



Job Anxiety, Job Satisfaction And Organizational Commitment: A comparative analysis of the three variables among the Lawyers and Bankers in the City of Kolkata.

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Abstract-The present day workforce is marked by extreme diversity and managing such diversified workforce stands as an enormous challenge for the managers. Coupled up with these extrinsic competitive forces, the implementation of certain macroeconomic plans by the government further creates its impact upon the job market across all the sectors and professions, which in turn impinges upon the level of job anxiety, job satisfaction and organizational commitment levels of the employees working in it. However, there are other variables as well which are seen to be affected as well such as Organisational Culture, Corporate Morality, Organisational Socialization, Occupational Stress and the like. The present study aims at determining the job anxiety, job satisfaction and organizational commitment of the employees belonging to the three professions namely the corporate lawyers (legal sector), the bankers (the banking sector) irrespective of hailing from private or government sector. Job-anxiety, as distinguished from trait-anxiety, is associated with long-term sickness absence. The prevalence of job-anxiety within a working population is not known. Identifying individuals who would benefit from intervention might be useful. Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees. In organizational behavior and industrial and organizational psychology, organizational commitment is the individual's psychological attachment to the organization. The basis behind many

of these studies was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations. Thus, the reduced level of each of the three above mentioned variables i.e. Job Anxiety, Job Satisfaction and organizational commitment each of it impacts an incumbent's job performance. In the present study the three variables have been measured by way of using three standardized questionnaires. Job Anxiety was measured by way of using Job Anxiety Scale (J.A.S.) by Dr. A.K. Srivastava. Job Satisfaction was measured with the help of Job Satisfaction Questionnaire by B.C. Muthayya and Organisational Commitment by Organisational Commitment Questionnaire by R.T. Mowday, R.M. Steers and L.W. Porter. For obtaining the requisite data the process of Stratified Random Sampling was undertaken. And the data obtained were tabulated and interpreted.

Introduction-

Anxiety is best defined as an intense feeling of unease, worry, and fear. It is common to feel **anxiety** when faced with a challenging situation. A certain amount of stress and **anxiety** is normal at **work** as well as at home. However, persistent, excessive, and irrational **anxiety** that interferes with everyday functioning is often an indication of an **anxiety** disorder.

Anxiety can be either stimulus related (state anxiety) or general in nature (trait anxiety). It presents in different ways including as worry, phobic reactions and panic attacks. According to the state-trait-anxiety model, individual susceptibility to acute (state-) anxiety reactions partly depends on the level of trait-



anxiety [1,2]. One type of state-anxiety is job-anxiety. Job-anxiety is a stimulus-bound anxiety, i.e. it is related to and occurs when at work or when thinking about work [3].

Job Anxiety : The workplace is an important part of people's lives and thus exerts a strong influence on general wellbeing and health. The relationship between characteristics of the workplace and health has been investigated in many studies [4–8], showing that both non-work stressors and work stressors independently affect mental health [8]. The nature of workplace influences is two-sided: the workplace can exert positive effects on wellbeing by providing social support, identity, and self-esteem [9], but it also involves demands pressures and even threats that can provoke anxiety. Different types of stressors are likely to give rise to different dimensions of job-anxiety. Examples include performance standards and expectations that must be fulfilled, which can lead to anxiety of insufficiency; surveillance and sanctioning by superiors, which can provoke specific social anxiety towards a superior; rivalries between colleagues [10], which can provoke fears of persecution; and health risks due to dangerous substances, or safety issues related to accidents [11,12], which can provoke health-related anxiety. Some professions involve encounters with very specific anxiety-provoking stimuli. Anxiety can present in specific occupations such as performance anxiety in artists [13], or post-traumatic stress reactions in health care professions after being attacked [11]. Leadership positions, which are associated with a high degree of responsibility and workload, may result in overload [7] causing anxiety. Thus, work can be a source of potentially anxiety-provoking stimuli and because of its complexity different dimensions of anxiety can be provoked at work [11–15].

Job Satisfaction : Due the popularity of job satisfaction within the field of occupational and organisational psychology, various researchers and practitioners have provided their own definitions of what job satisfaction is. However, the two most common definitions describe job satisfaction as: “the pleasurable emotional state resulting from the

appraisal of one's job as achieving or facilitating the achievement of one's job values” ; and “the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs “ .

In general, most definitions cover the affective feeling an employee has towards their job. This could be the job in general or their attitudes towards specific aspects of it, such as: their colleagues, pay or working conditions . In addition, the extent to which work outcomes meet or exceed expectations may determine the level of job satisfaction . However, job satisfaction is not only about how much an employee enjoys work. Taber and Alliger found that when employees of an American educational institute rated how much they enjoyed individual tasks within their role, their scores were moderately correlated to satisfaction with the work itself, and associated (although weakly) with global job satisfaction. Taber and Alliger also found that other measures (such as, level of concentration required for the job, level of supervision, and task importance) all had no impact on satisfaction. This study demonstrates that the accumulating enjoyment of work tasks added up to overall job satisfaction. However, the low relationship does suggest that other factors, besides enjoyment, contribute to how satisfied employees feel at work.

Motivator-Hygiene Theory

Herzberg's motivator-hygiene theory suggests that job satisfaction and dissatisfaction are not two opposite ends of the same continuum, but instead are two separate and, at times, even unrelated concepts. ‘Motivating’ factors like pay and benefits, recognition and achievement need to be met in order for an employee to be satisfied with work. On the other hand, ‘hygiene’ factors (such as, working conditions, company policies and structure, job security, interaction with colleagues and quality of management) are associated with job dissatisfaction.

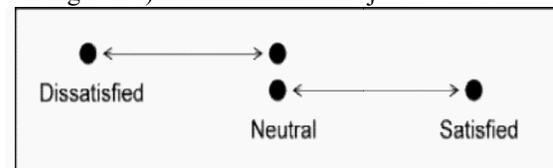




Figure 2: Graphical Representation of Herzberg's Description of Satisfiers and Dissatisfiers [13]

Because both the hygiene and motivational factors are viewed as independent, it is possible that employees are neither satisfied nor dissatisfied. This theory postulates that when hygiene factors are low the employee is dissatisfied, but when these factors are high it means the employee is not dissatisfied (or neutral), but not necessarily satisfied. Whether or not an employee is satisfied is dependent on the motivator factors. Moreover, it is thought that when motivators are met the employee is thought to be satisfied. This separation may aid in accounting for the complexity of an employee's feelings, as they might feel both satisfied and dissatisfied at the same time; or neither satisfied nor dissatisfied.

Whilst the Motivator-Hygiene theory was crucial in first distinguishing job satisfaction from dissatisfaction, the theory itself has received little empirical support. Herzberg's original study [13] has been criticised for having been conducted with a weak methodology. As a result, subsequent attempts to test this theory have obtained mixed results with some researchers supporting it and others not.

Job Characteristics Model

The Job Characteristics Model (JCM) explains that job satisfaction occurs when the work environment encourages intrinsically motivating characteristics. Five key job characteristics: skill variety, task identity, task significance, autonomy and feedback, influence three psychological states (Figure 3). Subsequently, the three psychosocial states then lead to a number of potential outcomes, including: job satisfaction. Therefore from an organisations' point of view, it is thought that by improving the five core job dimensions this will subsequently lead to a better work environment and increased job satisfaction.

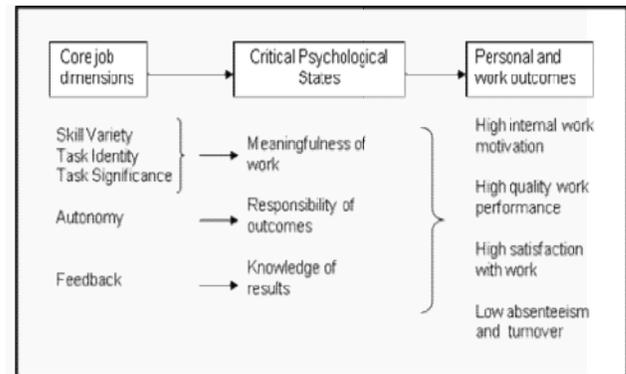


Figure 3: Job Characteristics Model

Organisational Commitment: Refers to the feel of cohesion that one has towards ones' own organization.

The three components of organizational commitment are:

1. *Affection for one job ("affective commitment").*
2. *Fear of loss ("continuance commitment").*
3. *Sense of obligation to stay ("normative commitment").*

Affection for Ones' Job (Affective Commitment)

Affection for one job occurs when one feel a strong emotional attachment to one organization, and to the work that one do. One'll most likely identify with the organization's goals and values, and one genuinely want to be there.

If one're enjoying one work, one're likely to feel good, and be satisfied with one job. In turn, this increased job satisfaction is likely to add to one feeling of affective commitment.

Fear of Loss (Continuance Commitment)

This type of commitment occurs when one weigh up the pros and cons of leaving one organization. One may feel that one need to stay at one company, because the loss one'd experience by leaving it is greater than the benefit one think one might gain in a new role.

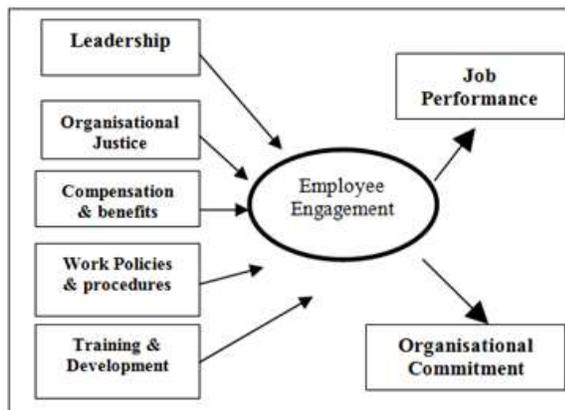
These perceived losses, or "side bets," can be monetary (one'd lose salary and benefits); professional (one might lose seniority or role-related skills that one've spent years acquiring); or social (one'd lose friendships or allies).



The severity of these "losses" often increases with age and experience. One're more likely to experience continuance commitment if one're in an established, successful role, or if one've had several promotions within one organization.

Sense of Obligation to Stay (Normative Commitment)

This type of commitment occurs when one feel a sense of obligation to one organization, even if one're unhappy in one role, or even if one want to pursue better opportunities. One feel that one should stay with one organization, because it's the right thing to do.



The current research aims to contrast the job anxiety level, the job satisfaction level and the organizational commitment level experienced by the Bankers and Lawyers in the Kolkata Metropolis.

Literature Survey

Job Anxiety : Workplace anxiety places significant psychological, physiological, and financial costs on both the individual employee and his or her organization. In addition, the psychological impact of workplace anxiety includes depression, persistent irritability, pessimism, and resentment. The impact of these symptoms on organizations is significant as these symptoms lead to hostility in the workplace, low morale, interpersonal conflict, increased benefit expenses, decreased productivity, and increased absenteeism (Colligan and Higgins (16)

Job anxiety can arise from different environment of work like organizational or situational stress; it is

from the characteristics of the workers themselves, that is, dispositional stress Riggio et al. [2]. Stress is a natural lesson in the life and every employee, even executives and managers, should be affected by this issue.

Job Satisfaction

Litwin and Stringer(1968)[20] are of the opinion that job satisfaction increases as the individual perceives the environment as having more achievement opportunities. Individuals who are in achievement climate rate themselves as higher performers than individuals in less motivating climate. Salesmen are rated higher in performance if they perceive an achievement climate. Clerks are rated higher in performance if they perceive a power climate.

Organisational Commitment :

Allen and Meyer (1996) have defined organizational commitment as a psychological link between an employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization. Organizational commitment is related to job satisfaction in that both deal with the nature of workers' emotional reactions to work. However, commitment can be applied to the entire organization, whereas satisfaction is applied to the specific job. Organizational commitment is viewed as more stable than satisfaction. An individual also relates commitment to job involvement.

Rationale of the study

Today's professional life has become more challenging than ever before. The employee needs to strike a balance between the personal and professional life.

The organization demands more in items from its employees every minute in comparison to earlier times. So, it's very crucial for an employee to be extremely competent and focussed on work along with having a sound mental and physical health. This will help him to be more productive towards the firm.

The personnel needs to be emotionally stable and potent in handling anxiety and reducing it thereby not compromising upon the dimension of job satisfaction, loyalty and commitment towards the organization,



thus, he should be more involved in the activities of the organization. He/she should have low stress and anxiety towards her job and/or organization. This in turn will boost up the mental health of the employee. All these dimensions of job are influenced by certain personality as well as environmental factors as well. Ultimately this reflects how competent the personnel will be in his/her job as well as personal life.

This study is taken up for understanding some of the above mentioned organizational - job dimensions of professionals belonging to the banking and the legal sector.

Methodology

The aim of the present research is to determine and contrast the levels of anxiety, job satisfaction and organizational commitment between the professions of lawyers and the bankers irrespective of the private or the government sector. The sampling plan followed is Stratified Random Sampling Plan. Standardized questionnaire was used to study each of the variables mentioned.

Sample

Total Sample Size n = 200.

Professions – A. Lawyers.
 B. Bankers.

Lawyers		Bankers	
Male	Female	Male	Female
50	50	50	50

Lawyers (Corporate Lawyers) –

Male – 50.
 Female – 50.

Bankers (Business Development Managers) –

Male – 50.
 Female – 50.

Inclusion Criteria –

Lawyers : Only the ones in the role of Corporate Lawyers were taken into consideration.

Bankers : Only the ones in the role of business development managers were included in the sample.

Tools :

1. Job Anxiety Scale (J.A.S.) by Dr. A. K. Shrivastava - This scale assesses the level of anxiety pertaining to the various constituent of the job life. (i)

Job security, (ii) recognition and fair evaluation, (iii) human relation at work, (iv) rewards and punishment, (v) self-esteem and status of the job, (vi) future prospects, (vii) capacity and confidence to shoulder job responsibilities, have been included in this scale.

2. Job Satisfaction Questionnaire by Dr. B.C. Muthayya - This scale is intended to measure the extent of job dissatisfaction among the administrative personnel engaged in the different job sectors. The item covers three broad aspects--(i) personnel, e.g., security; (ii) interpersonal, e.g., interaction with superior; (iii) job, e.g., pay.

3. Organizational Commitment Questionnaire by R.T. Mowday, R.M. Steers, and L.W. Porter - This questionnaire consists of statements that represent possible feelings that individuals might have about the company or organization for which they work. It indicates the degree of one's agreement or disagreement.

Table 1 :

<i>t-test for equality of means (Lawyers Versus Bankers irrespective of Gender)</i>						
Scale/Index	Professionals	No. of Recs.	Mean	Std. Deviation	t-test Result	Remarks
Job Anxiety Scale	Lawyers	100	69.17	21.832	.000	Significant
	Bankers	100	56.28	19.240		
Job Satisfaction Scale	Lawyers	100	68.34	17.304	.000	Significant
	Bankers	100	44.19	15.989		
Organizational Commitment Questionnaire	Lawyers	100	89.64	29.649	.000	Significant
	Bankers	100	58.72	15.294		

Table 2 :



t- test for equality of means (Lawyers versus Bankers) with respect to gender.					
Scale/Index	Professionals	Gender		Mean - Males	Mean - Females
		M	F		
Job Anxiety Scale	Lawyers	50	50	62.17	68.15
	Bankers	50	50	54.88	58.59
Job Satisfaction Scale	Lawyers	50	50	39.82	48.56
	Bankers	50	50	60.10	60.58
Organisational Commitment Questionnaire	Lawyers	50	50	88.58	89.92
	Bankers	50	50	59.15	57.95

Interpretation

Job Anxiety - As per the data stated in table no.1 it may be interpreted that the Job Anxiety Scale score is higher in case of Lawyers (65.17) than that of the Bankers (56.73).The range of the Job Anxiety Scale is within 15 to 90 and thus it may be stated that the Job Anxiety Scores of both the professions are of an above average level demarcating a clear experience of job anxiety by the employees belonging to these two professions. However , the presence of job anxiety is higher in case of Lawyers than the Bankers.

An analysis of the t test statistic reveals the presence of a significant difference (0.000) between the Job Anxiety Scores amongst the two professions irrespective of gender.

Gender Perspective :

A look into table 2 reveals that among the lawyers females have been found to experience a higher level of job anxiety than the males with the mean scores of 62.17 and 68.15 respectively.

Similarly , in case of the bankers a relatively higher amount of job anxiety is observed among the females than the males with respective mean scores of 58.59 and 54.88 respectively.

Job Satisfaction Scale – With regard to the Job Satisfaction Scale it may be interpreted that the Job Satisfaction Scale scores are higher in case of the Bankers (44.19) than the Lawyers (68.34).The range for the given scale lies between 20 ad 64.Thus , it may be stated clearly that the job satisfaction experienced by the bankers is of an above average level.

An analysis of t test statistic reveal that there is a significant difference in between the job satisfaction experienced between the two professions lawyers and bankers (0.000).

Gender Perspective

A look at the table 2 states that in case of lawyers the males are more satisfied (39.8) than the female counterparts (48.56).In case of the bankers the job satisfaction level is marginally higher for the male employees (60.10) than that of the female employees (60.58).

Organisational Commitment Questionnaire –

Taking into consideration the facet of organizational commitment the lawyers have been found to be more committed towards their organization (89.64) in comparison to the bankers (58.72).The range for the present scale scores lie within the limens of 25 and 104 , thus , it may be stated that the level of organizational commitment as experienced by the lawyers are of an above average measure.

An analysis of the t test statistic reveals that there is a significant difference between the two professions in terms of their organizational commitment level (0.000).

The reason behind such a finding is that for the



lawyers the multiplicity of job fetching avenues are lesser than in case of a banker and hence, they stick by their present job. It may also be attributable to the certain employee engagement activities taken in the organization that makes ones feel more cohesion towards ones' job.

Gender Perspective :

A look at table no.2 reveals that among the lawyers the level of organizational commitment is higher in case of females (89.92) than that of the males (88.58). Among the bankers the level of organizational commitment is higher in case of the males (59.15) than that of the females (57.95).

Discussion

Job Anxiety Scale : In the present research the Job Anxiety Scale Score has been found to be higher in case of the Lawyers than in case of the Bankers as has been revealed by the mean scores of the data obtained from the respective samples. This is solely attributed to the nature of the jobs performed in the profession of lawyers. On comparing the liabilities involved in the job performed by the employees of each of the two professions the liabilities of a corporate lawyer is much larger in comparison to that of the banker. Which may make the experience of feelings of job anxiety more amongst the lawyers than that by the bankers.

Certain significant factors like high performance standards, expectations that must be fulfilled, feelings of insufficiency in adverse situations, surveillance and sanctioning by superiors, which all can provoke specific social anxiety towards a situation demanding immense action; rivalries between colleagues, can all provoke fears of persecution may all be the major factors leading to an increased level of job anxiety by the lawyers.

The profession of lawyers involves much more encounters with multiple specific anxiety provoking

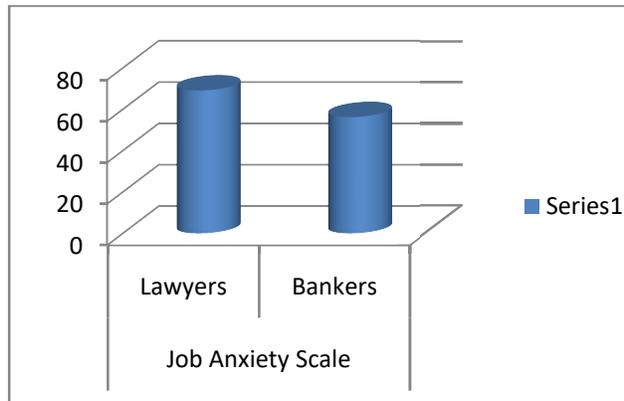
stimuli. Thus, in case of the lawyers the State Anxiety is presumed to be higher than Trait Anxiety out of dispositional factors.

Gender Perspective : Pertaining to the gender based analysis the female lawyers have been found to be more anxious pertaining to their job than their male counterparts. There's some evidence that women's fluctuating estrogen levels can fuel anxiety. But differences in upbringing may be even more influential. People - particularly parents - respond to children's fears in markedly different ways depending on gender. When girls are anxious, adults are more likely to be protective and allow them to avoid scary situations. Boys are told to suck it up. "There's an assumption that boys should be courageous and face their fears. With girls, we permit this sort of reluctance or avoidance of situations," says Carmen McLean, an assistant professor of psychology in psychiatry at the University of Pennsylvania School of Medicine. But this protection, she says, has lasting consequences. "You are teaching the girl, 'If I feel a little bit nervous, that means I should not do something.' A boy learns, 'If I feel this way, I should act anyway.' He learns, 'I can do it, and my anxiety goes down.' He feels more confident and has more efficacy. A little girl doesn't learn that lesson."

A large body of dispiriting research shows just how much boys are encouraged to be independent and brave while girls are dissuaded from the same behavior. Parents have been found to be more controlling with daughters than with sons - and controlling parenting is linked to a greater risk of anxiety disorders in kids. In a University of California, Berkeley study, researchers videotaped ten-minute interactions of mothers and fathers with their preschool-age children. The families were told to "create a world" out of a sand tray and small toys. When boys asserted themselves by, for example, telling their parents where to put a toy, parents were more likely to praise them. When girls were assertive, parents were more likely to interrupt, talk over, or disregard them. This gives girls the message that they don't have control over their environment.



And feeling out of control is a core belief among the anxious.



Job Satisfaction – Taking into consideration the Job Satisfaction Scale it has been found out that the bankers are more satisfied than that of the lawyers. This is so because in case of bankers though there are huge work pressures in terms of role overload and double hatting of job responsibilities and achieving and delivering all his KRA's within due timeline yet, the rewards and recognitions associated with ones performance delivery definitely make one more driven to put forth his 100%. This is due course enhances the job satisfaction level. The person is all the more satisfied because on getting monetary benefits and incentives or some specific kind of perquisites the basic as well as the esteem needs of the employee gets fulfilled if one analyses the situation basing ones observation upon Maslow's Need Hierarchy Theory of Motivation.

Taking into consideration the Job Characteristics Model it may be stated that it is the core job dimensions that makes an employee satisfied with his job. The Job Characteristics Model (JCM) explains that job satisfaction occurs when the work environment encourages intrinsically motivating characteristics. Five key job characteristics: skill variety, task identity, task significance, autonomy and feedback, influence three psychological states. Subsequently, the three psychosocial states then lead to a number of potential outcomes, including: job

satisfaction. Therefore from an organisations' point of view, it is thought that by improving the five core job dimensions this will subsequently lead to a better work environment and increased job satisfaction. Thus, in case of the bankers the five key job characteristics may have made the employees experience a higher amount of satisfaction pertaining to their job.

The corporate/contract lawyers are paid to think of all the things that could go wrong. The role of corporate and in-house counsel is to tell the business people the legal constraints and risks they face. Often, they are seen as the ones trying, at worst, to jettison a deal or, at best, getting in the way of a deal with our endless bickering over the ramifications of (in the eyes of the business folk: remote) possibilities. **Finality, consistency, and efficiency/administrability are each just as important as fairness when it comes to what makes a law good or bad.**

Unfortunately for lawyers, the desirability of having laws and cases that settle disputes with finality and consistency means that judges try to follow precedent, and even contract lawyers are usually paid to apply the law the same exact way every time. A significant amount of research assignments for corporate junior associates involve researching past cases and deals with similar fact patterns or contract provisions that are desired by our side on the current deal. Many conference calls with the other side's counsel degenerate to seeing who can cite more deals to justify that their version of the purchase agreement provision is "market". Law involves a lot of downtime and a lot of stop and go for both litigators and corporate folks (i.e., periods of high stress and activity followed by periods of having to be on call but not really having anything to do). This happens at the courthouse, the boardroom, in the office, and at the printers at ungodly times of the morning. It is just to stress that the lifestyle is incredibly strenuous, mentally and physically, and has made many of the lawyers more prone to substance abuse and addiction.

Gender Perspective :In case of both the professions

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the experienced job satisfaction level is higher for the male employees than the female employees. Which may be because of the difference in the personal expectations in evaluating their jobs. Second, women may be more willing to verbalize dissatisfaction with work because of the different levels of socialization. This can also be attributable to the proneness of females facing negative experiences at workplace like sexual harassment, bullying and the like.

There are two potential explanations for gender differentials in job satisfaction. One is that male and female employees have different personal and job characteristics and another issue is selectivity bias (Sanz de Galdeano, 2002).



Organisational Commitment :

Taking into consideration the organizational commitment scores of the two professions it may be stated that the lawyers are more committed towards their organization in comparison to that of the bankers. This may be primarily because of the lack of opportunities for employment for the lawyers which is not so in case of the bankers.

In case of the lawyers the females have been found to be more committed towards their organization than the males. From the present study it may be said that though the females are more anxious towards performing their job role yet they expect more out of

their job and hence tries to give their best without seeking for much opportunities present extrinsic to the organization.



Conclusion

With regard to the obtained findings it may be ascertained that the lawyers as professionals are more prone to experience anxiety. The job anxiety if unchecked may lead to detrimental work outcomes hence, has to be checked. In case of job satisfaction the bankers are relatively more satisfied than the lawyers with respect to their job but are less committed to their organization. Hence, managing the above three stated variables may not only reduce attrition thereby reducing its contribution to turnover costs but as well will lead to organizational effectiveness.

Implications

The current finding implies working upon the paradigm of providing an adequate amount of training to the incumbents to help reduce their anxiety dispositions (be it state or trait). Most interventions to reduce the risk to health associated with stress and anxiety in the workplace involve both individual and organisational approaches. Individual approaches include training and one-to-one psychology services—clinical, occupational, health or counseling. They should aim to change individual skills and resources and help the individual change their situation.

Training helps prevent job anxiety through:



- becoming aware of the signs of anxiousness
- using this to interrupt behavior patterns when the stress reaction is just beginning. Stress usually builds up gradually.
- learning skills of active coping and relaxation, developing a lifestyle that creates a buffer against stress
- practicing the above in low stress situations first to maximise chances of early success and boost self confidence and motivation to continue.

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