015):** The purpose of this study is to explore the relationships between managers' leadership styles and employees' job satisfaction in Isfahan University Hospitals, Isfahan, Iran.

Employees demonstrated less satisfaction with salaries, benefits, work conditions, promotion and communication as satisfier factors and more satisfaction with factors such as the nature of the job, co-workers and supervision type factors.

## DESCRIPTION OF PROBLEM

Job satisfaction is that the extent of positive feelings or attitudes that the individuals have towards their job. Factors that have an affect on job satisfaction are usually classified as organisational factors, work environment factors, personal factors, and work itself. Of the personal factors, mental health is considered to be an important driver of job satisfaction. Mental health is defined as a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his community. Mental health is measured by scales of depression, anxiety, burnout, and self esteem. It can be said that job satisfaction is linked to mental health and mental health in turn depends upon factors like depression, anxiety, burn-out and self-esteem. The present study investigates the relationship between job satisfaction and the determinants of mental health, namely depression, anxiety, burn-out and self-esteem.

Current trends engaged in employment conditions may be eroding levels of job satisfaction—and directly damaging the physical and psychological state of Employees. Employees with low levels of job satisfaction are likely to experience emotional burn-out, to have reduced levels of self-esteem, and to have raised levels of both anxiety and depression. Job burnout is a special style of job stress — a state of physical, emotional or mental exhaustion combined with doubts with reference to competency and additionally the worth of work. Job burnout may result from numerous factors, including Lack of control and Unclear job expectations. Self esteem is defined as degree to which a person has a positive self-evaluation. An increase in self-esteem was linked to increased involvement, and lead to increased goal setting. Organizations wants to maximize productivity by minimizing stress, as the increased levels of stress and burnout might have significant implications for organizational performance such as reduced job satisfaction and lowered organizational commitment. Depression is primarily viewed in terms of negative feelings, self-depreciation, self destructive thoughts, and social withdrawal. Anxiety was associated with unpleasant state of inner turmoil, accompanied by nervous behavior like pacing back and forth, rumination and somatic complaints. When a person is prone to sever anxiety he/she cannot perform efficiently at work.

Thus we can say that job satisfaction is linked to mental health and mental health in turn depends upon depression, anxiety, burn-out and self-esteem. The present study wanted to investigate the association between job satisfaction and determinants of mental health namely depression, anxiety, burn-out and self-esteem.

## SIGNIFICANCE OF THE STUDY

Job satisfaction is becoming more and more important aspect in workplace. Employers currently recognize that the "happier" their employees are, the better will be their attitudes towards the work, the higher their motivation and the better will be their performance. Job satisfaction in any field of work depends alot on how conductive the work environment is. The work itself, the pay and the scope for promotion are just some of the factors that have an impact on job satisfaction. With regardless of job title and pay grade, employees who report high job satisfaction tend to attain higher productivity. Job satisfaction is essential to ensure higher revenues for the organization. No amount of trainings or motivation would facilitate, unless and until individuals develop a sense of attachment and loyalty towards their organization.

According to the World Health Organization(WHO), mental disorders are the single most common cause of disability in young people. If left untreated, mental disorders can impede all aspects of health, including emotional well-being and social development, leaving young people feeling socially isolated, stigmatized, and unable to optimize their social, vocational, and interpersonal contributions to society. Addressing mental health problems early in life can result in decrease in emotional and behavioral problems, functional impairment, and contact with all forms of law enforcement. It can also lead to improvements in social and behavioral adjustment, and learning outcomes. Including mental health in business model is vital to a healthy workplace. Poor mental health conditions not only hurt the individual, it also reduces company profits. It's important that each level of the workplace within the organization-including the Board of Directors, management, human resources department and finance departments -get involved to incorporate mental health at their workplace. Mental health improves the quality of life. When employees are free of anxiety, depression, excessive stress, worry, addictions and other psychological problems, then they are more able to live their lives to the fullest.

Job security, working hours, supervisor support and changes in job control levels have also been related to individual job satisfaction levels. Work practices are becoming more automated and inflexible, leaving employees with less and less control over their workload. In organisations employees are regularly being required to work beyond their contracted hours, often unwillingly as organisations struggle to meet tight deadlines and targets. In this context the current study deals with factors affecting the job satisfaction and its impact on organization.

**OBJECTIVES OF THE STUDY**

1. To build a theoretical model explaining the relationship between job satisfaction and mental health.
2. To build a statistical model examining the link between job satisfaction and determinants of mental health.
3. To investigate the nature of relationship between job satisfaction and mental health in select organizations of Indian IT Sector.
4. To suggest measures for controlling the negative impact of mental health on job satisfaction.

**CONCEPTUAL MODEL**

FIG. 1



The conceptual model for the study can be expressed as follows:

$$JS = f(\text{Mental Health}) \text{ -----(1)}$$

$$\text{Mental Health} = f(\text{DE, AX, BO, SE}) \text{ -----(2)}$$

$$\text{From 1 and 2, we can say that } JS = f(\text{DE, AX, BO, SE}) \text{ -----(3)}$$

**HYPOTHESIS FOR THE STUDY**

Based on the conceptual model we shall test the following alternative hypothesis

H<sub>11</sub>: Job satisfaction is negatively related to depression.

H<sub>12</sub>: Job satisfaction is related (?) with anxiety.

H<sub>13</sub>: Job satisfaction is negatively related with burn-out.

H<sub>14</sub>: Job satisfaction is positively related with self-esteem.

**RESEARCH METHODOLOGY**

The study employs survey research design as there is a need to gather information on employee’s perception towards various determinants of Mental health. To achieve the stated objectives and test the proposed hypothesis, a random sample of 154 employees belonging to Indian I.T. sector were selected. A structured questionnaire was designed with 29 Likert’s five point Scale items to gather data on job satisfaction, depression, anxiety, burn-out and self-esteem of selected respondents. The data collected was then analyzed with the help of descriptive statistics and inferential statistics. Regression techniques is used to test the hypotheses. For analyzing data software R is employed.

REPRESENTATION OF EMPLOYEES RESPONSES FOR JOB SATISFACTION QUESTIONNAIRE

Item AG DG NE SAG SDG

TABLE 1

1 q1	60.389610	9.090909	24.675325	3.8961039	1.9480519
2 q2	54.545455	14.935065	19.480519	7.7922078	3.2467532
3 q3	63.636364	12.987013	17.532468	4.5454545	1.2987013
4 q4	50.649351	13.636364	27.922078	6.4935065	1.2987013
5 q51	39.610390	5.844156	24.675325	26.6233766	3.2467532
6 q52	54.545455	6.493506	20.779221	14.9350649	3.2467532
7 q53	55.194805	1.298701	29.870130	11.0389610	2.5974026
8 q54	61.688312	2.597403	21.428571	11.0389610	3.2467532
9 q6	26.623377	30.519481	38.961039	1.2987013	2.5974026
10 q7	51.298701	15.584416	26.623377	3.2467532	3.2467532
11 q8	12.337662	54.545455	16.233766	1.2987013	15.5844156
12 q9	73.376623	2.597403	15.584416	7.7922078	0.6493506
13 q10	50.000000	10.389610	29.220779	7.1428571	3.2467532
14 q11	5.844156	56.493506	5.844156	2.5974026	29.2207792
15 q12	71.428571	1.298701	9.740260	16.2337662	1.2987013
16 q13	12.337662	44.155844	33.116883	2.5974026	7.7922078
17 q14	5.844156	62.337662	16.233766	1.2987013	14.2857143
18 q15	18.831169	41.558442	26.623377	2.5974026	10.3896104
19 q16	12.337662	53.246753	23.376623	0.6493506	10.3896104
20 q17	27.922078	25.974026	35.064935	1.2987013	9.7402597
21 q18	8.441558	61.038961	19.480519	2.5974026	8.4415584
22 q19	6.493506	66.233766	16.883117	1.9480519	8.4415584
23 q20	50.000000	16.233766	28.571429	2.5974026	2.5974026
24 q21	24.675325	35.714286	33.116883	1.9480519	4.5454545
25 q22	31.818182	30.519481	32.467532	3.8961039	1.2987013
26 q23	49.350649	9.740260	35.714286	3.2467532	1.9480519
27 q24	74.025974	4.545455	16.883117	3.2467532	1.2987013
28 q25	52.597403	9.090909	29.220779	6.4935065	2.5974026
29 q26	50.000000	8.441558	34.415584	4.5454545	2.5974026
30 q27	57.142857	7.792208	27.922078	3.8961039	3.2467532
31 q28	59.090909	11.038961	24.025974	3.8961039	1.9480519

agree-AG; disagree-DG; neutral-NE; strongly agree-SAG; strongly disagree-SDG

REGRESSION EQUATION ESTIMATION

The model to be estimated is stated as follows:

$$\text{Job Satisfaction} = a + b_1\text{DE} + b_2\text{BO} + b_3\text{Ax} + b_4\text{SE} + e \text{ ----- (4)}$$

Where, DE = Depression, BO = Burnout, Ax= Anxiety, SE = Self Esteem

b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub> are regression coefficients and e is the error term.

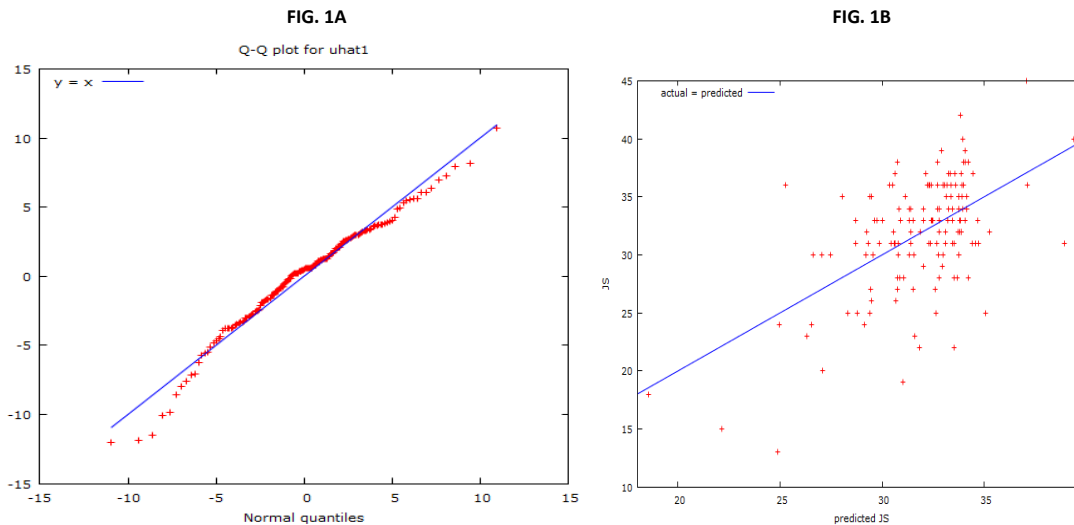
The statistical software "R" was used for estimating the model. The results of Multiple Regression Analysis are given below (Table.1).

TABLE 2

Dependent Variable = Job Satisfaction(JS)

R<sup>2</sup> = 0.71

Independent Variables	Coefficient	Std. Error	t-ratio	p-value
Const	12.7409	3.71218	3.4322	0.0008
DE	-0.843475	0.106464	-7.9226	<0.0001
BO	-0.506109	0.146387	-3.4763	0.0020
Ax	-0.245304	0.122018	-2.1010	0.0409
SE	0.0731635	0.179942	0.4066	0.6849



### TESTING OF HYPOTHESES

The Multiple Regression was found to be statistically significant with an “R<sup>2</sup>” value of 0.71 and the assumptions were also found valid as visualized in the diagrams. From the results of Regression between the dependent variable, Job Satisfaction(JS) and the Independent Variables: Depression(DE), Burnout(BO), Anxiety (AX) and Self Esteem(SE) as shown in the Table 1, we can test the maintained hypotheses:

- Job satisfaction is negatively related to Depression as the “t” value for coefficient of Depression is Negative(-0.84) and significant at 5% level.
- Job satisfaction is negatively related to Burn out as the “t” value for coefficient of Burn out is Negative (-0.50) and significant at 5% level.
- Job satisfaction is negatively related to Anxiety as the “t” value for coefficient of Anxiety is Negative(-0.24) and significant at 5% level.
- Self-esteem has a positive impact on Job satisfaction but it is found to be statistically not significant as the “t” value is 0.406. Thus we may not accept H<sub>14</sub>.

### INTERPRETATION OF RESULTS

Based on the conceptual model and statistical model being estimated with sample data, the following findings are made.

- Job satisfaction is negatively related to depression.
- Job satisfaction is negatively related with anxiety.
- Job satisfaction is negatively related with burn-out.
- Job satisfaction is positively related with self-esteem

### SUGGESTIONS

- Organisations needs to include the development of stress management policies to spot and eradicate work practices that cause most job dissatisfaction among employees.
- Proper rest breaks, adequate amount of sleep and relaxation at home are easy and beneficial strategies to deal with the health problems.
- Exercise has a great effect on anxiety and mental health, and it should be a part of anyone's life that contains stressful work environment.
- Promote health of employees (e.g. promoting physical activities, healthy lifestyle, and offering rehabilitation) as a priority issue in the organisations.
- Facility of flexible work timings should be given to employees.
- Motivating employees towards organizational goals will significantly moderate the impact of depression, anxiety and burnout on Job satisfaction.

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