

# Enhancing Job Satisfaction Levels Through Stress Management And Employee Well Being: A Study Based On Indian Healthcare Sector

Namita Solank, Dr. Princy Thomas

Department Of Management, Iis(Deemed To Be University),India  
Department Of Business Studies, Iis(Deemed To Be University), India

---

## Abstract :

**Background:** In India's demanding healthcare sector, effectively handling stress and prioritizing the well-being of employees have emerged as crucial factors influencing job satisfaction among healthcare professionals. This research investigates the complex interplay among stress management, employee well-being, and job satisfaction within the Indian healthcare workforce. Through a comprehensive review of existing literature, analysis of hypotheses, and exploration of practical implications, this study seeks to uncover viable approaches for enhancing the welfare and contentment of healthcare professionals in India. Ultimately, the findings aim to yield positive outcomes for both employees and the individuals under their care.

**Materials and Methods:** The study involved gathering data from healthcare workers in private hospitals in Rajasthan, Punjab, Delhi, Gujarat, Uttar Pradesh, Uttarakhand and Maharashtra region using a structured questionnaire. Sampling technique used was Purposive. SPSS 26.0 software is utilized to analyze the collected data, mainly through correlation and regression techniques. Reliability of the constructs was verified using Cronbach's Alpha.

**Results:** Cronbach's Alpha values of constructs were above 0.70 which indicated good internal reliability of the measurement scales. Pearson Correlation Coefficient values for stress management and job satisfaction was .929 and employee well being and job satisfaction was .937 indicating strong positive relationship between the variables. The results of the regression analysis revealed significant value as .000 which is less than 0.05 indicating significant influence of stress management and employee well being on job satisfaction

**Conclusion:** In summary, it is essential for healthcare organizations to prioritize the well-being of their employees as this plays a significant role in enhancing job satisfaction, organizational performance, and patient outcomes. Offering training programs and resources for stress management can equip healthcare professionals with the necessary skills to handle their demanding roles. Establishing a supportive work environment characterized by open communication and peer support networks can help alleviate stress levels. Additionally, comprehensive wellness programs that address physical, mental, and emotional health along with flexible work arrangements can further promote a healthy work-life balance. Furthermore, providing access to counseling services, peer support groups, maintaining wellness facilities, and ergonomic workstations completes the framework for supporting the well-being of healthcare workers. Conclusively, taking proactive measures addressing stress management and employee's well-being are crucial elements essential in fostering job satisfaction and resilience among healthcare professionals in India

**Keywords:** Stress, Stress management, Employee well being, Job Satisfaction, Employee Wellness

Date of Submission: 05-05-2024

Date of Acceptance: 15-05-2024

---

## I. Introduction

In the high-pressure and fast-paced Indian healthcare industry, managing stress and prioritizing employee wellness have become key elements that impact job satisfaction for healthcare professionals. The specific difficulties encountered in this sector, such as extended work hours, intense situations, and emotional toll, require efficient approaches to reduce stress and enhance general welfare. The presence of an older workforce alongside heightened patient needs, shorter hospital durations, and various workplace changes all contribute to increased job strain. Healthcare inherently entails significant stress due to interactions with patients who are also under substantial stress. Patients can be challenging, anxious, and hostile, leading nurses to feel increasingly irritable and frustrated. This can result in feelings of disillusionment, cynicism, and depression for healthcare workers. Additionally factors such as resource constraints, understaffing, and societal expectations further contribute to the stressors experienced by healthcare workers in India. Consequently, there is a pressing need for tailored interventions that address the specific challenges faced by this workforce, taking into account cultural nuances and systemic issues inherent to the Indian healthcare landscape.

In addition to stress management this study examines the influence of employee well being on satisfaction. The idea of comprehensive well-being is deeply rooted in the field of counseling and has gained significant attention recently. Comprehensive well-being involves an integrated approach that incorporates the mind, body, and spirit with the aim of living a more fulfilling life. Therefore, comprehensive well-being is not only defined by the absence of illness but also by the presence of physical, psychological, and spiritual health (Myers, 2000; Witmer & Sweeney, 2000). Over recent years, several models emphasizing different components or characteristics essential for optimal functioning have been developed to illustrate comprehensive wellness (Fetter & Koch, 2009; Myers & Degges-White, 2007).

Cranny, Smith, and Stone (1992) found that satisfaction with one's job is linked to various physical, psychological, demographic or situational factors in the workplace. For instance, individuals who expressed contentment with their jobs reported fewer physical and psychosomatic symptoms compared to those who were dissatisfied. Moreover, dissatisfaction with work has been correlated with heightened anxiety and depression as well as poorer physical and psychological well-being (Hongying, 2007). Thus, it seems reasonable that prioritizing the improvement of job satisfaction should be a key factor in promoting the psychological well-being and overall health of employees.

This study explores the multifaceted relationship between stress management, employee wellness, and job satisfaction among healthcare workers in India. By delving into the existing literature, examining hypotheses, and considering practical implications, this study aims to shed light on effective strategies for promoting well-being and satisfaction among healthcare professionals in the Indian context, ultimately benefiting both employees and the patients they serve.

## **II. Review Of Related Literature**

### **Stress management and Job Satisfaction**

Stress is a state of imbalance, stemming from the difference between situational demands and an individual's ability or motivation to meet them. It originates from interactions with the surrounding environment and occurs when there is an imbalance between external demands and the available resources for managing them. (Hossini & Hossini, 2012). While moderate levels of stress can be conducive to achievement, excessive stress can lead to a range of physical and psychological ailments. These may include anxiety, depression, sleep disturbances, agitation, irritability, cognitive decline, chronic fatigue, weakened immunity, frequent illnesses, headaches, diminished focus, memory issues, and impaired problem-solving abilities (Craine et al., 2010). According to Grzywacz et al., 2006. work-related stress poses a significant challenge for healthcare professionals, significantly impacting both their professional and personal effectiveness. It's a well-explored concern among researchers, recognized as a significant physical and psychological stressor for healthcare workers (Smith et al., 2005).

Job satisfaction, defined as the amalgamation of positive and negative perceptions individuals hold regarding their work, is shaped by various elements such as compensation, interpersonal relationships, organizational policies, occupational characteristics, disciplinary environment, and personal attributes of employees (Rambur et al., 2003). It exerts a significant influence on numerous beneficial organizational outcomes, including heightened productivity, enhanced organizational commitment, increased employee engagement and loyalty, improved work performance and quality, favorable interpersonal dynamics, boosted morale, and heightened job interest (Hewitt et al., 2008).

According to Jennings (2005) there exists a reciprocal link between stress and job contentment, with an increase in stress leading to a decrease in job satisfaction. This elevated stress often leads to reduced job satisfaction and diminished overall quality of life. Such circumstances may contribute to nurses leaving their profession, subsequently contributing to the current shortage of nursing staff. Reduced job satisfaction inevitably leads to a negative outlook towards one's work, family, patients, colleagues, and ultimately oneself. Receiving support from supervisors and colleagues is correlated with lower work-related stress. Additionally, empowerment at work exhibits a strong negative correlation with job tension while showing a positive correlation with work effectiveness. Psychological empowerment has a positive impact on job satisfaction and exerts a negative effect on work strain. Within healthcare organizations, work-related stress can lead to absenteeism and turnover which both diminish the quality of care. Therefore the study proposes the following hypothesis-

**H<sub>a1</sub>:** There is a significant impact of stress management on job satisfaction in healthcare workers

### **Employee Well being and Job Satisfaction**

According to Guest & Conway (2002) In recent years, there has been a growing emphasis on the notion of employee well-being, encompassing various facets addressed by organizations such as health and safety. Companies are increasingly launching productivity initiatives aimed at enhancing the welfare of their employees.

The implementation of workplace health and well-being schemes is now considered crucial, benefiting both employees and the organization by fostering job satisfaction. Maintaining employees' well-being within an organization can be achieved through various means, such as implementing on-site fitness programs, offering flexible work arrangements to reduce frustration, providing financial education, offering career coaching, conducting emotional intelligence training, supplying healthy food options, fostering a friendly work environment, and more (Renee Baptiste, 2008). As per Lawson (2009) prioritizing employees' well-being also cultivates positive relationships among team members, enhancing collaborative efforts and overall productivity. Employee Well-Being (EWB) is a comprehensive concept that encompasses both the physical and psychological health of the employee. An individual's health encompasses mental, physical, and social well-being. For employees, well-being extends to include mental, physical, emotional, and spiritual dimensions. Mental health involves managing depression, anxiety, and stress, while physical health concerns may manifest as digestive issues, headaches, muscle pains, and dizziness. Numerous studies suggest that employees experiencing high levels of pressure and stress tend to exhibit lower performance levels, impacting their job commitment (Labrague et al., 2019)

Numerous studies and meta-analyses have indicated that employee well being has a substantial influence on job satisfaction (Faragher et al., 2013; Krings, 2018). Hence, it is crucial to understand the impact of well being on job satisfaction of employees. Thus following hypothesis can be framed on the basis of the literature-

**H<sub>a2</sub>:** There is a significant impact of employee well being on job satisfaction in healthcare workers

**Objective of the Study**

To assess the impact of Stress Management and Employee Wellness on Job Satisfaction in Indian healthcare workers

**III. Materials And Methods**

**Sampling and Data Collection**

Purposive sampling technique was used in the current study. A well structured questionnaire using google forms was circulated via email among 300 healthcare professionals in Rajasthan, Punjab, Delhi, Gujarat, Uttar Pradesh, Uttarakhand and Maharashtra region out of which 250 responses were considered for the research.

**Measures**

**Stress management :** The Perceived stress scale by Cohen et al(1983) containing 10 items was considered to measure the stress levels of workers.

**Employee Wellbeing-Warwick- Edinburgh Mental Well Being scale (WEMWBS)** containing 7 items was considered for measuring employee mental well being.

**Job Satisfaction- Job Diagnostic Survey** by Hackman and Oldham(1975) containing 5 items was considered for measuring job satisfaction.

The constructs were evaluated using a five point likert scale, where 1= Strong agreement, 2= Agreement, 3=Neutral, 4= Disagreement and 5= High Disagreement

**Statistical Analysis**

Data was analysed using IBM SPSS26.0 . The statistical techniques used to analyse the data were Reliability Analysis, Pearson Correlation and Multiple Regression Analysis.

**IV. Results**

**Table 1.1: Reliability Analysis**

Construct	Cronbach's Alpha	No. of items
Stress Management	.967	10
Employee Well being	.939	7
Job Satisfaction	.928	5

*Source: IBM SPSS26.0*

The results from Cronbach's Alpha reveal values above 0.70 which indicates good internal reliability of the measurement scales.

**Table 1.2 Pearson Correlation Coefficient Analysis**

	Job Satisfaction	Stress Management	Employee Well being
<b>Pearson Correlation</b>	<b>Job Satisfaction</b>	<b>1.000</b>	<b>.937</b>
	<b>Stress Management</b>	<b>.929</b>	<b>1.000</b>

	Employee Well being	.937	.952	1.000
Sig. (1-tailed)	Job Satisfaction	.	.000	.000
	Stress Management	.000	.	.000
	Employee Well being	.000	.000	.
N	Job Satisfaction	250	250	250
	Stress Management	250	250	250
	Employee Well being	250	250	250

Source: IBM SPSS26.0

Table 1.2 shows the results from the Pearson Correlation Coefficient analysis. The values are above 0.80 which indicates strong positive correlation among the constructs. The value of .929 indicated strong positive relationship between Stress Management and Job Satisfaction , similarly value of .937 reveals strong positive relationship between Employee Well being and Job Satisfaction.

**Multiple Regression Analysis**

The independent variables in the study are Stress Management and Employee Well being and the dependent variable is Job Satisfaction.

**Regression Model Y(Job Satisfaction) = b0+ b1(Stress Management)+ b2(Employee Well being)**

**Table 1.3 (A) Model Summary**

Model Summary	
Multiple R	.945
R Square	.892
Adjusted R Square	.892
Standard Error	.31898

Source:IBM SPSS26.0

According to the results in the above table, an R Square of .892 means that approximately 89.2% of the variance in the dependent variable( job satisfaction) is accounted for by the independent variables ( stress management and employee well being) .

**Table 1.3(B) ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	208.420	2	104.210	1024.191	.000(a)
	Residual	25.132	247	.102		
	Total	233.552	249			

Source: IBM SPSS26.0

The results from the above ANOVA table show that the F(2,247) value = 1024.91 and p value is .000 less than 0.05 which shows that the regression model is statistically significant.

**Table 1.3(C) Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	.063	.051		1.221	.223
	Stress Management	.405	.070	.397	5.809	.000
	Employee Well being	.579	.071	.559	8.179	.000

Source:IBM SPSS26.0

The Coefficient table results indicate that the significant value for both the independent variables is .000 which is less than the standard value of 0.05 which reveals that both the variables ie stress management and employee well being have a significant impact on the dependent variable ie job satisfaction .**Therefore Hypothesis 1 (H<sub>a1</sub>) and Hypothesis 2(H<sub>a2</sub>) is accepted.**

## **V. Discussion**

The current research emphasizes the vital importance for healthcare organizations in India to prioritize initiatives aimed at fostering stress management and promoting employee well-being. According to the results of the study the measurement scales used are strong and effectively capture the intended concepts of Stress Management, Employee Well-being, and Job Satisfaction. This indicates that the items within each category consistently measure their specific dimensions accurately. Furthermore, the findings validate the presence of a favorable correlation between implementing stress management techniques and job satisfaction ie with one unit change in stress management there is .929 change in employee satisfaction This suggests that as employees adeptly handle and minimize stress, their overall satisfaction with their work is likely to rise. Likewise, the research emphasizes the beneficial relationship between employee well being and job satisfaction. ie with one unit change in employee well being there is .937 change in job satisfaction. When employees sense support and uphold good physical and mental health, it also tends to enhance their overall job satisfaction. The findings align with previous research, highlighting the interrelation of these factors in organizational settings. The study's notable p-values for managing stress and employee well being also reinforce these results. With both values below the standard threshold of 0.05, it is clear that these elements have a substantial impact on job satisfaction among healthcare professionals in India. Additionally, it is notable how the combined impact of stress management and employee well-being significantly explains job satisfaction. The analysis of the study shows that an impressive 89.2% of the variation in job satisfaction can be linked to these two separate factors. This highlights the crucial influence that stress management and employee well-being have on shaping levels of job satisfaction within the Indian healthcare sector.

## **VI. Conclusion**

Prioritizing stress management and employee well-being is crucial. When healthcare workers feel supported and maintain good physical and mental health, it contributes significantly to overall job satisfaction ultimately leading to improved organizational performance and better patient outcomes. It is important to invest in training programs and resources aimed at equipping healthcare professionals with effective stress management techniques. Providing access to mindfulness training, stress reduction workshops, and resilience-building exercises can empower employees to better cope with the demanding and emotionally taxing nature of their roles. Additionally, creating a supportive work environment that encourages open communication, peer support networks, and access to mental health resources can further aid in mitigating stress levels among healthcare professionals. Furthermore, healthcare organizations should prioritize initiatives aimed at promoting employee well-being holistically. This includes implementing comprehensive wellness programs that address not only physical health but also mental and emotional well-being. Offering resources such as a) employee assistance programs, access to counselling services b) flexible work arrangements, flexibility in scheduling can help healthcare workers achieve a better work-life balance, reduce commuting stress, and accommodate personal responsibilities c) peer support groups or mentorship programs where healthcare workers can connect with colleagues facing similar challenges d) access to wellness facilities, fitness classes, healthy food options, and ergonomic workstations to support employees' physical health and well-being e) encouraging regular breaks, hydration, and opportunities for physical activity throughout the workday. In summary, healthcare organizations in India should proactively address stress management and employee well-being to foster job satisfaction and resilience among their professionals.