



# OCCUPATIONAL STRESS AND SATISFACTION AMONG THE SENIOR- LEVEL MANAGEMENT EMPLOYEES IN MYANMAR

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*Abstract:* Occupational stress is increasingly a global concern. Job stress severely impacts employee satisfaction, performance, and the reputation of service organizations. Employees' well-being in the workplace is becoming a global issue. Employees feel stress when their skills and ability do not cope with the increased demand in the workplace. The major stressors are workload, working hours, lack of participation in decision-making, poor communication, working in an unsafe work environment, and rewards. The senior-level management staff satisfaction relates to salary, bonus, training and development, and recognition. The findings described that employee occupational stress impact on employee job satisfaction.

*Index Terms* – Occupational Stress, Satisfaction, Senior-level management employee, Manufacturing sectors, Myanmar.

## I. INTRODUCTION

Job-related stress has become a favorite topic among various organizations, impacting the organization's management and operations [1]. An unhealthy organization is complicated to survive in the competitive world. Over the past decades, workplace stress has become an interesting topic for researchers. Predictors of job stress and coping style are individually different. There are three main classified groups of stressors: individual, organizational, and environmental [2]. Job-related factors are the major causes of occupational stress for all workers, although other factors influence them to get stressed. Stressful working conditions linked with increased absenteeism, staff turnover, and lower quality and quantity of work performed severely impact the organization's brand image and reputation [3]. The current research aims to identify the predictors of occupational stress and the impact of job stress on satisfaction among senior-level management employees at manufacturing companies in Myanmar.

## II. LITERATURE REVIEW

Stress is an unpleasant psychological condition that occurs when an individual desire, capabilities, and skills do not match with the demand and pressures [4]. Job stress can cause ill health and work-related injuries. Stress is typically associated with demands and resources. Resources are within an individual's control that he or she can use to resolve the requests [5]. Factors leading to stress are called stressors. Job stressors as "any work situation perceived by the participants as threatening the situation and individual coping abilities [6]. Several organizational stressors can lead to stress in an organization. The primary organizational stressors are excessive workload, long working hours, time pressure like the deadline, high job demand, unpleasant working conditions, conflict, and communication problems [7]. Work-related stress is connected with decreased job satisfaction, increased absenteeism, turnover, and declined work performance [8]. Job satisfaction means a person's attitude, emotion, or feeling that increases the job and can significantly impact working behavior [9, 10]. Employees are unsatisfied due to long working hours, excessive workload, low salaries, and other work-related factors. The correlation between work-related stress and job satisfaction

is relatively noticeable. The current study focuses on analyzing the root cause of job-related stress among senior-level management employees and how the stress impact satisfaction.

### III. RESEARCH METHODOLOGY

The qualitative research method is used to answer the research objectives. The qualitative method conducts an in-depth understanding of the research topic from the targeted population. The targeted population is senior-level management employees with at least five years of working experience. Most previous job stress and satisfaction research were done among middle and low-level management employees because the researchers believed that the staff with long working experience could manage workplace issues and tolerate work-related stress. Thus, the current study targets managers and assistant managers with at least five years of experience to discover the underlying causes of stress at work. A total of five managers participated in the semi-structured interview. Purposive sampling method is used to select the sample. The interview questions are developed based on Work-Health Check Scale (WHC) by Gadinger, Schilling, Litaker, and Fischer (2012) [2]. The questions focus on workplace demands and the impact of demands on stress and satisfaction. Before conducting interview, the researcher sends informed letter, and got participant's agreement. The internet mediating channel called Zoom Platform uses to meet and interview the participants because of pandemic conditions and political instability in Myanmar. The responded data are transformed from recording to Microsoft word. The collected data are analyzed using thematic analysis.

### IV. DATA ANALYSIS AND FINDINGS

A total of five managers participated in the current study. The primary questions are about socio-demographic factors, including gender and the working experiences of participants. Three out of five respondents are female managers, and the remaining staff is male managers.

The first interview question is, *"What are the major causes of stress at work, and why?"*

The respondents mentioned that *"my job required me to work fast, and I need to accomplish several tasks within one working day."* *"Increasing workload over the past year and uncomfortable working posture such as prolonged sitting leads to cause stress at work."* *"the technology demands and lack of effective rewards based on performance are my major predictors of job stress."* *"Communication issues and long-working hours create my occupation stress."*

According to the results, senior-level management employees face occupation stress due to quantitative demands and physical and technological demands. Moreover, workplace communication is one of the leading factors of occupation stress. As the manager and assistant manager, the participant must accomplish several assigned tasks, arrange individual tasks for subordinates, manage other employees, and solve workplace issues.

The second interview question is, *"Do you satisfy with the current work, and why?"*

The respondents replied, *"I am satisfied at my current job because the organization provides training programs for personal and professional development and rewards for each employee."* *"I satisfy at work because of fair payment systems, bonuses, and recognitions."* *"Positive organizational climate, friendly communication systems, and participation in important decision-making process develop my current job satisfaction."*

According to answers, the senior-level management employees' satisfaction relates to offering training and development programs, financial and non-financial rewards, participation in decision-making, organizational climate, and communication.

The third interview question is, *"Do you think your occupation stress impacts your satisfaction at work?"*

The senior-level management staff replied, *"we agree that our stress at work relates to our satisfaction. For instance, when we face struggles such as increasing task demands, we feel stressed and would like to quit or take leave from our current job for a while."* *"There is no stress-free working area. However, severe stress, such as prolonged working hours, lack of recognition and rewards, and a dangerous working environment, lead to a high-stress level. We want to change to other professionals because of dissatisfaction at our current job."* The findings show that employees intend to leave their current position when they face stress. According to findings, employee stress and satisfaction are negatively correlated.

### V. DISCUSSION AND CONCLUSION

The senior-level management employees at manufacturing organizations in Myanmar face quantitative demands (tasks, workload), physical demands, technology demands, communication issues at work, and the need for rewards and recognition. The workload, working hours, unpleasant working conditions, technology issues, communication problems, and lack of rewards on personal expectations are leading factors of occupational stress. The managers and senior level managers satisfy when they perceive fair salary, rewards, recognition, training for personal development, and working at a supportive organization. The results are in line with the findings of previous researchers [2,7]. The senior-level management employee job stress impact negatively on satisfaction level. The current study's finding is the same as those of previous authors [8,9,10], where employee stress at work and satisfaction is reversely correlated. Thus, the current study approved the previous literature source findings. The results of this study are helpful for all human resource managers and employers to create a comfortable working environment

and manage and control employee occupational stress. Satisfied workers are significant assets of successful organizations. Further studies need to consider other management-level employees and apply other research methods to identify the root causes of occupational stress and satisfaction.

#### ACKNOWLEDGMENT

My thanks go to all of my research participants, and my research supervisor. It could not be possible for me to accomplish this topic without their helps, support, and kind participations.

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