

# The Study of Crossover Effect of Occupational Stress on Job Satisfaction of Dual Earner Couples

M.P.B.D. Weerasooriya\*, A. W. Thiranagama\*\*

Department of Business Management  
Sabaragamuwa University of Sri Lanka

**Abstract:** Job satisfaction of the employee is most important factor to the successful organization. Satisfied employee is an asset to the organization. Because satisfied employees contribute with his full potentials to the organization. This study investigated the impact of crossover effect of occupational stress of spouse on job satisfaction of the employee. The organizational context of the study was a Sri Lankan Apparel Organization. The basic aim of this study is to fill the existing literature gap. To measure the level of job satisfaction of employee, researcher used validated global job satisfaction scale developed by Brayfield and Rath (1951) and Occupational stress of the spouse was measured by using validated occupational stress scale developed by Srivastav and Singh (1981). Findings of the study revealed that the occupational stress experienced by the spouse negatively impact on job satisfaction level of the employees.

**Key Words:** Crossover Effect, Occupational Stress, Job Satisfaction, Garment Manufacturing

## 1. INTRODUCTION

### Background of the Study

In recent decades the work force composition has been dramatically changed. Workforce consists with male employees as well as female. Female participation also becomes higher value than previous decades. The Sri Lanka labour force survey annual report (2011) indicates that the number of women in the workforce is equal to 32.8 %. Female participation for the workforce is getting high because of the several reasons. Economic factors, social factors, education level etc. It is directly affecting to the dramatic change of life styles of dual earners who joined with workforce. Workforce demographics, family roles, and the relationships between work and family are affected by those reasons. These changes include an increasing percentage of families supported by dual incomes, widespread gender integration in organizations, and the aging of the population (Hammer, Colton, Caubet, & Brockwood, 2002). For example, the 2012 National Study of the Changing Workforce conducted by the Families and Work Institute in New York, indicates that the proportion of women and men in the workforce is now nearly equal, at 49% and 51%, respectively (Bond, Thompson, Galinsky, & Protas, 2003). Further, 78% of married employees are members of dual-earner couples (Bond et al., 2003). It is clear that the more employees are dealing with both work and family domain. And most of them are feeling difficulties with this kind of environment. Because difficult to manage family roles and work roles at a once.

Even if the dual earner careers will effects to increase economic capacity of the family, the difficulties of occupying multiple roles is higher than the benefits. Having multiple roles generate the high level of stress to the job holder.

Crossover effects involve the transmission of stress, strain, and depression from one member of a dyad to another. Effects of employees' attitudes, stress, and burnout on spouses' attitudes, stress, and burnout, demonstrates these important interdependent effects among dual earner couples (Shafiro, 2005). Crossover denotes the process in which stress and strain experienced by employees leads to stress and strain experienced by their spouses at home (Westman, 2001). Demerouti, Bakker and Schaufeli (2005) noted that spillover concerns an intra-individual transmission of stress or strain from one domain to another domain, while crossover refers to a dyadic, inter-individual transmission within the same domain.

### Research Problem

Due to changed values on women and men's' roles in society, traditional family models have been steadily replaced by more egalitarian partnership constellations. Women's roles are no longer confined to family and home-keeper roles, and men are no longer the sole breadwinners in the family (Abele & Volmer, 2011). Over recent decades, a body of research has accumulated to indicate that job stressors can have a negative impact on health. Several studies have reported that work stress may be linked to reduced levels of psychological well-being, not only for the individual, but also for his or her life partner (Crossfield, Kinman, & Jones, 2005). According to the pervious researchers, various terms have been utilized to describe this phenomenon as

Negative spillover; Carryover; Contagion of stress; Stress transmission; and Stress transference. In recent years, the term “crossover” has become more commonly used (Westman, 2002). The process that occurs when a stressor or psychological strain experienced by one person affects the level of strain of another person is referred to as crossover (Westman, 2001). Crossover is a dyadic, inter-individual transmission of well-being between closely related individuals that occurs within a particular domain such as the workplace or the family (Bakker, 2007).

Early studies of stress crossover focused on the relationship between the demands of a male worker’s job and the resulting psychological strain for his wife or cohabiting partner (Crossfield, Kinman, & Jones, 2005). Direct stress crossover is indicated by a correlation between the stress reported by one person and the strain indicated by another (Song, Foo, Uy, & Sun, 2011). The crossover process should be further investigated in couples where male and female partners have working roles of equivalent status, where they are likely to experience workplace stressors that are similar in nature and degree (Crossfield, Kinman, & Jones, 2005).

Job satisfaction can simply be defined as how people feel about their jobs. It is the attitude that an individual carries towards a job, also known as the general disposition towards a job. It can be defined as a pleasurable (or unpleasurable) emotional state because of the appraisal of one’s job, an affective reaction to one’s job, and an attitude a person carries towards his job. (Bajpai, Dave, & Bajpai, 2015). According to the Ssalim and Haq (2015) job satisfaction is a synchronization of what an organization requires of its employees and what the employees are seeking of the organization. Countless studies have been conducted examining the effects of job satisfaction on important workplace attitudes and behaviors of employees. Satisfied employee is a productive employee (Salim & Haq, 2015). Job satisfaction relates to employee’s personal evaluation of jobs against those issues that are essentially considerable to them. As emotions and feelings are involved in Such assessments, employees’ levels of job satisfaction may impact significantly on their personal, social and work lives, and as such, also influence their behavior at work, (Sempane, Rieger & Roodt, 2002).

Job satisfaction level can be judge on variousc parameters. It is leadership, supervision, compensation, recognition, employee’s role, work climate, team work, job security, job content, technology suggestions, training and development, company image, facilities, advancement opportunities, role clarity, performance appraisal system, employee’s suggestion (Salim & Haq, 2015). When we considering past researcher’s findings they have find out that several factors affecting on job satisfaction of the employees. Lawrence (2005) listed down the following ten representatives for job satisfaction: type of work, job security, company, advancement, coworkers, pay, supervision, hours, benefits & working conditions. Job satisfaction is the result of effect of so many factors. The terms are highly personalized, as the level of satisfaction differs from time to time and situation. Moreover, the attitude of any employee affects a lot. One gets satisfaction in any of the activities depending upon how he/she perceives the situation and what is expected in exchange of effort. There may be the difference between two employees, working at a different place and on different cadres. It all depends upon viewing of the situation and the effect of rest of the factors which are crucial at any point of time (Salim & Haq, 2015).

Ouyang, Sang, Li and Peng (2014) revealed that emotional intelligence, organizational justice, job insecurity and job satisfaction were significantly correlated with each other. Structural equation modeling indicated that emotional intelligence can significantly influence job satisfaction and the relationship between EI and satisfaction was partially mediated by organizational justice and job insecurity. Skogstad, Aasaland, Nielsen, Hetland, Matthiesen and Einarsen, (2014) found that there is a relationship between leadership styles and job satisfaction. Okwaraji and Aguwa (2015) reported that job satisfaction was negatively affected by psychological distress and burnout especially the emotional exhaustion component of burnout. In other hand Adenuga, (2015) found that there is significant relationship in the occupational stress and job satisfaction.

According to above literature it shows that the direct factor effecting on job satisfaction of the employee. However none of those studies have investigated the impact of indirect factor on job satisfaction like crossover of occupational stress. Hence researcher attempt to find out the impact of occupational stress experienced by spouse on job satisfaction of employee. Thus research problem that need to be find answer through this study is,

### **Does the crossover of occupational stress in dual earner careers have an impact on their job satisfaction?**

Hypothesis

H<sub>1</sub>: There is a significant impact of occupational stress level of spouse on job satisfaction of employees.

Objective of the Study

To identified the impact of crossover of occupational stress on job satisfaction of employees.

## 2. LITERATURE REVIEW

### Occupational Stress

The stress is a burning issue in modern society. The effect of stress is a deviation from the existing physical and psychological condition of human life (Fernando, 2007) Stress is considered to be one of the main themes in the research for last two decades and a significant growth observe in researchers' interest as a concern to both employers and employees (Hochwarter, Perrewe, Meurs & Kacmar; Cartwright, as cited in Rahim, 2010).

Luthans (2000) has explained that stress is usually thought of negative terms. It is thought to be caused by something bad which harmfully impacts the human lives, including workers. According to the Nelson and Quick as cited in Fernando (2007) stress is an important topic in organizational behavior, in part due to the increase in competitive pressures that take a toll on workers and manager alike.

"Occupational stress is defined as the harmful physical and emotional response that occurs when job requirements do not match with the worker's capabilities, resources and needs" (National Institute of Occupational Safety and Health).

Selye as cited in Jayashree, (n.d) defines stress as "a dynamic activity where in an individual is confronted with an opportunity, constraint or demand". Organizational stress arises due to lack of person- environment fit. Stress is a term in psychology and biology borrowed from physics and engineering and first used in the biological context in 1930s. Work related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope (Rao & Borkar, 2012). According to the National Institute of Occupational Safety and Health (1999) Work stress is defined as the harmful physical and emotional responses that occur when job requirements do not match the worker's capabilities, resources, and needs. Weerasinghe and Batagoda, (n.d) indicated that job stress is considered as the harmful physical and emotional response that occurs when there is a poor match between job demand and capabilities resources and need of employees. Beehr and Newman (as cited in Malik, 2011) define occupational stress as "A condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning."

The occupational stress should not be considered as a problem of an organization alone. In general, an economy and a society consist of so many socio and economic institutions. These institutions are inter-related in nature. Hence, it should be understood that if the stress of an individual worker not only affects the institution or organization but also other institutions and organization of an economy as well (Fernando, 2007). Steers (as cited in Jayashree, n.d) indicate that, "Occupational stress has become an important topic for study of organizational behavior for several reasons." 1. Stress has harmful psychological and physiological effects on employees, 2. Stress is a major cause of employee turnover and absenteeism, 3. Stress experienced by one employee can affect the safety of other employees, 4. By controlling dysfunctional stress, individual and organization can be managed more effectively.

Cartwright and Cooper as cited in Rehman, Khan, Afzal, Akhter, & Ali, (2010) further pointed out that in the short term stress can lead the employees to stomach disorder, headaches, sleeplessness, emotional distress and loss of energy/motivation, and in the long term it can result in serious illness and even early death, most likely due to cardiovascular disease (heart diseases). Furthermore, job stress appears to be endemic to the current workplace. Palmer et al (as cited in Park, 2007) suggest that stressed workers are also more likely to be unhealthy, poorly motivated, less productive and less safe at work. And their organizations are less likely to succeed in a competitive market. By some estimates work-related stress costs the national economy a staggering amount in sick pay, lost productivity, and health care and litigation costs.

Malik, (2011) argued that Stress can undermine the achievement of goals, both for individuals and for organizations. If key staff and large number of workers are affected, work stress may challenge the healthiness and performance of their organization. Furthermore Malik, (2011) has explained that Unhealthy organizations do not get the best from their workers and this may affect not only their performance in the increasingly competitive market but eventually even their survival. Moreover Leka (as cited in Malik, 2011) indicated that consequences of occupational stress under following two categories. When affected by work stress people may: become increasingly distressed and irritable, become unable to relax or concentrate, have difficulty thinking logically and making decision, enjoy their work less and feel less committed, feel tired, depressed, and anxious, have difficulty sleeping, experience serious physical problem such as heart disease, increases in blood pressure and headaches.

There are number of workplace factors, called job stressors that make jobs stressful and difficult for number of employees in services as well as manufacturing industries. Additional stressors concern interpersonal relationships at work, such as conflicts with the behavior of supervisors, conflicts with colleagues, conflicts with subordinates and conflicts with management policies (Paul, Kahn, Byosiere, Taylor and Paul as cited in Rehman, Khan, Afzal, Akhter, & Ali, 2010). Rehman, Khan, Afzal, Akhter, and Ali, (2010) further pointed out that there are some other stressors in the organizational context, such as having insufficient resources to do the job (e.g., defective equipment or inadequate supplies), or low salaries structure.

People react to stress in different ways. Some coping is much better than others and suffering fewer of the harmful effects of stress. Just as stress differs as a function of the individual, it also differs as a function of one's type of occupation. Some occupations are, of course, inherently more stressful than others. All of the stress-strain-health relationships have an obvious impact on the organization and industry. Occupational stress is becoming increasingly globalized and affects all countries, all professions and all categories of workers, as well as families and society in general Ahmad and Ahmad (as cited in Malik, 2011).

#### Crossover Effect

The process that occurs when a stressor or psychological strain experienced by one person affects the level of strain of another person is referred to as Crossover. Westman (as cited in Schaufeli, Bakker, & Demerouti, 2005). Besides Bakker (2012) define that crossover as job strain experienced by an individual may lead to strain being experienced by the individual's partner at home. For example, a person who feels chronically fatigued and has become cynical about the meaning of work may transfer such feelings and attitudes to the partner during conversations at home.

Similarly Schaufeli, Bakker, & Demerouti (2005) indicated that Crossover is a dyadic, inter-individual transmission of stress or strain that occurs within a particular domain such as the workplace or the family.

In examining the stress crossover Westman (as cited in Song, Foo, Uy, & Sun, 2011) define Crossover is the transfer of affective experiences across individuals. Song, Foo, Uy, & Sun, (n.d) explain that Crossover effects depict a dyadic process whereby each spouse transmits and catches the effect of the other spouse. In a typical weekday, crossover is likely to happen at home either in the early morning or in the evening when couples interact with each other. Because work is an important life domain, stress at work can carry over to the family domain, (Song, Foo, Uy, & Sun, 2011)

When we considering the previous research studies various models are proposed to explain stress crossover, more specifically Westman (as cited in Bakker, 2012) has suggested several possible mechanisms to explain the crossover process. First, direct crossover can take place between the two spouses or partners through empathic processes. That is, because spouses/partners spend considerable time together, they become aware of and are affected by each other's affective states. Second, the spouses/ partners may share some common stressors (e.g., financial pressures, life events) that can lead to increased levels of common strains (e.g., negative affect). Third, crossover may be an indirect process. That is, there is an indirect crossover of strain mediated by the communication and interaction of the spouses/partners (e.g., coping strategies, social undermining, and lack of social support).

When focused early studies of stress crossover Jackson and Maslach (as cited in Crossfield, Kinman, & Jones, 2005) investigated that crossover of stress from police officers to their wives, and found that officers with high levels of stress were more likely to display anger, spend time away from home and be less involved in family life. Their wives demonstrated a corresponding increase in distress and dissatisfaction with their marital relationships. Similarly, Long and Voges (as cited in Crossfield, Kinman, & Jones 2005) also indicated that demands of prison officers' jobs, in particular the violent nature of the work, adversely affected their wives' psychological well-being.

Most studies have investigated and found evidence for the crossover of psychological strains such as anxiety, burnout, distress, depression, and marital dissatisfaction. And also studies have detected direct crossover of positive experiences, like work engagement life satisfaction and vigor. A few studies investigated crossover of health complaints and perceived health between partners. However, less attention has been paid to investigate the impact of occupational stress crossover on job satisfaction. Here researcher trying to evaluate the impact of occupational stress crossover on job satisfaction.

#### Job Satisfaction

Job satisfaction refers to employees' attitudes or opinions toward the job itself or the relevant environment and to their overall emotional response to their job roles Brayfield & Rothe (as cited in Ouyang, Sang, Li, & Peng, 2014). Also Robin (as cited in Adenuga, 2015) defined job satisfaction as a general attitude towards an individual's job, and the difference between the amount of reward workers receive and the amount they believe they should receive. Bajpai, Dave, & Bajpai, (2015) says that Job satisfaction can simply be defined as how people feel about their jobs. It is the attitude that an individual carries towards a job, also known as the general disposition towards a job. It can be defined as a pleasurable (or unpleasurable) emotional state because of the appraisal of one's job, an affective reaction to one's job, and an attitude a person carries towards his job.

Cranny, Smith, & Stone (as cited in Fields, 2013) Job satisfaction is generally defined as an employee's affective reactions to a job based on comparing actual outcomes with desired outcomes. Moreover Hoppock (as cited in Salim & Haq, 2015) argued that job satisfaction depends upon the extent to which the job, we hold meets the needs that we feel it should meet. The degree of satisfaction is determined by the ratio between what we have and what we want. According to the Salim & Haq, (2015) Job satisfaction level can be judge on various parameters. It is leadership, supervision, compensation, recognition, employee's role, work climate, team work, job security, job content,

technology suggestions, training and development, company image, facilities, advancement opportunities, role clarity, performance appraisal system, employee's suggestion.

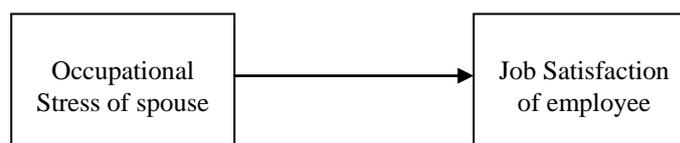
Finally we can create an argument as Job satisfaction is the result of so many factors. The terms are highly personalized, as the level of satisfaction differs from time to time and situation. (Salim & Haq, 2015). Furthermore Okwaraji & Aguwa, (2015) have explored that Job satisfaction has to do with the positive orientation of an individual towards his or her work. Variables like pay, promotion, working conditions, leadership, social relationships and the job itself were said to influence the level of job satisfaction an individual derives from his or her work.

According to the literature different studies were conducted by researchers in different contexts regarding job satisfaction. Al-Zubi, (2010) was conducted a research study to investigate the relationship between Organizational Justice and Job Satisfaction. The findings also suggested that this was positive association organizational justice and job satisfaction. Employee job satisfaction depends upon the organizational justice of managers. Adenuga,(2015) was found that there is significant relationship in the occupational stress and job satisfaction of bank employees according to the results of the study on Impact of Occupational Stress on Job Satisfaction and Mental Health of First Bank Employees. And it was further revealed that occupational stress predicted job satisfaction and mental health. Based on the findings, it was suggested that mental health and job satisfaction of the bank employees be given greater attention. On the other hand aspects of the work situation have been shown to be determinants of job satisfaction. For example, a broad situational factor job level is positively correlated with satisfaction with all aspects of the job probably because higher-level jobs tend to have better working conditions, pay, promotion prospects, supervision, autonomy, and responsibility (Robie, Ryan, Schmieder, Parra, & Smith, as cited in Fields, 2013).

A qualitative study (Bussing, Bissels, Fuchs, & Perrar,as cited in Fields, 2013) suggested that job satisfaction is developed through assessment of the match among expectations, needs, motives, and the work situation. Based on this assessment, a person builds up satisfaction (steady feeling of relaxation as a result of met expectations and needs) or dissatisfaction (feeling of tension as a result of unsatisfied needs and expectations) with her or his work. Under the concept of job satisfaction, several studies were done through analyzing relationship of job satisfaction with organizational commitment, burnout, and occupational stress too. Most previous studies have focused on occupational characteristics, including income, job characteristics, work-family conflict, stress, and leadership (Judge, Piccolo, Podsakoff, Shaw, & Rich, 2010). Although none of the studies have been done to investigate the relationship between crossover of occupational stress and job satisfaction regarding executive level employees in Sri Lankan context. Therefore the aim of the present study is to explore the relationship between crossover of occupational stress and job satisfaction based on the sample executive employees.

### 3. METHODOLOGY

#### Conceptual Framework



The research consists with both primary and secondary data. The primary data was collected through self-administrated questionnaire to assess the crossover of occupational stress on job satisfactions of executive level employees. The secondary data was collected through the cadre reports. The total number of married, dual earner executive level employees working was considered as total population. The sample frame consists with 53 executive level employees including merchandisers, fabric technologists, garment technologists, supply chain executives, HR & Finance executives. Theoretically, move in to sampling is suitable if there is a too large population. Since the particular population was not too much large conducting a Census without doing sampling, resulted an error free sample and ensured the generalization. Therefore researcher studies all the 53 executive level employees in this study to collect the data. Each couple received two identical sets of questionnaires, marked as employee Questionnaire and partner questionnaire, together with an instruction sheet asking them to complete their questionnaires independently without consulting their partner. All questionnaires were anonymous, but number coded in order to allow each couple's questionnaires to be matched.

Dependent variable of the study; Job Satisfaction was measured through M&S employee questionnaire. It was conducted through job satisfaction global scale developed by Brayfield and Rath (as sited in Hoole & Wermeulem 2003). This Global job satisfaction scales were designed to assess employees' overall job satisfaction; rather than job satisfaction with facets of the job and was used to measure the job satisfaction in vide variety of jobs. Among global job satisfaction measures the Overall Job Satisfaction Scale (OJS; Brayfield & Rothe, 1951) seems to be the most popular and the most comprehensive scale for measuring OJS. Reliability value of the original questionnaire in previous study

was 0.87. The measurement scale consists with 17 items including 4 reverse coded items numbered as 6, 11, 14, and 26 in analyzing part values of these questions also will be revised.

The partner questionnaire is used to measure the independent variable occupational stress and it was measured by Occupational stress index developed by Srivastav and Singh (as cited in Puri 2011). The scale measured the extent of occupational stress on employee under 12 relevant components of the job life which case stress as role overload, role ambiguity, role conflict, unreasonable group and political pressure, responsibility for person, under participation, powerlessness, poor peer relations, powerlessness, poor peer relations, intrinsic improvement, low states, strenuous working conditions, and unprofitability through 25 questions. The reliability Cronbach alpha coefficient for the original scale as a whole is found to be 0.935 and validity is found to be 0.89. Partner questionnaire consists 8 reverse coded items from question 12 to 15, 17, 18, 20 and 23 in analyzing part values of these questions will be revised. The researcher has modified standard questionnaires to fit the context with five point Likert scale for both Occupational stress and Job satisfaction.

#### 4. DATA PRESENTATION, ANALYSIS AND DISCUSSION

The total sample consists, 60% males and 40% female respondents. The highest respondent percentage is on male category. The table presents that the percentages of the respondents categorized by Age. Under the four main ranges respondents distributed as 11%, 36%, 28% and 25% for the age of respondents, for less than 25 years, between 25-35 years, 36-45 years and more than 45 years respectively. The highest respondents' percentage comes under the age range between 25-35 years as 36%. The lowest is under the age range below 25 years. Sample composition of the departments shows 23% respondents are in kids wear, as same as the women's wear departments comprise with 23% respondents as the highest. Menswear, lingerie, fabric and other department have 19%, 11%, 13%, and 11% respondents' percentage respectively. Other department category includes the departments of Human Resource, IT, Admin, and finance. When considering the each department percentage the highest respondents are in kids wear and Women's wear departments. Considering the educational level indicated on the table, majority of respondents (50.9%) were belongs to the graduate level. 24.5% respondents were belongs to the both of diploma and master educational level. However no any of responder found to be categorized under the A/L category. Most of the respondents (36%) have work experience between 1-5 years and 32% of the respondents have work experience between 6-10 years. There are fewer amounts of respondents have more than 10 year and below 1year experience as 21% and 11% respectively.

##### Reliability Analysis

The standard questionnaire was used for the present study has the reliability value of 0.935 and 0.87 for occupational stress and JS respectively. Reliability of the measurement has been tested by using Cronbatch's alpha.

##### Correlation Analysis

The correlation coefficient is measures the strength of the association between any two metric variables (Hair et al., as cited in field, 2009). Since the significant values (P value) appear 0.000 and less than the 0 .05, the variables were significant at 95% confidence level. According to the results of the correlation matrix the dependent variable and the independent variables were negatively correlated to each other by - 0.639. There was a high degree of negative correlation ( $0.5 < r < 0.75$ ) between occupational stress of partner and job satisfaction (-0.639).

Table 1: Correlation Analysis

		Occupational Stress of Partner
Job Satisfaction	Correlation Value	-0.639
	P Value	0.000

##### Regression Analysis

Since the occupational stress of spouse were correlated with dependent variable simple regression analysis was used to measure the impact of the independent variable on dependent variable.

Coefficient of Determination (R<sup>2</sup>) indicates that how well data points fit a line or curve. The result should be in range between 0 to 1 (Field, 2009).

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Standard error for the estimate
1	0.639	0.408	0.396	0.4821336

Table 2 shows the model summary of regression analysis. Value of the explanatory power ( $R^2$ ) shows the degree to which extent the variance of the dependent variable is explained by independent variables looking at  $R^2$ , it can be concluded that, 40.8% (0.408) of the variance of employee job satisfaction is explained by occupational stress level of their partner. But 59.2% of the variance of employee job satisfaction is explained by other influencing factors which are not covered by the current study.

Analysis of Variance (ANOVA)

ANOVA is used to test the significance of the model. According to Field (2009) if the P value is less than 0.05 (P value < 0.05) the model is significance relevant to the 95% of confident level.

Table 3: Significance of the modal

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.169	1	8.169	35.143	.000
	Residual	11.855	51	.232		
	Total	20.024	52			

Analysis of Variance (ANOVA) test shows that the regression model is significant since the significant level is 0.000 which is less than 0.05.

Table 4: Coefficient table

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
1	B	Std. Error	Beta		
Constant	4.331	0.265		16.697	.000
Occupational Stress	-0.511	0.86	-0.639	-5.928	.000

B value of the table represents the degree to which extent the dependent variable can be affected by a certain independent variable while other independent variables remain constant.

Analyzing the B coefficient of occupational stress of partner, it can be concluded as, occupational stress of spouse increases by 1 unit effect to decrease the expected job satisfaction of M&S employee by 0.511 units and vice versa. Anyhow, this conclusion can be done with 95% confidence level since the significant level is 0.000.

According to the result of the coefficient table the regression equation can be create as follows.

Ex:  $Y/x1 = \beta_0 + \beta_1X1$

Job satisfaction = 4.43 - 0.511 Occupational stress of spouse

4.2.5 Hypotheses Testing

Hypotheses can be tested by using the P - value (sig level) of each B coefficient of independent variables. Confident interval of accepting hypotheses in social sciences is 95%. To achieve this confident interval, P - value should be equal to or less than 0.05. If it is not equal to or less than 0.05, null hypotheses cannot be rejected. In another way alternate hypothesis is not supported.

P - Value of the B coefficient of occupational stress of the partner is 0.000 which denotes that occupational stress of partner effect on Job satisfaction of employee with 0.000 significant level which is lower than 0.05. Since the P - value

is lower than the recommended level,  $H_1$  is accepted. Thus it can be concluded as, Occupational stress of partner significantly effect on Job satisfaction of employee.

## Discussion

The purpose of this research was to examine the effect of crossover of occupational stress to job satisfaction, among employees in M&S SLRO. Research objectives were stated to find out the effect of occupational stress level of spouse on job satisfaction of M&S SLRO employees. Job satisfaction was measured by using global job satisfaction scale developed by Brayfield & Rothe (1951). Here occupational stress was considered as uni-dimensional concept and it was measured under 12 indicators as Role overload, Role conflict, Role ambiguity, Unreasonable group and political pressure, Responsibility for person, Under participation, Powerlessness, Poor peer relations, Intrinsic improvement, Low status, Strenuous working conditions, Unprofitability. Occupational stress was measured by Occupational stress index developed by Srivastav and Singh (1981). According to the findings of the study it shows that there is a significant correlation between crossover of occupational stress and job satisfaction of M&S SLRO employees. The correlation coefficients are the measure of the strength of the association between any two metric variables (Hair et al., as cited in field, 2009). Results of the study show that there was a high degree of negative correlation ( $0.5 < r < 0.75$ ) between occupational stress of partner and job satisfaction. It shows that the correlation between crossover of occupational stress and job satisfaction of M & S SLRO employees equal to -0.639. Since the significant values appear 0.000 and less than the 0 .05 (P value), the variables were significant at 95% confidence level. In addition to that the regression analysis exhibit (by R2 value) that the occupational stress level experienced by the partner explained the job satisfaction of M & S SLRO employees by 40.8% and rest of the 59.2% was impact by the other factors and those other factors are not covered under this study.

According to the results of the hypotheses testing it was empirically proved that there was a negative impact of occupational stress of spouse on job satisfaction of M&S SLRO employees. It indicated that the higher level of occupational stress of spouse cause to decrease the level of job satisfaction of the employee. Number of previous researchers found out that OS can negatively contribute to the job satisfaction of employee. Adenuga, (2015) was found that there is significant relationship in the occupational stress and job satisfaction of bank employees based on the study conducted to measure the impact of Occupational Stress on Job Satisfaction and Mental Health of First Bank Employees. Furthermore Bajpai, Dave, & Bajpai, (2015) found that job stress has an negative impact on determination of the level of job satisfaction from the study of impact of work stress on job satisfaction of employees working in Indian banking sector. But none of the previous research studies tried to find out the impact of crossover of occupational stress on job satisfaction of employee. Based on the findings of the present study it can be proved that the crossover of occupational stress has an impact on job satisfaction of dual earner employees.

## 5. CONCLUSION

The study was carried out with the purpose to inspect the impact of occupational stress of spouse on degree of job satisfaction of executive level employees in M&S SLRO. The tested model take occupational stress of spouse as the independent variable while job satisfaction of M&S SLRO as the dependent variable. All the executive level employees recognized under dual earner category, working at M&S SLRO were taken for the study as the sample. For collecting data researcher distributed two questionnaire named as M&S Employee questionnaire and Partner questionnaire. M&S employee questionnaire used to collect the data from M&S SLRO employees, relevant to the level of job satisfaction of employees. Meanwhile researcher used the Partner questionnaire to collect the data relevant to the occupational stress level of spouse. Researcher distributed these coded two questionnaires with instructed them to answer the questionnaire independently without consulting to each other. According to the results the sample distribution was approximately equal for male employees as same as, female employees; contributing to the workforce from considerable amount (40% from the sample). It was proved that the Sri Lankan workforce composition comprised with considerable amount of female participation. And it was proved that the respondents of the sample were educated and young. According to the statistical analysis of the study it shows that occupational stress experienced by the spouse negatively impact on job satisfaction level of M&S SLRO employees. Considering the correlation coefficient results of the study it indicated that there is a negative relationship between the occupational stress experienced by the spouse and job satisfaction level of M&S SLRO employees. Furthermore the result of regression analysis also shows that the occupational stress experienced by spouse negatively impact on job satisfaction of M&S SLRO employee by -0.511. Finally we can arrive a conclusion, based on the study as crossover of occupational stress negatively impact on job satisfaction of M&S SLRO employees.

## LIST OF REFERENCE

- Abele, A. E., & Volmer, J. (2011). Dual-Career Couples: *Specific Challenges for Work-Life Integration*. 173-183.
- Adenuga, O. A. (2015). Impact of Occupational Stress on Job Satisfaction and Mental Health of First Bank Employees Implication for Personnel Psychologists. *American Journal of Psychology and Cognitive Science*, 15-21.
- Adenuga, O. A. (2015). Impact of Occupational Stress on Job Satisfaction and Mental Health of First Bank Employees: Implication for Personnel Psychologists. *American Journal of Psychology and Cognitive*, 15-21.
- Al-Zubi, H. A. (2010). A Study of Relationship between Organizational Justice and Job Satisfaction. *International Journal of Business and Management*, 102-109.
- Bajpai, J. V., Dave, T. V., & Bajpai, S. (2015, April 11). A Study of Impact of Work Stress on Job Satisfaction of Employees Working in Indian Banking Sector. *International journal of business quantitative economics and applied management research*, 27-32.
- Bakker, A. (2007). The crossover of work engagement between working couples. *Journal of Managerial Psychology*, 220-236.
- Bakker, A. B. (2012). The spillover-crossover model. 1-31.
- Crossfield, S., Kinman, G., & Jones, F. (2005). Crossover of occupational stress in dual career couples . Routledge, 211-232.
- Evangelia Demerouti, A. B. (2005). Spillover and crossover of exhaustion and life. *Journal of Vocational Behavior*, 268.
- Families and work institute in New York. (2012). National study of the Changing workforce. New York.
- Fernando, W. R. (2007). Organizational Degradation due to Stress: An Empirical Study in Sri Lankan Private Sector Commercial Banks. *Journal of Human Resource Management*, 187-204.
- Fields, D. L. (2013). 1 Job Satisfaction. In *Taking the Measure of Work: A Guide to Validated Scales for Organizational Research and Diagnosis* (pp. 1-43). Thousand Oaks: SAGE Publications, Inc.
- Fields, D. L. (2013). *Taking the Measure of Work: A Guide to Validated Scales for Organizational*. Thousand Oaks: SAGE Publications, Inc.
- G, L. (2005). *Human Resource Management* .
- Jayashree, R. (n.d). Stress management with special reference to public sector bank employees in chennai. *International Journal of Enterprise and Innovation Management Studies (IJEIMS)*, 34-39.
- Malik, N. (2011). A study on occupational stress experienced by private and public banks employees in Quetta City. *African Journal of Business Management*, 3063-3070.
- National Institute of Occupational Safety and Health. (1999).
- Okwaraji, & Aguwa. (2015). Burnout, Psychological Distress and Job Satisfaction among Secondary School Teachers in Enugu, South East Nigeria. *Journal of Psychiatry*, 14-66.
- Ouyang, Z., Sang, J., Li, P., & Peng, J. (2014). Organizational justice and job insecurity as mediators of the effect of emotional intelligence on job satisfaction: A study from China. 147-152.
- Park, J. (2007). Work stress and job performance.
- Rahim. (2010). Emotional intelligence and Stress: An Analytical Study of Pakistan Banks. . *International Journal of Trade, Economics and Finance* ., 1,2.
- Rao, S., & Borkar, S. (2012). Development of Scale for Measurement of Stress and Performance Status of Public and Private Sector Bank Employees. *Indian Streams Research Journal*, 34-39.
- Rehman, S. u., Khan, M. A., Afzal, H., Akhter, W., & Ali, I. (2010). Stress in banker's life: Demands-control model as predictors of employee's activity participation. *African Journal of Business Management*, Vol. 4(9), 1679-1690.
- Salim, G., & Haq, S. (2015). A study on job satisfaction of IT industry employees. *Innovative journal of business and management*, 1-7.
- Schaufeli, W. B., Bakker, A. B., & Demerouti, E. (2005). The crossover of burnout and work engagement among working couples. SAGE Publications.
- Skogstad, A., Aasland, M. S., Nielsen, M. B., Hetland, J., Matthiesen, S. B., & Einarsen, S. (2014). The Relative Effects of Constructive Laissez-Faire, and Tyrannical Leadership on Subordinate Job Satisfaction. *Zeitschrift fur Psychologie*, 221-232.
- Song, Z., Foo, M. D., Uy, M. A., & Sun, S. (2011). Unraveling the Daily Stress Crossover Between Unemployed Individuals and Their Employed Spouses. Vol. 96, No. 1, 151-168.
- Weerasinghe, & Batagoda. (n.d). Job stress and job satisfaction: a study of managerial employees in domestic commercial bank.
- Westman, M. (2001). Stress and strain crossover. *Human Relations* , 54(6), 557\_/591.
- Westman, M. (2002). Gender asymmetry in crossover research. In D. L. Nelson & R. J. Burke (Eds.), *Gender, work stress and health* (pp. 129/150). Washington, DC: APA Publications.

## **Authors**

**First Author:** M.P.B.D. Weerasooriya  
Bsc. Business Management (Special)  
Department of Business Management  
Sabaragamuwa University of Sri Lanka  
[dmbdinesh@gmail.com](mailto:dmbdinesh@gmail.com)

**Second Author:** A.W. Thiranagama  
Lecturer (Visisting)  
Reading for MSc. in Management (USJP)  
Bsc. Business Management (Special)  
Department of Business Management  
Sabaragamuwa University of Sri Lanka  
[warunithiranagama@gmail.com](mailto:warunithiranagama@gmail.com)

**Corresponding Author:** A.W. Thiranagama