CHAPTER 3

THEORETICAL FRAMEWORK

3.1 OUTLINE

This chapter describes theoretical concepts related to Workplace issues, occupational stress and job satisfaction of the employees. This study attempted to explore the impact of workplace issues on occupational stress of the employees and also the impact of occupational stress on job satisfaction of the employees. Hence this chapter is divided into three sections namely conceptual framework of workplace issues, conceptual framework of occupational stress and conceptual framework of job satisfaction.

3.2 BASIC CONCEPTS AND DEFINITIONS

3.2.1 Workplace

Workplace is the physical location where someone works for his or her living. Such a place can range from a home-office to a large office building or factory.

3.2.2 Workplace Issues

Workplace issues are the issues concerned with the working conditions, employee behaviour, communication, employee appointment & termination, and employee development, which result in the overall performance, stability, and culture of an organization.
3.2.3 Occupational Stress

Occupational Stress is otherwise known as Job stress. According to Canadian Centre for Occupational Health and Safety, Occupational stress can be defined as the harmful physical and emotional responses that can happen when there is a conflict between job demands on the employee and the amount of control an employee has over meeting these demands. In general, the combination of high demands in a job and a low amount of control over the situation can lead to stress.

3.2.4 Physical and Mental Health

3.2.4.1 Health

The World Health Organization (WHO) defined health in its broader sense in its 1948 constitution as "a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity.

3.2.4.2 Physical Health

Physical health can be defined as a state of well-being when all internal and external body parts, organs, tissues and cells can function properly as they are supposed to function.

3.2.4.3 Mental Health

According to the World Health Organization, however, mental health is “a state of well-being in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community.”
3.2.5 Job Satisfaction

According to Locke (1976), the term job satisfaction can be defined as, “the pleasurable emotional state causing from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values.

3.3 WORKPLACE ISSUES – RESEARCH FRAMEWORK

People spend nearly one-third of their adult lives at work, which causes workplace issues to become common source of stress for many. It is impossible to have a workplace where everyone's roles, expectations, and personalities work perfectly together, without conflict. As such, certain workplace issues may cause negative psychological symptoms. Research shows that perceived stress in the workplace is associated with a higher prevalence of mental health issues such as depression and anxiety. Workers may find that discussing their workplace stress or challenges with a trained mental health professional is helpful to them both professionally and personally.

The workplace is typically an environment in which people with different personalities, communication styles, and worldviews interact. These differences are one potential source of workplace issues, and can ultimately lead to stress and tension for those involved. Although all employees have the right to be treated fairly and to feel safe in the workplace, some employees face bullying, harassment, and/or discrimination. Workplace issues can lead to decreased performance/productivity, loss of job/termination, decreased satisfaction/happiness, stress, and a wide variety of mental health issues. Harassment in the workplace can also lead to legal troubles. The American Psychological Association stated that that job insecurity and lack of support at work can exacerbate workplace issues.
The various types of workplace issues studied in the current research are

1. Bulling
2. Gossip
3. Interpersonal Conflict
4. Discrimination
5. Communication Problems

**Figure 3.1 Workplace Issues – Research Framework**

### 3.3.1 Bullying

According to the Workplace Bullying Institute, bullying at work means "repeated, health-harming mistreatment of a person by one or more perpetrators. It is abusive conduct that is: threatening, humiliating, or intimidating, or work interference or sabotage which prevents work from getting done, or verbal abuse. Workplace bullying is a persistent pattern of mistreatment from others in the workplace that causes either physical or
emotional harm. It can include such tactics as verbal, nonverbal, psychological, physical abuse and humiliation.

Workplace Bullying is repeated, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators. It is abusive conduct that is:

- Threatening, humiliating, or intimidating, or
- Work interference - sabotage - which prevents work from getting done, or
- Verbal abuse

“Bullying is systematic abuse that creates an unhealthy and psychological power imbalance between the bully and his or her target, which can result in psychological damage for both the target and co-workers. The potential costs, both emotional and monetary, can really damage an organization’s bottom line. Bullying causes targets and co-workers to feel anxious, depressed, fearful, lose sleep, develop headaches and stomach-aches, create self-doubt and anger, and even post-traumatic stress disorder according to a lot of recent research.”

Bullying was measured by the following question: “Workplace bullying refers to a situation where someone is subjected to social isolation or exclusion, his or her work and efforts are devalued, he or she is threatened, derogatory comments are made about him or her in his or her absence, or other negative behaviour that is aimed to torment, wear down, or frustrate the victim occur.
**Bullying** is the use of force, threat, or coercion to abuse, intimidate, or aggressively dominate others. The behaviour is often repeated and habitual. One essential prerequisite is the perception, by the bully or by others, of an imbalance of social or physical power, which distinguishes bullying from conflict. Behaviours used to assert such domination can include verbal harassment or threat, physical assault or coercion, and such acts may be directed repeatedly towards particular targets. Rationalizations of such behaviour sometimes include differences of social class, race, religion, gender, sexual orientation, appearance, behaviour, body language, personality, reputation, lineage, strength, size, or ability. If bullying is done by a group, it is called mobbing.

Bullying is an ongoing misuse of power in relationships through repeated verbal, physical and/or social behaviour that causes physical and/or psychological harm. It can involve an individual or a group misusing their power over one or more persons. Bullying can happen in person or online, and it can be obvious (overt) or hidden (covert). Bullying of any form or for any reason can have long-term effects on those involved, including bystanders. Single incidents and conflict or fights between equals, whether in person or online, are not defined as bullying.

### 3.3.1.1 Bullying has Three Main Characteristics

- It involves a misuse of power in a relationship.
- It is ongoing and repeated, and
- It involves behaviours that can cause harm.
Figure 3.2 Three main characteristics of Bullying

3.3.1.2 Types of Bullying

- **Physical bullying.** Physical bullying includes hitting, kicking, tripping, pinching and pushing or damaging property.

- **Verbal bullying** - Verbal bullying is a means of using words in a negative way such as insults, teasing, put downs, etc., to gain power over someone else's life.

- **Social bullying** - Social or covert bullying involves spreading rumors about another person, purposely leaving someone out of an activity or group or embarrassing a person in public. Another form of bullying that falls into this category involves encouraging others to avoid a certain person or group.

- **Cyber bullying** – Cyber bullying is the use of cell phones, instant messaging, e-mail, chat rooms or social networking sites such as Facebook and Twitter to harass, threaten or intimidate someone. Cyber bullying is often done by children, who have increasingly early access to these technologies.
3.3.1.3 What is not Bullying

- Single episodes of social rejection or dislike
- Single episode acts of nastiness or spite
- Random acts of aggression or intimidation
- Mutual arguments, disagreements or fights.

3.3.1.4 Characteristics of the Bullying-Prone Workplace

- “Making the numbers,” an obsession with outcomes is uncritically adopted.
- Recruitment, promotion, and reward systems focus on individuals’ “strength of personality” or interpersonal aggressiveness while ignoring emotional intelligence.
- Short-term planning, e.g., to meet quarterly investor projections, governs operations.
- Internal conduct codes limit prohibitions to narrowly defined illegal incidents.
- Executives give higher priority to personal friendships than to legitimate business interests.
- Fear is a dominant, desired workplace emotion, whether deliberately engineered or inadvertently created.
- Misuse of performance appraisal processes occur with impunity.

3.3.2 GOSSIP

Gossip is idle talk or rumour, especially about the personal or private affairs of others; the act of is also known as dishing or
tattling. Gossip has been researched in terms of its evolutionary psychology origins.

The definition of a gossip is someone who reveals personal information about others. A friend who passes on the secrets of other friends, but asks you not to tell is an example of a gossip. Gossip is defined as the private information about others shared in conversation or print.

Gossip is a common phenomenon at work. Virtually all employees find themselves producing, hearing or otherwise participating in evaluative comments about someone who is not present in the conversation. Gossip is often seen as informal, casual or unconstrained conversation or reports about other people, typically involving details that are not confirmed as being true (Kurland & Pelled 2000). Scholars indicate that 14% workplace coffee-break chat is actually gossip and about 66% of general conversation between employees is related to social topics concerning talk about other people (Cole & Dalton 2009). Thus, gossip provides a channel of informal communication and information exchange, although the information conveyed in gossip may not be accurate or complete.

Foster (2004) defines gossip as the practice of producing, hearing or participating in evaluative comments about someone. In the workplace, gossip is often regarded as idle talk about other colleagues who are absent and, interestingly, researchers seem to have mixed views of how gossip actually gets started and the role it plays. Michelson et al. (2010) suggest that gossip is a dynamic process and the effects of gossip depend on the interaction between gossiper, listener/respondent, and target, i.e. the gossip triad. For gossip to occur, three contextual conditions have been identified: sociability, shared frames of reference and privacy protection.
A gossiper is someone who talks eagerly and casually about other people. If you like to spread rumours and hear the latest news about your friends, you might be a gossiper. When you gossip, you talk enthusiastically about other people's news or business. To do this regularly is to be a gossiper. Workplace gossip is a form of informal communication among colleagues focused on the private, personal and sensitive affairs of others. Many organisations have policies, often codified in the employee handbook, against gossiping.

People who don't feel good about themselves temporarily feel better when they judge others negatively. When people can't generate interesting discussions based on knowledge or ideas, gossip can rouse people's interest. People gossip in order to hurt those whose popularity, talents, or lifestyle they envy.

3.3.2.1 Negative Consequences of Workplace Gossip

- Erosion of trust and morale.
- Lost productivity and wasted time.
- Increased anxiety among employees as rumours circulate without clear information as to what is and isn’t fact.
- Divisiveness among employees as people take sides.
- Hurt feelings and reputations.
- Attrition due to good employees leaving the company because of an unhealthy work environment.

Gossip hurts Gossip can have many adverse side effects on an organization. It can increase conflict and decrease morale. It results in strained relationships. Gossip breaks down the trust level within the group, which
results in employees second-guessing each other and ultimately running to the supervisor to clarify the directions or instructions, or to settle the differences that will arise. Gossip is the death of teamwork as the group breaks up into cliques and employees start refusing to work with others. Gossip results in the supervisor spending an enormous amount of time trying to figure out who said what to whom.

3.3.3 **Interpersonal Conflict**

Interpersonal conflict occurs when a person or group of people frustrates or interferes with another person's efforts at achieving a goal. According to some researchers, conflict can consist of three different components. Interpersonal conflict occurs when a person or group of people frustrates or interferes with another person's efforts at achieving a goal.

3.3.3.1 **Three Different Components of Interpersonal Conflict are**

- The behavioural component of conflict involves someone interfering with the objectives of another person. For example, a co-worker and you may be competing in a sales contest, and he constantly bugs you during your sales calls to trip up your sales pitch. He also throws away message slips from your potential customers that the receptionist leaves when you're away from your desk.

- The cognitive component involves a disagreement between the parties that illustrates the differences between the interests and objectives of the conflicting parties. For example, as the vice president of research and development, you may have a disagreement with the vice president of production over the allocation of company resources because you each have
different goals and objectives that relate to your particular division.

- The affective component relates to the negative emotional states of the conflicting parties. For example, conflict with a co-worker may make you feel anger, stressed, and frustrated.

An interpersonal conflict is a disagreement between two individuals or subgroups of an organization involving significant resentment and discontent. The above definition suggests that not all disagreements are interpersonal conflicts. Due to differences in values and beliefs, there may be many interpersonal disagreements. However, based on the above definition, only disagreements involving resentment and discontent would be considered interpersonal conflicts.

Interpersonal conflict is conflict that occurs between two or more individuals that work together in groups or teams. This is a conflict that occurs between two or more individuals. Many individual differences lead to interpersonal conflict, including personalities, culture, attitudes, values, perceptions, and the other differences (Elkhouly 1996).

3.3.4 Discrimination

Discrimination is defined as distinguishing differences between things or treating someone as inferior based on their race, sex, national origin, age or other characteristics. An example of discrimination is when you can tell the difference between fine wine and cheap wine.

The unjust or prejudicial treatment of different categories of people, especially on the grounds of race, age, or sex. Employment discrimination happens when an employee or job applicant is treated unfavourably because of his or her race, skin colour, national origin, gender, disability, religion, or
age. It is illegal to discriminate in any facet of employment, so workplace discrimination extends beyond hiring and firing.

Some examples of discrimination include the following: a) Harassment – inappropriate jokes, insults, name-calling or displays such as a poster or cartoons directed at a person because of their race, colour, sex or gender, sexual orientation, etc.

Employment discrimination is a form of discrimination based on race, gender, religion, national origin, physical or mental disability, age, sexual orientation, and gender identity by employers. Earnings differentials or occupational differentiation is not in and of itself evidence of employment discrimination.

The act of employment discrimination can take many forms. Generally, it occurs when an employee or job applicant is treated unfairly because of their race, gender, nationality, religion, age, disability, or familial status (pregnancy, specifically).

3.3.4.1 Types of Unlawful Discrimination

- Direct discrimination
- Indirect discrimination
- Comparators in direct discrimination cases
- Justifying discrimination
- Pregnancy and maternity discrimination
- Absence from work because of gender reassignment

Discrimination is treatment or consideration of, or making a distinction in favor of or against, a person based on the group, class, or category to which the person is perceived to belong rather than on
individual attributes. This includes treatment of an individual or group, based on their actual or perceived membership in a certain group or social category, "in a way that is worse than the way people are usually treated".[1] It involves the group's initial reaction or interaction going on to influence the individual's actual behaviour towards the group leader or the group, restricting members of one group from opportunities or privileges that are available to another group, leading to the exclusion of the individual or entities based on logical or irrational decision making.

3.3.4.2 Possible Places of Discrimination

Federal and state laws prohibit discrimination against members of protected groups (identified above) in a number of settings, including:

- Education
- Employment
- Housing
- Government benefits and services
- Health care services
- Land use / zoning
- Lending and credit
- Public accommodations (Access to buildings and businesses)
- Transportation
- Voting

3.3.4.3 Types of Employment Discrimination

Workplace discrimination occurs when an individual is adversely discriminated against due to any number of factors. In addition to the reasons listed above, employees and job applicants can also be discriminated against
because of disabilities, genetic information, pregnancy, or because of their relationship to another person.

Different types of employment discrimination at workplace are

- Age
- Gender
- Race
- Ethnicity
- Skin Colour
- National Origin
- Mental or Physical Disability
- Genetic Information
- Relationship to someone who may be discriminated against
- Pregnancy or Parenthood

### 3.3.4.4 Possible Situation of Employment Discrimination

- Stating or suggesting preferred candidates in a job advertisement.
- Excluding potential employees during recruitment.
- Denying certain employees compensation or benefits.
- Paying equally-qualified employees in the same position different salaries.
- Discriminating when assigning disability leave, maternity leave, or retirement options.
- Denying or disrupting the use of company facilities.
- Discrimination when issuing promotions or lay-offs.
3.3.5 Communication Problems

Communication is the process of exchanging information and ideas. There are many means of communication. To be an effective and valuable member of your workplace it is important that you become skilled in all of the different methods of communication that are appropriate. This workbook looks at different types of communication and associated technology, but before that it is important to understand the communication process. Communication is the lifeblood of an organization and, without it, things will not get done. But, we know organizations and employees may lack the ability to learn, use, and exploit good communication practices.

Communication issues may potentially develop in any circumstance or social relationship. It can be easy for individuals to misunderstand or misinterpret others, and these misunderstandings may lead to arguments or tension in personal, platonic, or professional relationships.

Communication issues may potentially develop in any circumstance or social relationship. It can be easy for individuals to misunderstand or misinterpret others, and these misunderstandings may lead to arguments or tension in personal, platonic, or professional relationships.

Communication problems in business typically stem from misunderstandings. These often result in hostility and accusations. Recognizing situations caused by communication issues in the workplace usually also involves helping employees solve problems without blaming others. Some problems occur from using ineffective communication techniques. Poor listening skills, for example, can lead to unnecessary conflict. Communication problems waste time, money and productivity.
There are five key barriers that can occur within a company: language, cultural diversity, gender differences, status differences and physical separation. These barriers to communication are specific items that can distort or prevent communication within an organization.

Barriers to effective communication. A communication barrier is anything that prevents you from receiving and understanding the messages others use to convey their information, ideas and thoughts. These barriers may be related to the message, internal barriers related to thoughts and feelings, or external barriers.

3.3.5.1 Common Barriers to Effective Communication

- The use of jargon.
- Emotional barriers and taboos.
- Lack of attention, interest, distractions, or irrelevance to the receiver.
- Differences in perception and viewpoint.
- Physical disabilities such as hearing problems or speech difficulties.

3.3.5.2 Reasons for Communication Problems

- Misinterpretation of Communication

Even in ordinary circumstances, people often say things that are not interpreted in the way the statement was intended. When people are angry with each other, the likelihood of misinterpreting communication is greatly increased--to the point where it is almost inevitable.
• Failure to Understand an Opponent's Perspective

People often view conflicts from very different perspectives depending upon such things as cultural background, economic position, and religious beliefs. In order for the parties to communicate effectively, they need to understand (though not necessarily agree with) the perspectives of other parties to a conflict.

• Cultural Barriers to Effective Communication

Culture affects both the substance and style of communication. Culture influences how people express themselves, to whom they talk, and how. For example, while some people may feel comfortable talking openly about their feelings with anyone, others will only talk openly and honestly with very close friends, while others may not talk that way at all. Such differences can cause people from different cultures to misinterpret both what is said and what is left unsaid, leading to misunderstandings.

• Language Differences

When conflicts involve people who speak different languages (or even different dialects), it is very easy for misunderstandings to arise. Even when skilled translators are used, it is difficult for translators to transmit complex feelings and emotions as clearly as they are originally spoken.

• Misinterpreted Motives

Motives can be misinterpreted as easily as statements can be misunderstood. When parties are in conflict, there is a tendency to assume the opponent's motives are malign, even when they are not.
• **Inaccurate and Overly Hostile Stereotypes**

 Often, communication difficulties arise because people think they know all they need to know about their opponents and that further communication is unnecessary. Yet images of opponents tend to be overly hostile and exaggerated. Opponents are seen to be more extreme and outrageous than they really are.

• **Lack of Communication Channels/Avoided Communication**

 Often disputants do not have reliable methods for communicating with opposing parties. This may be because they do not want to communicate, or it may be because they are afraid to contact their opponents or have no way to do so. Sometimes the parties will break-off communication as a form of protest after a particularly disagreeable incident. However, the lack of communication can significantly increase the risk of future incidents.

• **Poor Listening Skills**

 Successful communication requires that the parties listen actively and carefully--asking questions and confirming interpretations to make sure they understand what the other person is meaning. People seldom work this hard at listening, however. Often in conflictual situations, they hardly listen at all rather, while their opponent is talking; they are busy planning their own response. This frequently leads to misunderstandings.

• **Secrecy and Deception**

 Sometimes information which is critical to the accurate understanding of a situation is not available to all parties. This frequently occurs in business conflicts, when companies try to keep details about products and processes secret. It also occurs in international conflicts when
governments keep secrets for "security" reasons. This can happen in interpersonal conflicts as well when people simply choose to keep particular facts to themselves. Poor communication also can arise when a party attempts to strengthen its position by deliberately providing opponents and other parties with misleading or inaccurate information.

- **Inflammatory Statements**

  Sometimes communication can make matters worse rather than better. When communication is threatening, hostile, or inflammatory it can do more to escalate a conflict than it can to defuse it.

- **Inflammatory Media**

  Negative and inflammatory publicity is a problem in conflicts--before, during, and after negotiations. Before negotiations, the media can intensify a controversy, making it harder to get people to work together, or even talk. In the early stages of negotiation, parties often advance tentative ideas which could easily backfire if publicized. The resulting outcry and complaints could easily undermine an otherwise promising negotiation effort. Even after negotiated solutions have been developed, negative publicity can rekindle conflicts, making implementation of agreements more difficult.

- **Inadequate Information Gathering/Time Constraints**

  Gathering the information needed to sensibly deal with conflict situations is time-consuming and expensive. In some cases, misunderstandings will arise because of the failure of the parties to invest the time and resources required to obtain important information. Sometimes adequate time is simply not available. When direct communication is cut off, it is easy to rely on unreliable third party sources--rumor and media stories
especially. These are notoriously error-prone, and can lead to serious misunderstandings.

- **Crisis Communication**

  In crisis situations, normal communication channels are likely to be much less effective. They often operate too slowly to keep up with the rapid pace of events, or they may have been cut off entirely. They may also be unable to resist the increased hostility and distrust which crises are likely to create.

- **New, Poorly Informed Participants**

  In protracted conflicts, the people involved continually change. Often those playing leadership roles give up their positions and other individuals take their place. These new leaders frequently have a very limited understanding of the conflict's history and the current situation. This lack of information can cause these people to take actions which they would not have taken, had they been better informed.

- **Constituent Communication Problems**

  When dialogue or negotiation occurs among a small group of people, they may develop communication skills and a level of interpersonal understanding that is not shared by others outside the immediate circle. If these small group processes are intended to have a wider effect, it is necessary to transfer the learning that takes place in the small group to the larger constituencies which the group represents. Often, however, communication between the small group members and their constituents is not adequate to expand the learning beyond the immediate circle of participants.
3.4 DEFINITIONS RELATED TO STRESS

3.4.1 Stress

The human body has a natural chemical response to a threat or demand, commonly known as the “flight or fight” reaction, which includes the release of adrenalin. Once the threat or demand is over the body can return to its natural state. A Stressor is an event or set of conditions that causes a stress response. Stress is the body’s physiological response to the stressor, and strain is the body’s longer-term reaction to chronic stress.

Work is a central part of human life. It is the expression of the basic need to accomplish, to create, to feel satisfaction, and to feel meaningful. Rewarding work is an important and positive part of our lives. However, when work denies people an opportunity to utilize their creativity, intelligence, and decision-making ability, it causes stress.

Beehr & Newman (1978) defined Stress as a situation which forces a person to deviate from its routine functioning due to change in psychological or physiological condition. When staff is unhappy, they are less efficient, less effective and more likely to squander work hours or ultimately quit. Stress affects not just morale, but a company's bottom line.

3.4.2 Occupational Stress or Job Stress

Occupational stress is a major hazard for many workers. Increased workloads, downsizing, overtime, hostile work environments, and shift work are just a few of the many causes of stressful working conditions.

3.4.3 Common Causes of Occupational Stress

Common causes of occupational stress are excessively high workloads, with unrealistic deadlines making people feel rushed, under
pressure and overwhelmed. Insufficient workloads, making people feel that their skills are being underused. A lack of control over work activities.

Occupational stress is stress related to one's job. Occupational stress often stems from unexpected responsibilities and pressures that do not align with a person's knowledge, skills, or expectations, inhibiting one's ability to cope. Occupational stress can increase when workers do not feel supported by supervisors or colleagues, or feel as if they have little control over work processes.

Other sources of job stress based on work environment are Downsizing/Privatization, Hiring freezes, Contingent work (e.g. part-time or temporary), Shift work/Rotating schedules, Little autonomy or control over one’s job, Non-existent career ladders, Inadequate resources to do the job, High demands, workload, time pressures, Lack of job security, Understaffing, Mandatory overtime, and Violence/Harassment.

### 3.4.4 Impact of Occupational Stress

Occupational stress is one of the major health hazards of the modern workplace. It accounts for much of the physical illness, substance abuse, and family problems experienced by millions of blue and white-collar workers. Also, occupational stress and stressful working conditions have been linked to low productivity, absenteeism, and increased rates of accidents on and off the job.

Acute, or short-term, stress causes an immediate reaction in the body. If the threat or demand passes quickly, the body generally returns to normal. However, with prolonged stress, many health problems can develop. Some of the early symptoms of stress-related problems include:
Physical Symptoms of occupational stress are

⇒ Headaches, Stomach problems, Eating disorders, Sleep disturbances, Fatigue, Muscle aches & pains, Chronic mild illnesses.

Psychological & Behavioural of occupational stress are :

⇒ Anxiety, Irritability, Low morale, Depression, Alcohol & drug use, Feeling powerless, Isolation from co-workers

3.5 PHYSICAL & MENTAL HEALTH

3.5.1 Physical Health

The World Health Organization (WHO) defined health in its broader sense in its 1948 constitution as "a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity."

Physical health is connected to mental and emotional health. Taking care of your body is a powerful first step towards mental and emotional health. The mind and the body are linked. When you improve your physical health, you'll automatically experience greater mental and emotional well-being.

Physical health is critical for overall well-being and is the most visible of the various dimensions of health, which also include social, intellectual, emotional, spiritual and environmental health. Some of the most obvious and serious signs that we are unhealthy appear physically.

This physical health definition also includes physical health as a state of physical well-being in which a person is physically fit to perform their daily activities without restrictions. Good physical health means that, for
example, our ears can normally hear, our eyes have normal vision, our legs can walk, jump, run, and perform many other normal activities without problems. Recruitment of rookies for military service in many countries is often based on the requirement of good physical health.

### 3.5.1.1 Components of Physical Health

Below are ways that each key area of physical health can be addressed through lifestyle choices:

- **Physical activity**

  Most healthy children and adults should be active on a daily basis. This should be a mix of both leisurely physical activity and structured exercise. Examples of leisurely physical activity include hiking, biking, and walking. Examples of more structured forms of exercise include strength training, running, and sports.

- **Nutrition and diet**

  A well-balanced diet should contain carbohydrates, proteins, fats, vitamins, and minerals. Restricting specific nutrients should only be done under the supervision of a licensed health professional. Fluid, ideally in the form of clean water, should be regularly consumed. Meals and snacks should be consumed throughout the day, and portion sizes should be sensible.

- **Alcohol and drugs**

  Substances that alter mood or other bodily processes should be limited or avoided. Those with addictive tendencies or other health risks should consider complete abstinence from these substances.
• **Medical self-care**

Basic items, such as bandages, lozenges, and over-the-counter pain-relieving medications, should be easily accessible from home. Long-term coughing, fevers, or other ailments should be addressed through primary care. Emergency treatment should be sought when signs and symptoms are significant or life-threatening.

• **Rest and sleep**

While regular activity is essential for physical health, allowing the body to rest is just as important. Spending time relaxing or taking short naps can help rejuvenate the body. Sleep should take place in a quiet, dark environment and should last approximately 7-9 hours. Consistent sleep that is much shorter or longer than this duration, or is low quality, may need to be addressed by a health professional.

### 3.5.1.2 Importance of Physical Health of Employees

• Healthy lifestyle factors such as healthy weight, physical activity, good nutrition and zero tobacco use are together responsible for as much as an 80 percent reduction in the risk of developing the most common and deadly chronic diseases, including cardiovascular disease, cancer and diabetes.

• Healthy behaviours, like engaging in physical activity and eating fruits and vegetables, are associated with improvements in an individual's overall well-being.

• Serious health problems, especially those that cause pain and interfere with daily functioning (e.g. rheumatoid arthritis) can lower employees' well-being.
Workplace well-being initiatives have grown and expanded significantly over the last several years in response to the growing prevalence of lifestyle-related chronic diseases and their associated costs. As a part of these initiatives, most large employers have a variety of strategies in place to promote weight management, encourage healthy eating, increase physical activity, eliminate tobacco use, and help employees appropriately manage chronic conditions.

### 3.5.2 Mental Health

Mental health is the mental and emotional state in which we feel able to cope with the normal stresses of everyday life. If we are feeling good about ourselves we often work productively, interact well with colleagues and make a valuable contribution to our team or workplace. Positive mental health is rarely an absolute state. One may feel in good mental health generally but also suffer stress or anxiety from time to time. Mental ill-health can range from feeling 'a bit down' to common disorders such as anxiety and depression and, in limited cases, to severe mental illnesses such as bipolar disorder or schizophrenia.

Mental health problems, such as depression, anxiety, substance abuse and stress, are common, affecting individuals, their families and co-workers, and the broader community. In addition, they have a direct impact on workplaces through increased absenteeism, reduced productivity, and increased costs. Mental health problems are the result of a complex interplay between biological, psychological, social and environmental factors. There is increasing evidence that both the content and context of work can play a role in the development of mental health problems in the workplace.

Mental health includes our emotional, psychological, and social well-being. It affects how we think, feel, and act. It also helps determine how
we handle stress, relate to others, and make choices. Mental health is important at every stage of life, from childhood and adolescence through adulthood. Over the course of the life, experiencing mental health problems may affect thinking, mood, and behaviour could be affected.

Mental health is a level of psychological well-being, or an absence of mental illness. It is the "psychological state of someone who is functioning at a satisfactory level of emotional and behavioural adjustment". From the perspective of positive psychology or holism, mental health may include an individual's ability to enjoy life, and create a balance between life activities and efforts to achieve psychological resilience.

3.5.2.1 Factors Contributing to Mental Health Problems

- Biological factors, such as genes or brain chemistry
- Life experiences, such as trauma or abuse
- Family history of mental health problems

Mental health problems are common but help is available. People with mental health problems can get better and many recover completely.

The other key factors which may cause mental health problems at workplace are workload (both excessive and insufficient work), lack of participation and control in the workplace, monotonous or unpleasant tasks, role ambiguity or conflict, lack of recognition at work, inequity, poor interpersonal relationships, poor working conditions, poor leadership and communication, conflicting home and work demands.

Mental health’ is often used as a substitute for mental health conditions – such as depression, anxiety conditions, schizophrenia, and others.
According to the World Health Organization (WHO), mental health includes "subjective well-being, perceived self-efficacy, autonomy, competence, inter-generational dependence, and self-actualization of one's intellectual and emotional potential, among others." The WHO further states that the well-being of an individual is encompassed in the realization of their abilities, coping with normal stresses of life, productive work and contribution to their community. Cultural differences, subjective assessments, and competing professional theories all affect how "mental health" is defined. A widely accepted definition of health by mental health specialists is psychoanalyst Sigmund Freud's definition: the capacity "to work and to love".

**Mental health** is a positive concept related to the social and emotional wellbeing of individuals and communities. The concept is culturally defined, but generally relates to the enjoyment of life, ability to cope with stresses and sadness, the fulfilment of goals and potential, and a sense of connection to others.

Promoting mental health in the workplace benefits everyone; employees, managers, business owners and organisational leaders. Everyone has a role to play, both in looking after their own mental health and creating a mentally healthy workplace.

### 3.5.2.2 Mental Health Problems in the Workplace

Mental health problems affect many employees a fact that is usually overlooked because these disorders tend to be hidden at work. Researchers analyzing results from the U.S. National Comorbidity Survey, a nationally representative study of Americans ages 15 to 54, reported that 18% of those who were employed said they experienced symptoms of a mental health disorder in the previous month.
But the stigma attached to having a psychiatric disorder is such that employees may be reluctant to seek treatment especially in the current economic climate out of fear that they might jeopardize their jobs. At the same time, managers may want to help but aren't sure how to do so. And clinicians may find themselves in unfamiliar territory, simultaneously trying to treat a patient while providing advice about dealing with the illness at work.

As a result, mental health disorders often go unrecognized and untreated not only damaging an individual's health and career, but also reducing productivity at work. Adequate treatment, on the other hand, can alleviate symptoms for the employee and improve job performance. But accomplishing these aims requires a shift in attitudes about the nature of mental disorders and the recognition that such a worthwhile achievement takes effort and time.

Symptoms of mental health disorders may be different at work than in other situations. Although these disorders may cause absenteeism, the biggest impact is in lost productivity.

3.5.2.3 Characteristics of a Mental Health at Workplace

While the places we work come in all shapes and sizes, mentally healthy working environments generally have a few things in common.

- Positive workplace culture

Put simply, they're places where people feel good about coming to work, and everyone's encouraged and supported.
• **Stress and other risks to mental health are managed**

Stress, heavy workloads, unrealistic deadlines, poor communication, uncertainty - these and other factors can all contribute to anxiety and depression, and it's up to managers and leaders to keep them in check.

• **People with mental health conditions are supported**

Helping employees to stay at or return to work has clear benefits, both for the individual and the business.

• **Zero-tolerance approach to discrimination**

As well as being a legal requirement, protecting employees from discrimination encourages a diverse workforce and ensures everyone gets a fair go.

Creating a mentally healthy workplace isn't as difficult as you might think. We've got tailored resources to help every workplace and individual in Australia take action.

3.5.2.4 **The Effect of Mental Health Problems**

While mental health problems can cause significant suffering for individuals and their family, and have a negative impact on work performance, they do not necessarily lead to the development of a mental disorder. Mental disorders are clinically significant conditions characterized by altered thoughts, emotions or behaviour with associated distress or impaired functioning (World Health Organization 2001). The ICD-10 classification of mental and behavioural disorders: clinical descriptions and diagnostic guidelines (World Health Organization 1992) provides a
comprehensive list of mental and behavioural disorders, categorized as follows:

- organic mental disorders (e.g. dementia);
- psychoactive substance use (e.g. harmful use of alcohol);
- schizophrenia and associated disorders (e.g. delusional disorders);
- mood disorders (e.g. depression, bipolar affective disorder);
- neurotic, stress-related and somatoform disorders (e.g. anxiety disorders);
- behavioural syndromes (e.g. eating disorders);
- disorders of adult personality (e.g. paranoid personality disorder);
- mental retardation;
- disorders of psychological development (e.g. autism);
- child and adolescent disorders (e.g. conduct disorders).

3.6 JOB SATISFACTION

Job satisfaction has been defined as a gratifying emotional state subsequent from the appraisal of one’s job; an affective reaction to one’s job; and an attitude towards one’s job. As job satisfaction is a widely researched and complex phenomenon, it follows that there are numerous definitions of the concept. Job satisfaction can be defined as an individual’s total feeling about their job and the attitudes they have towards various aspects or facets of their job, as well as an attitude and perception that could consequently influence the degree of fit between the individual and the organization (Ivancevich & Matteson 2002).
A person with high job satisfaction appears to hold generally positive attitudes, and one who is dissatisfied to hold negative attitudes towards their job (Robbins 1993). Spector (1997) explains that for researchers to understand these attitudes, they need to understand the complex and interrelated facets of job satisfaction. A facet of job satisfaction can be described as any part of a job that produces feelings of satisfaction or dissatisfaction (Spector 1997). This perspective can be useful to organizations that wish to identify employee retention areas in which improvement is possible (Saari & Judge 2004; Westlund & Hannon 2008). Job satisfaction is a result of an individual’s perception and evaluation of their job influenced by their own unique needs, values and expectations, which they regard as being important to them (Sempane et al. 2002).

Research has indicated that job satisfaction does not come about in isolation, as it is dependent on organizational variables such as structure, size, pay, working conditions and leadership, which represent the organizational climate (Sempane et al. 2002). However, if job satisfaction is absent and other work opportunities present themselves, turnover could well increase (Martins & Coetzee 2007). Job satisfaction can be viewed as a reaction to a job, arising from what an individual seeks in a job in comparison with the actual outcomes that the job provides to the individual (Rothmann & Coetzer 2002). According to Rothmann & Coetzer (2002), job satisfaction among employees is an indicator of organizational effectiveness, and it is influenced by organizational and personal factors.

Most employers realize that the optimal functioning of their organization depends in part on the level of job satisfaction of employees, hence the emergence of the statement, “Happy employees are productive employees” (Saari & Judge 2004). For performance to be optimal, an employee’s full potential is needed at all levels in organizations; this
emphasizes the importance of employee job satisfaction (Rothmann & Coetzer 2002).

Hence job satisfaction is a set of favourable or unfavourable feelings and emotions with which employees view their work. Job satisfaction is an affective attitude and a feeling of relative like or dislike towards something. A person has job satisfaction if he likes his job. Such a person, obviously, has a positive attitude. It is difficult to identify the particular factor that gives a person job satisfaction. Job satisfaction typically refers to the attitudes of a single employee. In fact, different factors influence job satisfaction such as Pay, Nature of job, Decision making authority, Scope for initiative, Opportunities for advancement, Inter-personal relationships, Working conditions, etc.

Figure 3.3 Conceptual framework of Job Satisfaction based on Herzberg Two factor Theory
3.6.1 Motivational-Hygiene Model

Frederick Hertzberg’s two factor theory (also known as Motivator Hygiene Theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors- motivation and hygiene factors, respectively. An employee’s motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organization goals (Hoskinson et al. 1998).

The motivational-hygiene model states that employee motivation is achieved when employees are faced with challenging but enjoyable work where one can achieve, grow, and demonstrate responsibility and advance in the organisation. That is, when the employees’ efforts are recognized, it brings about job satisfaction and motivation. Environmental factors, such as poor lighting, poor ventilation, poor working conditions, low salaries, and poor supervisory relationships are causes for dissatisfaction in a job. These factors according to Herzberg are basic needs and for that matter, is the responsibility of society’s businesses and industrial institutions to provide for its people in order to self-actualize. According to Herzberg, the work one considers to be significant leads to satisfaction. Thus factors that depict job satisfaction are completely different from those factors that lead to job dissatisfaction. Therefore, these feelings are not polar opposites: in other words the opposite of job dissatisfaction is not job satisfaction, but no job satisfaction.

3.6.1.1 Hygiene Factors

Hygiene factors- Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent / if these factors are non-existent at workplace, then they lead to dissatisfaction. In
other words, hygiene factors are those factors which when adequate / reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called as dissatisfiers or maintenance factors as they are required to avoid dissatisfaction. These factors describe the job environment/scenario.

The hygiene factors are also referred to as the maintenance factors and comprise of the physiological, safety and love needs from Maslow’s hierarchy of needs. They are factors that are not directly related to the job but the conditions that surround doing the job. They operate primarily to dissatisfy employees when they are not present, however, the presence of such conditions does not necessarily build strong motivation (Gibson 2000). These factors include: company policy and administration, technical supervision, interpersonal relations with supervisor, interpersonal relations with peers and subordinates, salary, job security, personal life, work conditions and status. Herzberg called these hygiene factors, since they are necessary to maintain a reasonable level of satisfaction and can also cause dissatisfaction. The hygiene factors are not direct motivators but are necessary to prevent dissatisfaction and at the same time serve as a starting point for motivation. However, improvements in these conditions do not create motivation (Huling 2003).

The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors include:

- **Pay** - The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.

- **Company Policies and administrative policies** - The company policies should not be too rigid. They should be fair and clear.
should include flexible working hours, dress code, breaks, vacation, etc.

- **Fringe benefits** - The employees should be offered health care plans (mediclaim), benefits for the family members, employee help programmes, etc.

- **Physical Working conditions** - The working conditions should be safe, clean and hygienic. The work equipment should be updated and well-maintained.

- **Status** - The employees’ status within the organization should be familiar and retained.

- **Interpersonal relations** - The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present.

- **Job Security** - The organization must provide job security to the employees.

Motivator Factors According to Herzberg, the motivator factors pertain to the job content, they are intrinsic to the job itself and do not result from “carrot and stick incentives”. They comprise the physiological need for growth and recognition. The absence of these factors does not prove highly dissatisfying but when present, they build strong levels of motivation that result in good job performance. They are therefore called satisfiers or motivators.

These factors include; achievement, recognition, advancement, the work itself, the possibility of personal growth and responsibility.
Combining the hygiene and motivator factors can result in some scenarios namely:

- **High hygiene + high motivation**: the ideal situation where employees are highly motivated and have few complaints.

- **High hygiene + low motivation**: Employees have few complaints but are not highly motivated. The job is then perceived as a pay check.

- **Low hygiene + high motivation**: employees are motivated but have a lot of complaints. A situation where the job is exciting and challenging but salaries and work conditions are not.

- **Low hygiene + low motivation**: the worse situation unmotivated employees with lots of complaints. This theory sought to encourage managers not to be one-sided in considering factors to motivate employees but rather consider all the two factors in order to optimally motivate and satisfy employees to get the best out of them.

### 3.6.1.2 Motivators

**Motivational factors**- According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include:
• **Recognition** - The employees should be praised and recognized for their accomplishments by the managers.

• **Sense of achievement** - The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.

• **Growth and promotional opportunities** - There must be growth and advancement opportunities in an organization to motivate the employees to perform well.

• **Responsibility** - The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.

• **Meaningfulness of the work** - The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.