Occupational Stress And Organizational Citizenship Behaviour Among Employees

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Abstract:
The present research attempts to investigate Occupational Stress and Organizational Citizenship Behavior among employees. A random sample of 100 executives was collected from companies belonging to Banking, Sales & Marketing sector in Amravati. Occupational Stress Index (Srivastava, A.K., and Singh, A.P., 1984) and Organizational Citizenship Behavior Scale by Podsakoff et.al. were used to collect data. Results indicated that there is a negative correlation between level of Occupational Stress and Organizational Citizenship behavior. It was observed that there is significant difference between mean scores of high stress and low stress employees with the organizational citizenship behavior, highly stressed employees show less voluntary behavior while low stress employees show high voluntary behavior which directly contributes to organizational effectiveness.

Introduction:
The presence of stress at work is almost inevitable in many jobs when pressure begins to build up, it can cause adverse strain on one’s emotions, thought processes, and physical condition. When stress becomes excessive, employees develop various symptoms of stress that can harm their job performance and health, and even threaten their ability to cope with the environment. People who are stressed may become nervous and develop chronic worry. They are easily provoked to anger and are unable to relax. They may be uncooperative or use alcohol or drugs excessively. Although these conditions also occur from other causes, they are common symptoms of stress.

In the words of Leth (1995), “to earn a good salary one has to earn a living and to earn a good salary one cannot live life”.

Stress is a consequence of or a general response to an action or situation that places special physical or psychological demands, or both, on a person. As such stress involves an interaction of the person and the environment. The physical or psychological demands from the environment that cause stress are called stressors. Stressors can take various forms, but all stressors have one thing in common; in both situations it depends on the individual perception level.

Stress also leads to physical disorders, because the internal body system changes to try to cope with the stress. Some physical disorders are short-range such as an upset stomach while others are long-range, such as stomach ulcer. Stress over a prolonged
time also leads to generate diseases of the heart, kidney, blood vessels, and other parts of the body. Therefore, it is important that stress both on and off the job, be kept at a low level enough for most people to tolerate without disorders (Asthana, 1985).

Occupational stress can be temporary or long-term, mild or severe depending mostly on how long its causes continue, how powerful they are, and how strong the employee’s recovery powers are. If stress is temporary and mild, most people can handle it or at least recover from its effects rather quickly. Problems arise when high-intensity stress continues for an extended duration of time. According to theory developed by Hans Selye (1983) the human body cannot instantly rebuild its ability to cope with stress. As a result, people become physically ad psychologically weakened from trying to combat it. This condition is called burnout- a situation in which employees are emotionally exhausted, become detached from their work, and feels unable to accomplish their goals. When workers become burned-out, they are more likely to complain and attribute their errors to others and be highly irritable. The alienation they feel drives many of them to think about leaving their jobs, to seek out opportunities to become trained for new careers and actually quit. Organizations need to identify both the jobs that lead to early burnout and the employees who exhibit some form of burnout symptoms. Sometimes it may be possible to change the parts of a job that contribute to burnout. In other cases the firm can help to cope better with their stressful work situations.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Helping behaviors within organization are defined as voluntary and discretionary behavior that contribute to an organization’s effectiveness but typically are not included in traditional definitions of job performance (Organ & Konovsky, 1989). Within the organizational context, these behaviors are generally referred to as organizational citizenship behavior (OCB) (Organ & Ryan, 1995). Which is defined by Organ (1990) as employee’s voluntary behavior that promotes organizational effectiveness through going beyond performance requirement or call duty”, but which may not be formally recognized by an organization’s reward system. It involves performing extra job activities, helping colleagues, meeting workplace rules, and acting according to organizational policies and procedures regardless of personal inconvenience (Organ & Ryan, 1995).
PURPOSE
1. To explore relationship between stress and organizational citizenship behavior among employees.
2. To study the difference in organization citizenship behavior among low and highly stressed employees.

HYPOTHESIS
1. There is negative correlation between stress and organizational citizenship behavior.
2. High and low stressed employees differ in their organization citizenship behavior.
3. The level of stress significantly influences the citizenship behavior among employees.

SAMPLE
The total sample of 100 employees working in sectors like FMCG, Banking, Sales & Marketing in Amravati were selected.

MEASURING DEVICE
1. Occupational Stress Index by Srivastava, A.K., and Singh, A.P., 1984 which include 12 subscales i.e. role overload, role ambiguity, role conflict, unreasonable group and political pressure, responsibility for persons, under participation, powerlessness, poor peer relations, intrinsic impoverishment, low status, strenuous working condition and unprofitability.
2. Organizational Citizenship Behavior Scale by Podsakoff et.al (1990). This scale consists of five dimensions: altruism, conscientiousness, sportsmanship, and courtesy. For each item respondents indicate their agreement on a 7-point rating scale.

RESULTS AND DISCUSSION
On the basis of result obtained from the test Persons correlation was calculated to study the relationship between stress and Organizational Citizenship Behavior and was noted in table No.1, we can observe that correlation coefficient between stress and Organizational Citizenship Behavior is -0.87 and significant at 0.01 level. It indicates that there is significant negative relationship between stress and Organizational Citizenship Behavior. It suggests that role overload, role ambiguity, role conflict, unreasonable group and political pressure, responsibility for persons, under participation, powerlessness, poor peer relations, intrinsic impoverishment, low status,
strenuous working condition and unprofitability are the factor which causes stress at work place which is negatively associated with the voluntary behavior among employees. On the other hand low stress at work can increase voluntary and helping behavior among the employees. Hypothesis 1 accepted.

**TABLE No.1**

Coefficient of Correlation between Stress and Work Motivation.

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>r</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stress &amp; Work Motivation</td>
<td>100</td>
<td>-0.87**</td>
</tr>
</tbody>
</table>

**Significant at 0.01 level.**

The collected data is analyzed by t test to find the mean difference of organization citizenship behavior between high and low stressed employees. The obtained results are shown in Table No. 2.

**TABLE No.2**

Comparison between high and low stressed employees in terms of organization citizenship behavior.

<table>
<thead>
<tr>
<th>Sr.No</th>
<th>Group</th>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>'t' value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>High Occupational Stress</td>
<td>Organizational Citizenship Behavior</td>
<td>43.16</td>
<td>6.14</td>
<td>6.59**</td>
</tr>
<tr>
<td>2</td>
<td>Low Occupational Stress</td>
<td></td>
<td>58.65</td>
<td>9.38</td>
<td></td>
</tr>
</tbody>
</table>

**Significant at 0.01 level.**

Table.No.2 gives the difference between the level of stress and organizational citizenship behavior among high and low Stressed employees. The obtained results shows the mean score of high stressed employees (M=43.16) is smaller than low stressed employees (M=58.65) This suggests that highly stressed employees have a low organization citizenship behavior This can be due to the challenges developed by high amount of stress which affects the interpersonal relationship and work motivation at the office. On the other hand low stressed employees have lesser problems regarding performance and expectations. They have good interpersonal relationship at the
office and less expectations from other employees Therefore they have high voluntary behavior and contribute in development of organizational effectiveness and organization citizenship behavior. Hypothesis 2 accepted.

Conclusion:
1. There is a negative correlation between Occupational Stress and Organizational Citizenship Behavior ($r=0.87$) Hypothesis 1 accepted.
2. High and low stressed employees differ in their organization citizenship behavior. Hypothesis 2 accepted.
3. The level of stress significantly influences the citizenship behavior among employees. Hypothesis 3 accepted.

Reference: