

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
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THE EFFECT OF JOB STRESS ON JOB SATISFACTION
AT THE DEPARTMENT OF BRIDGE UNDER
MINISTRY OF CONSTRUCTION

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EMBA II – 43

EMBA 18th BATCH (NAYPYITAW)

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ACADEMIC YEAR (2019-2022)

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This thesis was submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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ACCEPTANCE

This is to certify that the thesis entitled "**The Effect of Job Stress on Job Satisfaction at the Department of Bridge under Ministry of Construction**" has been accepted by the Examination Board for awarding a Master of Business Administration (MBA) degree.

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ABSTRACT

This study aims to investigate the effect of job stress on job satisfaction and to examine the moderating effect of work experience on the link between job stress and job satisfaction among employees at the Department of Bridge under the Ministry of Construction. Primary data are collected by using self-administered questionnaires. Total of 160 respondents were chosen from 268 employees by using simple random sampling method. Secondary data are also used from internet, websites, journals and textbooks. Job stressors that have been examined under this study include role conflict, relationship with others, workload, home-work interface, role ambiguity and performance pressure. Based on the survey results, role conflict, home-work interface and role ambiguity are significantly effect on job stress. The results also show that there is a significant positive effect between job stress and job satisfaction and working experience is not moderate effect on the effect between job stress and job satisfaction. It can be concluded that employees are satisfied although they get stress on the job at the Department of Bridge under Ministry of Construction. However, organizational management needs to find ways to manage job stress because too much stress is harmful to employees as well as to the organization and it can switch from positive stress to negative stress.

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TABLE OF CONTENTS

| | Page |
|---|-------------|
| ABSTRACT | i |
| ACKNOWLEDGEMENTS | ii |
| TABLE OF CONTENTS | iii |
| LIST OF TABLES | v |
| LIST OF FIGURES | vi |
| | |
| CHAPTER 1 | |
| INTRODUCTION | 1 |
| 1.1 Rationale of the Study | 2 |
| 1.2 Objectives of the Study | 3 |
| 1.3 Scope and Method of the Study | 4 |
| 1.4 Organization of the Study | 4 |
| | |
| CHAPTER 2 | |
| THEORETICAL BACKGROUND | 5 |
| 2.1 Job Stressors | 5 |
| 2.2 Job Stress | 10 |
| 2.3 Job Satisfaction | 12 |
| 2.4 Working Experience | 13 |
| 2.5 Previous Studies of Job Stressors , Job Stress and Job Satisfaction | 13 |
| 2.6 Conceptual Framework of Study | 17 |
| | |
| CHAPTER 3 | |
| PROFILE AND NATURE OF WORK IN DEPARTMENT OF BRIDGE | 18 |
| 3.1 Profile of Department of Bridge | 18 |
| 3.2 Nature of Work and Perceived Job Stress of Employees in Department of Bridge | 24 |
| 3.3 Research Design | 27 |
| 3.4 Demographic Characteristics of Respondents | 28 |
| 3.5 Reliability Analysis | 30 |

| | | |
|-------------------|---|-----------|
| CHAPTER 4 | ANALYSIS OF THE EFFECT OF JOB STRESS ON JOB SATISFACTION | 32 |
| | 4.1 Analysis of Job Stressors, Job stress and Job Satisfaction | 32 |
| | 4.2 Analysis of Job Stressors, Job Stress and Job Satisfaction | 42 |
| CHAPTER 5 | CONCLUSION | 47 |
| | 5.1 Findings and Discussion | 47 |
| | 5.2 Suggestions and Recommendations | 50 |
| | 5.3 Needs for Further Research | 51 |
| REFERENCES | | |
| APPENDICES | | |

LIST OF TABLES

| Table No. | Particular | Page No. |
|------------------|---|-----------------|
| Table (3.1) | Bridge Construction Units and Bridge Special Units | 23 |
| Table (3.2) | Socio Demographic Characteristics of Participants | 29 |
| Table (3.3) | Reliability Analysis of the Variables | 30 |
| Table (4.1) | Overview on Job Stressors a of Department of Bridge | 33 |
| Table (4.2) | Employee's Perception on Role Conflict | 34 |
| Table (4.3) | Employee's Perception on Relationship with Others | 35 |
| Table (4.4) | Employee's Perception on Workload | 36 |
| Table (4.5) | Employee's Perception on Home-Work Interface | 37 |
| Table (4.6) | Employee's Perception on Role Ambiguity | 38 |
| Table (4.7) | Employee's Perception on Performance Pressure | 39 |
| Table (4.8) | Employee's Perception on Job Stress | 40 |
| Table (4.9) | Employee's Perception on Job Satisfaction | 41 |
| Table (4.10) | Analysis of the Effect of Job Stressors on Job Stress | 43 |
| Table (4.11) | Analysis of the Effect of Job Stress on Job Satisfaction | 44 |
| Table (4.12) | Moderating Effect of Years of Working Experience on the Relationship Between Job Stress and Job Satisfaction | 46 |

LIST OF FIGURES

| Figure No. | Particular | Page No. |
|-------------------|--|-----------------|
| Figure (2.1) | Conceptual Framework of Ahsan et al.,(2009) | 15 |
| Figure (2.2) | Conceptual Framework of Rabi-u-Akewusola(2020) | 16 |
| Figure (2.3) | Conceptual Framework of Study | 17 |
| Figure (2.4) | Organization Structure of Department of Bridge | 22 |

Chapter 1

Introduction

Nowadays, stress is a major challenge to individual mental and physical health and organizational health all over the world. The word of stress comes from the physical science. People's stress come from the body's responses to demands placed upon it or a mobilization of the body's natural energy resources when confronted with a stressor (Larson,2004;Mansoor et al.,2011). Stress is defined as the common response to attack; any influence that disturbs the natural equilibrium of the living body; some taxation of the body's resources in order to respond to some environmental circumstance; the common response to environmental change; a psychological response which follows failure to cope with problems; a feeling of sustained anxiety which, over a period of time, leads to disease; and the non-sepcific response of the body to any demands made upon it (Stranks, 2005).

In the workplace, job stress is a major issue on employees to perform effective, in turn, to the health of organizations. According to Negi (2014), job stress is a harmful physical and emotional responses that occur when job requirements do not match the employee's capabilities, knowledge, skills, resources and needs and also the expectations of the employers. There are many job stressors or workplace factors that make job stress. According to Stranks (2005), the causes of stress in the workplace are associated with elements of the physical environment; the way the organization is managed; the role in the organization; the relationships within the organization; career development and even inadequate work equipment. However, the sources of stress vary considerably from person to person. Another way of categorizing stress include task-related factors, interpersonal factors, role ambiguity, role conflict, little or no recognition, personal threat and environmental factors.

Job stress effects the employees and the organization in different ways. Hosseinabadi et al., (2018) stated that job stress causes psychological (anxiety, depression, exhaustion and poor concentration), physical (increased heart beat rate and blood pressure), cardiovascular diseases and musculoskeletal pains), or organizational (job absenteeism, lack of job satisfaction and lack of quality in job performance) problems.

According to Ahsan et al.,(2009), job stress influences the employees job satisfaction and work performance in the organization.

Employees satisfaction is the most interesting and frequently investigated variable in organizational behavior. Different researchers defined job satisfaction in different point of views. According to Hosseinabadi et al., (2018), job satisfaction is a positive and pleasant emotional state and is a result of individual's assessment on the job or job experience. In addition, Robbins (1997) stated job satisfaction as a positive state of mind. Mansoor et al.,(2011) also presented that job satisfaction is how much people feel positive about their job and the different of their jobs. High job satisfaction increase level of self-confidence, improve communication, reduce level of psychological distress, and improve physical, mental and social health. Low job satisfaction decrease employee production, absenteeism and turnover intentions.

The construction industry is described as the high levels of job stress among professional workers. The main stressors in construction industry are demanding work, poor communication, labor shortage, heavy workload, unrealistic deadlines and conflicting roles. Nowadays, construction work in Myanmar does not go as planned because of late delivery of essential materials, damaged things, environmental factors and change orders. In the other hand, clients want to deliver projects on time and under budgets. This make employees feel stress to ensure the job completion on time. Often, a constant state of stress are physically and mentally detriment to construction employees. Therefore, this study aims to analyze job stressors effecting job stress and the effect of job stress on job satisfaction in Construction project in Department of Bridge under Ministry of Construction. Moreover, this study also examine the moderating effect of demographic factor (years of working experience) in the relationship between job stress and job satisfaction.

1.2 Rationale of the Study

Job stress may be happened in all professions but the level of stress is higher in construction as compared to other organizations because the job is often characterized by heavy workloads, many deadlines, resources constraints and time pressures. Employees in construction construction in Myanmar particularly architects, civil engineers, quantity surveyors and project and construction managers are often under pressure to produce the quality of work and under serious budget constraints to finish the project in short time.

Moreover, the work sometimes involves frequently changing working sites and, thus, extensive working travel. In addition, continually dealing with partners in stressful situations. The front-line employees in construction industry have high level of job stress due to the high compleity of their taks, many of which are conducted in a harsh and dynamic environment or confined space.

According to Wu et al. (2018), continuous, high-level job stress can result in mental tiredness, which can lead to uncomfortable working posture and, ultimately, risky conduct. Job stress also risks the health of the employees and negatively affects job performances. Stranks (2005) also described that a stressful work can lead to coronary heart disease, in most cases associated with ever-increasing job demands, poor levels of actual control over the job and an imbalance between the efforts made and the reward received like construcion industry. In addition, stressful work affet the organziation by increasing client complaints, low employee commitment, high employee turnover and low job satisfaction. The nature of bridge construction is depend on season and working enviroment. The bridges are mainly constructed during open season such as winter and summer. Construction job are difficult during raining season. Thus, organization's management in especially in construction industry, to survive in adverse effect of stressful situation, need to be more aware of stress, how to set up systmes for managing stress and the strategies necessary for reducing stress.

1.2 Objectives of the Study

The main objectives of the study is to analyze the effect of job stress on job satisfaction of employees in the Department of Bridge under the Ministry of Construction. The specific objectives are as follows:

1. To examine the effect of job stressors on job stress in the Department of Bridge under the Ministry of Construction
2. To analyze the effect of job stress on job satisfaction of employees in Department of Bridge under the Ministry of Construction
3. To analyze the moderating effect of work experience on the relationship between job stress and job satisfaction of employees in Department of Bridge under the Ministry of Construction

1.3 Scope and Method of the Study

This study mainly focuses on the effect of job stress on the job satisfaction of employees from Department of Bridge. Secondary data such as department profile, target population size are collected from Department of Bridge, Under Ministry of Construction and reference textbooks, journals, articles, reports and internet websites are used to conduct the literature review of the study. Primary data are collected by surveying employees from Department of Bridge by using Structured questionnaire data collection method.

This study employs the descriptive method for respondents demographic analysis and Linear Regression methods for analysis on relationship of job stressors, job stress and job satisfaction. Simple Random Sampling Method is used to select the respondent for the study. There are 268 employees who are working in Department of Bridge under Ministry of Construction. The sample size of the study is 160 employees determined by using Yamane (1967).

1.4 Organization of the Study

This study is organized in five chapters. In chapter one, the brief introduction about rationale of the study, objective of the study, scope and methods of the study, organization of the study are presented. Chapter two is the detail theoretical background of job stressors, job stress, job satisfaction and the conceptual framework of the study. Chapter three presents department profile, organization structure and demographic profile of the respondents. Chapter four presents analysis on job stress and job satisfaction in Department of Bridge under Ministry of Construction. The last chapter, chapter five presents findings and discussions of the study, suggestions and recommendations, and needs for further studies.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter presents the literature review to the study. The chapter starts with the literature on stressors that causes stress, followed by job stress; and job satisfaction. In addition, it presents previous research of job stress and job satisfaction. The final part of this chapter presents the conceptual framework of the study.

2.1 Job Stressors

According to Mansoor et al., (2011), anything that causes stress is called stressors. Stressors are situations and events that result in an employee experiencing strain. The stressors found at work are physical, task related, role, social, work schedule related, career related, traumatic events, and stressful change processes (Stranks, 2005). Long work hours, a lack of organizational support and organizational change, a lack of support from supervisors and colleagues, and conflict with requirements and regulations are all organizational factors that contribute to job stress (Mansoor et al.,2011).Kumar (2011) explored management role, relationship with others, home-work interface, workload pressure, role ambiguity, performance pressure as stressors that affect job stress of IT Companies Employees. Lack of feedback, poor communication, inadequate staffing, too much work, ambitious deadlines, pressure and conflicting demands are the main stressors in construction industry (Campbell, 2006).

In this study, such six job stressors as role conflict, relationship with other, workload pressure, home-work interface, role ambiguity and performance cause job stress in Bridge department under Ministry of Construction in Myanmar.

2.1.1. Role Conflict

Role in the organization relate to what people do and what other people expect of them rather than their individual identities. An individual's thoughts and actions within the organization are influenced with the duties and rights associated with that role. According to Daft(2008), role conflict occurs when an individual perceives incompatible demands from others. For example, employees feel role conflict when the demands of their managers conflict with those of the clients in the organization. Role theory state that when behavior expected of an individual are incompatible he or she will experience stress, depress, become satisfied, and perform less effectively than if the expectation

imposed do not conflict, thus, it can be seen that role conflict can negatively affect an individual's state of mind (Quaratalain et al., 2013).

Role conflict occurs when there are incompatible demands regarding what a person's role is (Scandura, 2019) and when the demands are incompatible with the employee's goal, ability, value and belief(Quaratalain et al., 2013). There are four types of role conflict: intersender role conflict, person-role conflict, intra-sender conflict and interrole conflict (Sell et al.,1981). Intrasender role-conflict is concerned with incompatible expectations from a single role sender; inter-sender role conflict is concerned with expectation from one role sender which are incompatible with those from another role sender; person-role conflict occur when there is incompatibility between the expectations held by the role incumbent and the expectations otherwise associated with his/her position; inter-role conflict come from role pressures stemming from one position incompatible with the role pressures arising from a different positions.

Role conflict is a source of job stress for the employees (Larson, 2004). In addition, Rahayu and Hidayat (2021) identified that the role conflict causes discomfort at work and tension at work which in turn can decrease the quality of employee work. High role conflict tends to cause employees to experience job stress easily because when an employee experiences role conflicts, pressures will arise in the job in which it causes stress.

2.1.2 Relationship with others

Relationship at work constitute the day to day interaction between coworkers, or managers and employees. Workplace relationships are distinct interpersonal interactions that have significant effects on the people involved as well as the organizations in which they are formed and grow (Iqbal & Waseem, 2012).Relationship at work are described in two kinds of perspectives: individual perspectives : how each individual evaluates the relationships and an organizational perspectives: how relationships deal with strategies and procedures affecting the employees on the organizational level (Stoetzer, 2010).

Workplace relationships are a natural element of the workplace and are typically enjoyable and creative, but they may also be a source of tension and frustration (Stoetzer, 2010). Good relationship at work performs quality work and create a positive work environment while negative relationship at work is associated with a lower efficiency of the team and lower productivity (Abdulah & Azam, 2021). The quality of the

relationships has important consequences for employee experiences, including employee information experiences. Both the quality of interpersonal relationships at work as well as the lack of social support from others in the workplace is potential sources of job-related stress (Ahsan et al.,2009). Interaction with coworkers can become a cause of frustration possibly because of competition and conflict. As relationship with coworkers worsen, being stressed is expected to increase (Nappo, 2020).

2.1.3 Workload Pressure

Employee workload refers to the intensity of job assignments, the amount of work assigned to or expected from a worker in a specified time period (Inegbedion et al., 2020). Workload refers to the amount of work that is allocated to an employee to do(Qureshi et al.,2013). According to Rajan (2018) , workload is the amount of work assigned to or expected from a worker in a specified time priod remain one of the principal factor deciding both prouductivity and turnover of the employees.

If the workload is less than the average, it will encourage laziness and provide people the chance to idle away their time engaging in pointless activities like group politics, which will have an adverse effect on performance. On the other hand, if the workload exceeds the norm, there is a likelihood that the employee will feel overburdened, which could lead to risks like burnout and subsequent breakdowns as well as negative emotional states and dissatisfaction and ultimately cause them to quit the job in favor of less demanding ones where they are offered (Qureshi et al.,2013).High workload effects health of the employees seriously when it lasts for longer period of time that lead to paralyzing performance in work since sound health is the primary deciding factor of job performance in the workplace (Rajan, 2018).

Workoverload is excessive work or work that is outside one's capability and then excessive workloads cause high levels of stress (Qureshi et al., 2013). For example when an employee always starts before a shift and ends hours after the shift is over.Increased workload forces the employees frustrated and left the job. The higher the workload is for employees, the more likely they are to be under work stress, their organizational commitment gets lower and the frequency of leaving the organizations and employees increases (Zaheer et al., 2021). Moreover, workoverload cause reluctant to come to work and a feeling of consant pressure accompanied by the general physiological, psychological and behavioral stress symptoms (Iqbal & Waseem, 2012).

2.1.4 Home-work Interface

Today workforce based on more dual career couples (Home-Work Interface) affect the work performance of employees and organizations. Family and work are inter-related and interdependent to the extent that experiences in one area affect the quality of life in the other. Home-work interface refers not only to family obligations but also to other responsibilities outside of work (Hertzberg, et al., 2015). Home-work interface occurs when the demands created by the family interfere with the performance of work-related responsibilities (Netemeyer et al., 2005).

Demands associated with family and finances are the major source of organization stress that can complicate, or precipitate, work-place stress (Simone et al., 2018). Home-work interface is the overlap between work and home; the two way relationship involves the impact of work-related stress on personal life and vice versa seafaring's effects on family life and expectations from work at home, no support from home, absent of stability in home life (Antoniou et al., 2003). Home work interface lead to job stress which in turn seriously impairs employee performance (Netemeyer et al., 2005). Mostert (2009) concluded that home to work interaction has workers' health and well-being. Iqbal and Waseem (2012) concluded that the higher the problem in the home, the chances for the job stress will be greater.

2.1.5 Role Ambiguity

According to Rizzo et al.,(2013), role ambiguity results from organizational size and complexity which exceed the individual's span of comprehension, rapid organizational growth which is usually accompanied by frequent reorganizations, frequent changes in technology which in turn require associated changes in social structure, frequent changes in personnel which disturb interdependencies, changes in the environment of the organization which impose new demands on its members, and managerial philosophies which foster restriction on information flow throughout the organization (Rizzo et al, 2013). Role ambiguity occurs where there is a lack of specificity or predictability about what a person's role is (Scandura, 2019). In short, the person does not know what is expected, which may be due to not understanding what another person requires.

Role ambiguity is defined as the degree to which clear information is lacking regarding the expectations associated with a role, methods for fulfilling known role expectations, and/or the consequences of role performance (Sell et al.,1981). According to Daft (2008), role ambiguity occurs when people are unclear about what task behaviors are expected of them. This means uncertainty about what behaviors are expected of a person in a particular role. Rizzo et al, (2013) expressed role ambiguity in terms of the predictability of the outcome or responses to one's behavior, and the existence or clarity of behavioral requirement, often in terms of inputs from the environment, which would serve to guide behavior and provide knowledge that the behavior is appropriate.

High degrees of role ambiguity are associated with increased tension, anxiety, fear and hostility, decreased job satisfaction, and loss of self-confidence, often with lower productivity (Rizzo et al.,2013). Increased role ambiguity results in more stress for employees. If employees are not provided by clear role description, responsibility, adequate authority and understanding the role of the work in achieving organizational goals, employees have a tendency to become stressed (Santhi et al.,2020). Role ambiguity create stress on employee because of confusing the role in conducting the particular jobs that is no clear role and/ or information about conducting the job (Widyaningrum & Nora, 2020).

2.1.6 Performance Pressure

The need to perform at a high level because poor performance has serious repercussions is known as performance pressure (Mitchell et al., 2019).It is recognized as double-edged sword because it have helpful and harmful side effects for employees and organization and it is the process by which it affects different people in different ways (Xu et al., 2021). Employees' effort to improved performance can be forced by performance pressure if employees face pressure to perform work hat they view as meaningful. However, employees who feel that the work is less meaningful may be less motivated to address performance and less axinous about expected performance. Mitchell et al (2019) also argued that it is not clear that increasing performance pressure is a productive or unproductive strategy for generating beneficial work behaviors.

According to Xu et al., (2021), performance pressure is one of the important factors influencing job stress in the job because it is said that the majority of the workers are unhappy with pressure that need to work extended hours and cope with large

workloads while simulatedly meeting production targets and deadlines. Chan et al.,(2000) stated that performance pressure is the important source of work stress among professional workers. According to Ashan et al., 2009 stated that in current working environment, performance pressure is one of most significant and positive influence on job stress.

2.2 Job Stress

All jobs have stress, risk, and drama associated with them. Stress in organizations is becoming an increasingly important concern in both academic research and organizational practices. Daft(2008) defined stress is an individual's physiological and emotional response to external stimuli that place physical and psychological pressures on the individual lead to uncertainty and a lack of personal control , when significant consequences are at risk, Stress occurs when people response to stressors according to their personalities and resources available to cope those stressors. If the level of stress is low relative to a person's coping resources, stress is a positive force whereas if the level of stress is high relative to a person's coping resources, it causes many negative consequences (Daft, 2008).

In an organizational setting, job stress is one of the most important workplace health risk for employees in developed and developing countries. Mansoor et al., (2011) described stress as an environmental situation in which a person is required to perform the tasks that threatens to exceed the person's ability and resources for meeting it, under conditions when a large difference is expected in the rewards from meeting the demand versus not meeting it. Daft(2008) mentioned people generally determine what a stressful job is like: difficult, uncomfortable, exhausting, even frightening. Stress is the generalized, patterned, unconscious mobilization of the body's natural energy resources when confronted with stressors.

The entire amount of stress experienced by an individual is equal to the sum of their demand, opportunity, and constraint stressors. The demand stress is generally thought to be related more closely with the pathogenic agents while constraint and opportunity stresses are generally thought to be related more closely with the sociopsychological agents (Schuler, 1980). According to Daft(2008), there are two main types of stress: stress caused by the demand of the job tasks that is arising from the tasks required of a person holding a particular job and stress caused by interpersonal pressures and conflicts: that is associated with relationships in the organization.

Moreover, level of stress vary by people behavior patterns called Type A and Type B behavior. According to Scandura (2019), Type A behavior is characterized by hostility, time urgency, impatience and a competitive drive and Type B behavior is characterized by a relaxed demeanor, steady work habits, a non competitive nature, and a desire to be liked by others. Daft(2008) concluded that Type A people tend to experience more stress-related consequences than Type B people because many Type A personalities cause stress-related problems for themselves, and sometimes for those around them. Type B individuals typically live with less stress unless they are in high-stress situations. Type A personalities are higher level of stress than Type B personalities (Fletcher & Payne, 1980).

In addition, the impact of stress vary by occupational categories. Fletcher and Payne (1980) studied stress levels by six occupational groups: professional and technical, managers and similar, sales, craftsmen and foremen, service workers, clerical, operatives and non-farm labourers. The result shows that the higher the status of the workers the more willing they are to admit to having stress problems and then professional practitioners are more sensitive to the problems of the lower-status workers.

Stress is associated with three groups of symptoms: physiological, psychological, and behavioral (Schuler, 1980).Physiological symptoms includes high blood pressure, coronary heart disease, high cholesterol, stomach ulcers, compromised immune system. Psychological symptoms include anxiety, burnout, emotional exhaustion, fatigue, hostility, irritation, tension, lower self-confidence and self-esteem. Behavioral symptoms include accidents and errors, alcohol use, caffeine intake, drug use, smoking, workplace deviance e.g., stealing, producing inadequate work on purpose, and causing damage to property.

It has the negative and possible positive impacts of stress (Schuler, 1980). Challenge-related stress and hindrance-related stress are the two main categories of stress. Challenge-related stress may be positive stress. Hindrance-related stress is excessive or undesirable constraints that interfere with an individual's ability to achieve goals, creating "negative stress".

Too much stress is harmful to employees as well as to companies. It can be seen from both the individual and the organizational side. From the individual side, stress causes a number of changes in body processes: Emotional: characterized by tiredness, anxiety and lack of motivation; Cognitive: resulting in increased potential for error and, in

some cases, accidents arising through error; . Behavioural: changes in behaviour resulting in poor or deteriorating relationships with colleagues, Psychological: the individual complains of increasing ill health associated with headaches, general aches and pains, and dizziness (Stranks, 2005) (Bowen et al., 2014). In addition to these changes, Bowen et al.,(2014) added sociological effect of job stress such as marital discord, withdrawal and the inability to manage one's personal life.

Changes that occur at the individual affect attitudes towards work such as feel bored and burnout. From the organization side, stress negatively impacts job performance and attitudes. Stress is associated with increased irritation, decreased organizational commitment, and low job satisfaction (these are psychological outcomes). Additionally, stress is linked to increased usage of medical care, sick days, and workers' compensation claims (physical outcomes). Third, accidents, worse work performance, and more unproductive conduct are all correlated with stress (behavioral outcomes).Third, stress is related to lower job performance, more counterproductive behavior, and accidents (behavioral outcomes). In addition, Universari and Harsono (2012) described stress casues increased absenteeism, job dissatisfaction, reduced personal achievement, depersonalization, turnover intentions and etc. Another consequences of stress include work-family conflict and maturity to manage knowledge.

2.3 Job Satisfaction

The trends for job satisfaction over time show an interesting pattern. Job satisfaction is a positive attitude toward one's job (Daft, 2008). People experience job satisfaction when their work matches their needs and interests, when working conditions and rewards (such as pay) are satisfactory, when they like their coworkers, and when they have positive relationship with supervisors. Job Satisfaction is a positive and pleasant emotional state and is a result of individual's assessment on his/her job or job experience (Hosseinabadi, et al., 2018).

According to Puspitawati and Atmaja (2021), job satisfaction is happy positive feeling that comes from appraising someone's job or work experience. It is a positive state of mind and a happy, cheerful and hard-hitting employee is the prime asset of any organization (Quaratalain et al., 2013). Mansoor et al.,(2011) stated that job satisfaction means how much people feel positive about the job and the different of the jobs. There

are three important features of job satisfaction : firstly a sign of a good emotional and mental state of employees, secondly positive employees' behaviors, and lastly, good indicators of organizational unit changes (Aziri, 2011).

In Herzberg's two-factor theory, two set of conditions are determined: Hygiene factors and motivational factors. The first one is responsible for job dissatisfaction and includes such factors as interpersonal relations, work conditions, salary, organization management. The second one is responsible for satisfaction and includes achievement, content of work, recognition, responsibility, possibility of personal development (Daft, 2008). According to Maslow's Hierarchy of Need theory, job satisfaction come from the perspective of need fulfillment and it occurs when it is a match between what individuals perceive they need and what rewards they perceive they receive from their jobs (Scandura, 2019).

A person's responses to their life, which lead to pleasure and life satisfaction, are seen as including their job satisfaction. It is important for organizations to care about the well-being and health of their employees, even if this is unrelated to performance and other outcomes. Moreover, Job satisfaction is one of the main factors when it comes to efficiency and effectiveness of business organization because it shows how positive an employee is regarding their work and the higher employees are satisfied, the better results they provide. In the other hands, job dissatisfaction causes increased absenteeism and/or psychological withdrawal and later on, often increased job turnover, which can have a negative impact on the efficiency, effectiveness, and staff morale (Larson, 2004).

2.4 Working Experience

Work experience is only one of the many aspects related to length of employment that are correlated with perceived job satisfaction. Dawal and Taha (2006) showed that more experienced workers are highly satisfied with their job compared to younger, single and less experienced workers. They concluded that overall job satisfaction increased as the years of experience increased.

2.5 Previous Studies of Job Stressors, Job Stress and Job Satisfaction

In this part, it presents several empirical research which indicate factors that causes job stress, the relationship bewteem job stress and employees' job satisfaction. The major research indicated that role conflict, relationship with others, workload,

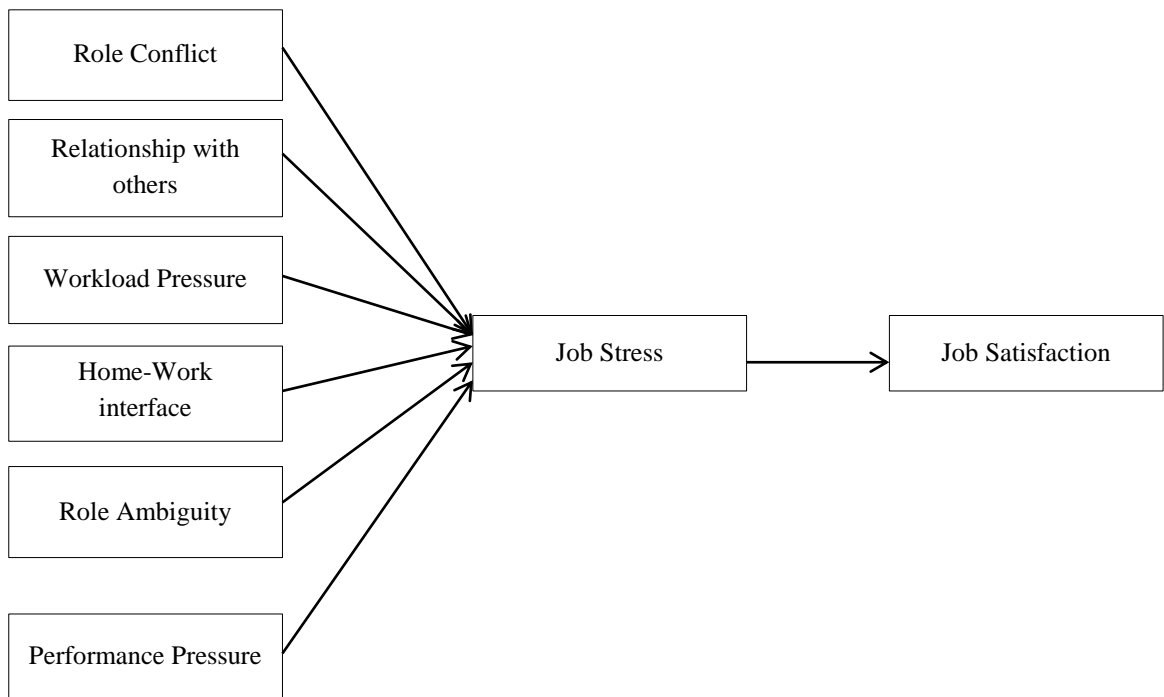
performance pressure, role ambiguity and home work interface are the major factors that causes job stress and positive correlation with job stress and also there is negative relationship between job stress and job satisfaction.

Chan et al (2000) examines the experience of work stress among professionals in singapore. The sample consists of six different professions: namely practitioners, lawyers, engineers, teachers, nurses and life insurance personnel. The results showed that performance pressure and work-family conflicts are perceived to the most stressful aspect of work and it also significantly contributed to the experience of overall work stress.

Mostert (2009) investigated the relationship between work and home demands, work-home interfere, home-work interference and ill health of 500 employed females from various occupations. The results indicated that work demands are related to ill health via work-home interface and, on the other hand, home demands are directly related to home-work interface and to ill health.

Ahsan et al.,(2009) investigated the relationship between job stress and job satisfaction among university staff in Malaysia. In this study, the determinants of job stress includes management role, relationship with others, workload pressure, homework interface, role ambiguity, and performance pressure. The sample comprises of a public university academician from Malaysia's Klang Valley region. The results show such factors as workload pressure, homework interface, role ambiguity and performance pressure are significant and direct effect on job stress and the remaining factors: management role and relationship with others have no significant direct effect on job stress. Moreover, the finding of the study show that there is significant negative relationship between job stress and job satisfaction.

Figure (2.1) Conceptual Framework of Ahsan et al.,(2009)



Source: Ahsan et al.,(2009)

Iqbal and Waseem (2012) investigated the impact of job stress on job satisfaction of employees and also to find out the drivers for the job stress that are performance pressure, role ambiguity, home work interface, work load and relationship with others, which contribute to create job stress which ultimately negatively affect job satisfaction. This study is conducted from the selected sample of Air Traffic Controllers of Pakistan Civil Aviation Authority. The results indicate that there is a negative relationship between job stress and job satisfaction.

Quaratulain et al., (2013) explored the direct relation of role conflict with job satisfaction and job stress and mediating role of job stress in role conflict and job satisfaction among employees of private banking sector in Pakistan. The research indicates that there is significant positive relation between role conflict and job stress while role conflict has negative relation with job satisfaction and lastly job stress mediates between role conflict and job satisfaction.

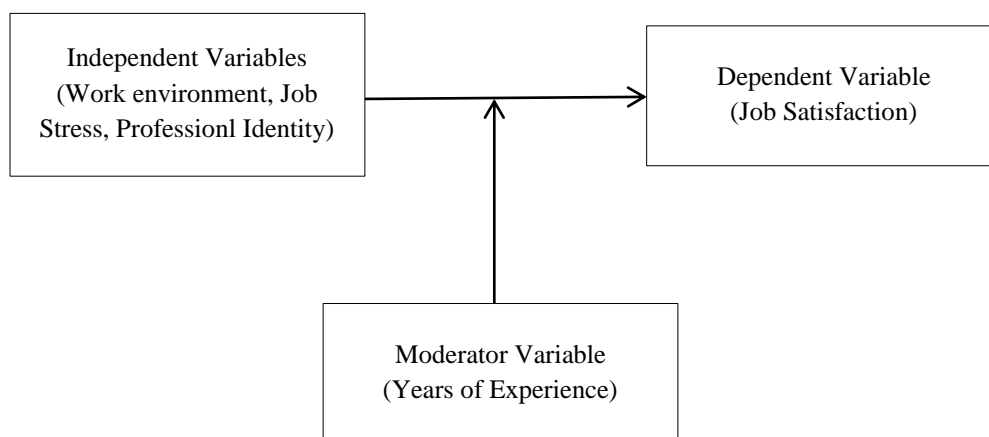
Azzahra et al.,(2021) determined the influence of role ambiguity, job stress and leadership quality on job satisfaction and employee turnover in PT.BRI Syariah Bank Samarinda. The findings show that role ambiguity has significant negative correlation with employee job satisfaction, job stress has significant negative correlation with employee job satisfaction, leadership has significant positive with job satisfaction.

Abdulah and Azam (2021) explored the influence of interpersonal relationship, workload pressure and work environment on job stress level among culinary internship students. The finding showed that interpersonal relationship, workload pressure and work environment significantly contributed to work stress among culinary internship students.

Puspitawati and Atmaja (2021) determine the effect of job stress experienced by employee on job satisfaction and employee performance at Four-Star Hotels in Bali. The results showed that job stress has a negative effect on employee performance and, job satisfaction while job satisfaction has no effect on employee performance. Moreover, the result implies that job condition can cause stress depending on the employees' condition.

Raibu-Akewusola (2020) studied the link between the work environment, job stress, professional identity, and job satisfaction among 105 registered nurses working in inpatient mental facilities in the United States. It was discovered that the demographic component (years of experience) has a moderating influence on the amount to which work environment, job stress, and professional identity explain for the variance in job satisfaction. The results showed that the work environment, professional identity, and job stress all had a substantial joint predictive effect on job satisfaction, but only the work environment emerged as a significant positive independent predictor. Years of experience had no effect on the connection between predictor and outcome factors.

Figure (2.2) Conceptual Framework of Rabi-Akewusola (2020)



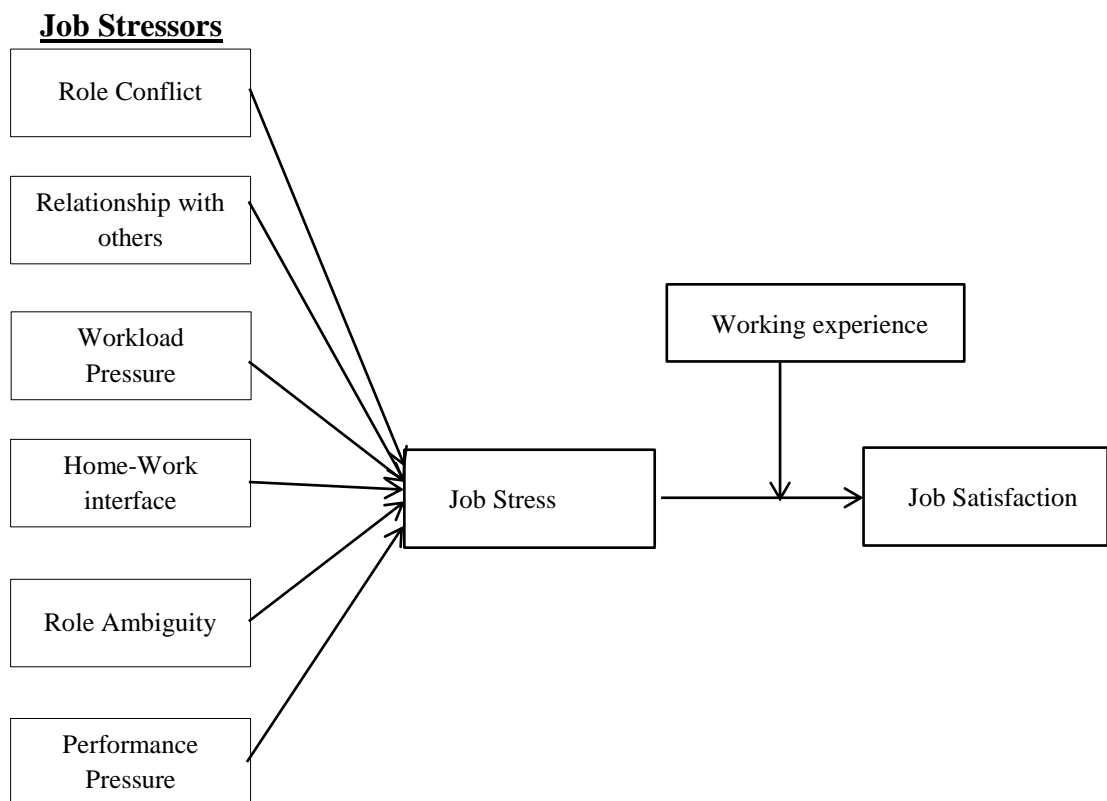
Source: Rabi-Akewusola (2020)

2.6 Conceptual Framework of

Study

The conceptual model frames to examine the effect of job stress on employee job satisfaction and also investigate the moderating effect on the relationship between job stress and employee job satisfaction.

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2022)

In this study, the three assumptions are based to develop the conceptual framework. The first assumption is job stressors (role conflict, relationship with others, work load pressure, home work interface, role ambiguity and performance pressure) will be influencing on job stress. The second assumption is that job stress affect job satisfaction. These two points are adopted to the model of Ahsan et al., (2009). The third assumption is that years of working experience has moderating effect on the relationship between job stress and job satisfaction. That is adopted to the model of Raibu-Akewusola (2020).

CHAPTER 3

PROFILE AND NATURE OF WORK IN DEPARTMENT OF BRIDGE

This chapter begins by presenting the profile and nature of work in Department of Bridge, Ministry of Construction. Next, it discusses the research design of the study, followed by reliability analysis. Then, it presents the demographic profile of the respondents of the study.

3.1 Profile of Department of Bridge

The profile of Department of Bridge composes of six parts: the background of Department of Bridge (DOB); policy of DOB; vision and mission of DOB; organization structure of DOB; and procedures of DOB.

3.1.1 Background of Ministry of Construction (MOC) and Department of Bridge (DOB)

The Ministry of Construction is responsible for the country's construction and maintenance of infrastructure, including roads, bridges and public houses. On the other hand, MOC helps to improve citizens' lives, job opportunity, town and rural development and social wellbeing. As such MOC is a key ministry for the country's economic growth and development.

Ministry of Construction was first established as the Public Works Department (P.W.D) in 1886, at the time of the whole country just occupied by British Emperor. At that time, PWD is comprised with the five departments namely Department of Road and Bridge, Department of Housing, Department of Building, Department of Irrigation and Department of Waterway Conservation. In 1922 MOC was separated. The Department of Roads and Bridges, the Department of Buildings and the Department of Housing were transferred to the Diarchy government. Moreover, the Department of Irrigation and the Department of Waterway Conservation were found as individual departments respectively.

The Rehabilitation of public housing, and Town and Village Municipalities was formed in 1951. After the end of Second World War, it was expanded up to the district and township levels to restore the houses and buildings that were destroyed during WWII. The Public Works Department took over the construction of buildings and then renamed

it as the Highways Department in 1952. In 1954, the Ministry of Public Works and Housing Construction was established in order to lead and supervise the Department of Public Works, which was established in 1886, and the Public Housing Rehabilitation, and Town and Village Municipalities which was established in 1951. The Ministry of Public Works and Housing Construction was changed the name to the Public Works Corporation in 1965 after merging the Highways Department with 21 Civil Engineering Departments from other ministries.

After that, Reformed as the Ministry of Construction in 1972, the objectives and responsibilities of the Ministry are being implemented under the leadership of the Union Government. Among the main public services are the infrastructure of the social economy, such as the road network. The Ministry is responsible for the sustainable development of the urban sector and the housing sector, which is necessary for the construction sector and socio-economic development.

On January 15, 2015, according to the approval of the Union Cabinet Meeting No. (2/2015), " Public Works " was divided into three departments namely, Department of Highways, Department of Bridge, and Department of Building. The Ministry of Construction was reorganized in 2019 with five departments such as the Department of Building, the Department of Highways, the Department of Bridge, the Department of Urban and Housing Development, and the Department of Rural Road Development.

Although the Department of Bridge had formed just over seven years in 2022 as a separate department under MOC, the works and responsibilities are a long time ago, just the beginning of forming of the Public Works Department (P.W.D) in 1886. Therefore, the Department of Bridge has more than a century of accumulated experiences. The policy set up by MOC is to implement the projects according to:

1. Government Budgets
2. Public Private Partnership Programmed in some possible projects
3. The assistance of Development Partners such as the World Bank, ADB, JICA, KOICA, and others, as well as donor country grants and loans
4. B.O.T system for road and bridge construction and maintenance

The following are the MOC strategies:

1. To create and enhance the current road length (42121) kilometer to at least

ASEAN Class III (18 ft width Asphalt Concrete or Concrete Roads) level by 2030.

2. To modernize all bridges in 2030 to at least 24 ft two lanes -RC Bridge or PC Bridge
3. To establish systematic urban planning in 330 cities by 2030, as well as to design and build one million rooms in those cities through Public-Private Partnerships.
4. In 2030, 80% of rural roads in all communities will be upgraded and able to be traveled in all seasons.

3.1.2 Policy of Department of Bridge

The policy of Department of Bridge is set out as follow;

1. To develop large bridges that will match international standard highways.
2. To ensure transparency in the implementation of project activities, to carry out operations and procurement of materials through a tender system, and to eliminate corruption by education and taking serious action.
3. To improve the quality of the engineers working in the department through domestic / foreign education programs and academic seminars to master world-class technologies.
4. To promote the role of the private sector through Build-Operate-Transfer (BOT) System according to Public Private Partnership(PPP) Scheme, providing Technical and Skill, and protecting the rights and duties.
5. To implement domestic bridge projects with the invitation of foreign direct investment and to upgrade bridges with the international assistance and loans.
6. To upgrade the bridges in order to create employment opportunities for the local people and to facilitate the flow of goods quickly and smoothly In order to support the goal of poverty reduction.

3.1.2 Vision and Mission of Department of Bridge (DOB)

Department of Bridge under the Ministry of Construction is responsible to plan, design, estimating, construct and maintenance of Bridges in accordance with the guideline of the Ministry.

The vision of DOB is “To carry out to meet the needs of the bridges that are mainly needed in Myanmar.” The Department of Bridge has the following mission:

1. To upgrade all the bridges to reach at least 24 ft two lanes –RC Bridge or PC Bridge in 2030
2. To upgrade the bridges on the roads included in the main highway network, the expressway network and the international highways according to the long-term master plan.
3. To upgrade and build Bridges on the remaining Union roads still under construction

3.1.4 Responsibilities of Department of Bridge

The Responsibilities of Department of Bridge are as follow:

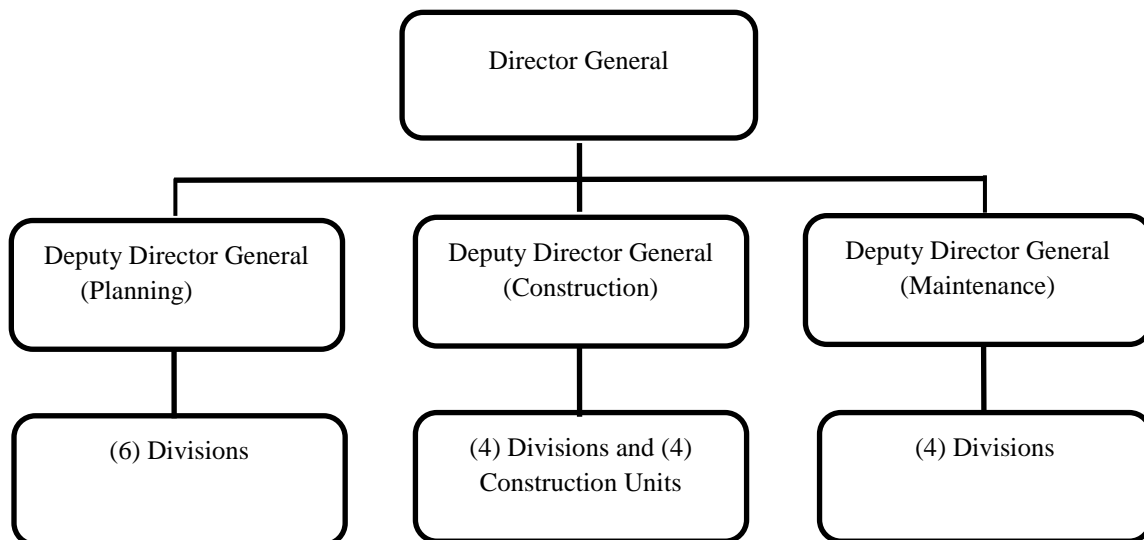
1. The Department of Bridge to play a key role in the implementation of the development of the State's infrastructure in accordance with the policies established by the State,
2. To establish and implement State-owned Short-term, Long-term investment projects in accordance with the guidance of the state.
3. Completion of ongoing major bridge projects in accordance with the target, and supervision, control and implementation to ensure that major bridge work projects approved by the state can be achieved with full quality and reasonable cost within the specified period.
4. Construction of new bridges according to road width on newly constructed roads.
5. Building permanent bridges for temporary bridges according to road width.
6. Designing business plans to prepare and maintain large bridges / small bridges built and maintained for long-term sustainability, and carrying out inspections and repairs by bridge special teams and bridge maintenance teams.
7. Management of damaged bridges either because of the weather due to natural disasters or for any other reason, to be repaired as soon as possible so that road connections are not interrupted.
8. Continuous research and quality assurance to extend the lifespan of bridges and develop technologies.

3.1.5 Organization Structure of Department of Bridge

With the approval of the Union Cabinet Meeting No (2/2015) which held on January 15, 2015, Department of Bridge was formed on 1 April 2015. Director General (DG) is department head and there are three Deputy Directors under Director General. There are 6 divisions under Deputy Director (Planning) , 4 divisions and 4 bridge construction units under Deputy Director (Construction) and 4 divisions including 16 Bridge Special Units under Deputy Director (Maintenance).

All 14 divisions are at Head Office of DOB except 4 Construction Units and 16 Bridge Special Units which are situated at respective states and regions. Bridge Construction (1) is at Mandalay and 4 Bridge Special Units under it. Bridge Construction (2) including 4 Bridge Special Units, is at Nyaung Oo. Bridge Construction (3) and (4) including 8 Bridge Special Units under them, is at Yangon. Moreover, Bridge Project Unit 1 is at Chin State.

Figure (3.1) Organization Structure of Department of Bridge



Source: Department of Bridge (2022)

In Department of Bridge under Ministry of Construction, there are (4) construction Units, (16) Bridge Special Units, (1) Bridge Project Unit and Yangon-Mandalay Expressway Maintenance Team and Yangon-Mandalay Expressway Maintenance Team, to build newly bridges and carry out bridge maintenance in respective states and regions.

Four construction Units are Construction Unit (1) Mandalay, Construction Unit (2) Nyaung Oo, Construction Unit (3) Yangon and Construction Unit (4) Yangon. Under these 4 Construction Units there are 16 Bridge Special Units. They are as follow;

Table (3.1) Bridge Construction Units and Bridge Special Units

| Construction Unit (1) Mandalay | Construction Unit (2) Nyaung Oo | Construction Unit (3) Yangon | Construction Unit (4) Yangon |
|---------------------------------------|--|--|---|
| Bridge Special Units 1, Myitkyina | Bridge Special Units 5, Seik Phyu | Bridge Special Units 9, Pague | Bridge Special Units 13, Myeik |
| Bridge Special Units 2, Monywa | Bridge Special Units 6, Nay Pyi Taw | Bridge Special Units 10, Hlegu | Bridge Special Units 14, Mawlamyine |
| Bridge Special Units 3, Pakhotku | Bridge Special Units 7, Sittwe | Bridge Special Units 11, Yangon | Bridge Special Units 15, Phyarpon |
| Bridge Special Units 4, Mandalay | Bridge Special Units 8, Ann | Bridge Special Units 12, Shwe Nyaung | Bridge Special Units 16, Pathein |

Source: Department of Bridge (2022)

They carry out their duties for repair and maintenance of (874) bridges over 180 feet, (3380) small bridges between (50) and (180) feet and (157) bridges above 50 feet on the Yangon-Mandalay Expressway. Regular Inspection, Periodic Inspection and Emergency Inspection carried out by maintenance teams according to the specified time period.

The Department of Bridge carry out protecting bridges from damage by obtaining inspection techniques and maintenance techniques together with the recommendations and technical assistance from local experts and foreign experts of JICA, KOIOA and China.

In order to prevent bridges from being damaged due to lifespan of bridges, increasing number of vehicles using bridges and increasing traffic of heavy vehicles which are over limitation loading, DOB has developed systematic procedures, and carried out bridge preparation and maintenance activities at an orderly pace.

The work programme of the Department of Bridge is as following;

1. Developing short-term (5-year) national development plans, asking for the annual budget with the estimate calculation and building bridges received budget.
2. Implementation of bridge construction works entrusted by states and regions, and other ministries.
3. Building, upgrading and maintenance of bridges by fully application of established standards and procedures based on the Ministry's policy and objectives.
4. Implementation of border bridge construction works with neighboring countries such as Thailand, Laos, China, Bangladesh and India.

3.2 Nature of Work and Perceived Job Stressors of employees in Department of Bridge

Stress at work has been increasingly regarded as an inevitable part of modern life. The construction industry, in particular, is considered one of the most challenging, labour intensive and dangerous working environment. Also, Department of Bridge typically operate in an extremely competitive market with relatively low profit margins, have to complete projects with tight schedules and constrained budget. To ensure the bridge is completed on time, within budget, and to specification, construction professionals and practitioners have high workload to achieve these targets.

Moreover, construction projects environments are usually dynamic, complex, diverse and hostile. Most construction projects involve members drawn from different stakeholder organizations- such as the client, design team, the consultants, contractors and subcontractors. The dynamic nature of construction involves rapid change and unanticipated decision situations where quick action is required.

As a result, employees who are working in construction industry are exposed to a range of stressors which will result in harmful physically or mentally to the individual involved. In particular, the complex and dynamic nature of construction projects, along with the confrontational attitudes of project participants have led to higher than normal stress levels among on-site staff compared to other construction professionals. Major Stressors facing in Department Bridge under Ministry of Construction are presented as follows:

(a) Role Conflict

According to the work nature of the Department of Bridge, there are dual sources of role expectations: formal source and informal source. Generally, description of a role are formally provided in the Department of Bridge (DOB), but it does not clearly describe how roles relate to each other. Thus, the potential conflict and risks arise from the difference between the perceived responsibilities and actual responsibilities of the employees because role conflict can happen when one member of the role set requests the focal person to behave in two incompatible ways. For example, project managers act as a mediators for the project during a project by the formal job descriptions and informal relationships in the project although the role of project manager in the Department of Bridge is to manage the project.

(b) Relationship with Others

Interaction between employees on workplace from different background takes place due to the nature of working activities which requires different trades to interact. Positive interactions with coworkers and superiors can help to reduce (buffer) stressful situations. Even if the levels of job stress are high, employees who build good relationships with their colleagues in the workplace are generally successful and productive at work (Nappo, 2020). When proper support from their colleagues and supervisors, it helps employees find resources to counteract their stress.

(c) Workload

The nature of working project at the Department of Bridge often demands employees to work for longer and unstable hours. Employees at the Department of Bridge such as construction managers and foreman were found to work in excess of 60 hours a week. Work overload is the prime determinant of emotional stress which may impact on employees' job satisfaction. According to Inegbedion et al., (2020) , employees' perception of workload balance were influenced by three major factors such as employees' perception of workload with those of colleagues, organization's staff strength and employees' role alignment. Employees in the Department of Bridge have various degree of workload that they contend with on a daily basis. If the workload changes for any reason, such change alters the stress level of employees as well as their perception of fairness in workload balance.

(d) Home-Work Interface

Given the increasing number of dual-earner couples and single-parent workers, as well as the increasing responsibilities for elder care, work-family conflicts (WFC) become a prominent issue in today organization (Cao et al., 2020). Employees at the Department of Bridge also encounter family related demands while they faced inflexible schedules in work because the time and energy of an individual are limited. Home-work interface of employees in construction industry may lead to the display of negative emotions, such as disappointment and anger, and thus, the creation of poor reputation. Sometimes employees are able to maintain emotional resilience in the face of adversity and regulate their emotions appropriately to appear impersonal and dispassionate.

(e) Role Ambiguity

In Department of Bridge, adequate amount of information about role performance is not provided to employee what he/she is supposed to do. It leads to role ambiguity that means the focal person doesn't know what to do in the project. To get the adequate amount of information about role performance, the employees needs to know the role set and different expectations; and the rights, duties and responsibilities. Secondly, what kinds of activities to fulfill the responsibilities need to know and finally, the possible consequences of role performance or non performance as well as for the role set are need to acknowledge.

(f) Performance Pressure

Performance Pressure has both its merits and demerits. An appropriate amount of performance pressure can increase the work rate, but "too much" or "too little" pressure can be detrimental to productivity. According to Yerkes-Dodson Law, the relationship between arousal and work performance is curvilinear as an inverse U-shaped curve. That means that the relationship exists an optimum level of arousal at which performance is at a maximum. The performance increases upon increasing the degree of arousal up to a certain point, beyond which the performance decreases.

Performance pressure acts as a major stressor to employees because arousal is caused by threat, crisis, noise, fear and anxiety. When performance pressure is too low, the performance is affected because of a lack of urgency or awareness or through. On the other hand, when there is too much pressure, the expected performance maby be difficult to achieve as a result of phenomena such as information filtration and omission,

adaptation, frustration and decreased human judgement, and coping strategies tend to be active.

3.2 Research Design

The study focused on analyzing the factors affecting job stress, and the direction, degree, magnitude, and strength of the relationships or associations between the job stress and job satisfaction and also the moderating effect (years of working experiences) on these relationships.

The study used primary data that was collected through questionnaires that were structured and designed to elicit targeted responses for qualitative and quantitative analysis. The questionnaire was distributed to employees on a voluntary basis. It consisted of four parts: a demographic section and three standardized measuring instruments to measure job stressors, job stress and job satisfaction. In demographic section (Part I) questions such as gender, age, marital status, level of education, working experiences, income level and position were used. Each of six job stressors (Part II) has been measured by 8 items and Job stress (Part III) was measured by 10 items using five-point likert scale with scores ranging from 1 (strongly disagree) to 5 (strongly agree). Job satisfaction (Part IV) was measured with a 10-item scale. Respondents are required to indicate their response using a five-point likert scale ranging from 1 (very dissatisfied) or 5 (very satisfied). The question items used in the questionnaire are adapted to Ahsan et al.,(2009) and to Raibu-Akewusola (2020).

The data is collected using an online survey platform, for two weeks and then exported the data to IBM SPSS statistics for Windows, version 25, for data analysis. Descriptive statistics measure was used to describe the responses as it was an appropriate method of presenting the findings of the study. To examine the stressors that causes the stress, the relationship between job stress and job satisfaction and the moderating effect of years of working experience on the relationship between job stress and job satisfaction, regression analysis was used.

The population for this study was employees working at Department of Bridge under Ministry of Construction. Department of Bridge at Nay Pyi Taw was used for the study because of convenience and proximity to the researcher. The population for this

study included 268 employees and sample size was 160 employees by using Yamane (1976) formula (95% confident level).

$$n = \frac{N}{1 + N(e)^2} = 160$$

N = population size = 268

e = level of precision (95% level of confidence level or 5% level of precision)

A total of 160 people were chosen at random from the general population for the research. The simple random sampling method was used in selecting participants by obtaining data from participants.

3.3 Demographic Characteristics

This section contains the descriptions of the respondents' background. One hundred and sixty employees in Department of Bridge under Ministry of Construction were actively presented as participants in this study. The demographic characteristic considered in this study included gender, age, marital status, education level, income, and working experience. The demographic characteristics of the participants are displayed in Table (3.2).

Table (3.2) Profile of Respondents

| Sr. No. | Baseline Characteristics | Frequency | Percentage |
|-----------|--------------------------|------------|------------|
| | Total | 160 | 100 |
| 1. | Gender | | |
| | Male | 57 | 36 |
| | Female | 103 | 64 |
| 2. | Age (Years) | | |
| | 18-25 Years | 10 | 6 |
| | 26-35 Years | 41 | 26 |
| | 36-45 Years | 54 | 39 |
| | 46-55 Years | 34 | 21 |
| | Above 55 Years | 21 | 13 |
| 3. | Marital Status | | |
| | Married | 77 | 48 |
| | Single | 83 | 52 |
| 4. | Education | | |
| | High School | 2 | 1 |

| | | | |
|-----------|------------------------------------|-----|----|
| | Graduated | 125 | 78 |
| | Post Graduated | 30 | 19 |
| | PhD | 3 | 2 |
| 5. | Salary | | |
| | Below 270,000 Ks | 54 | 34 |
| | 270,001 Ks-370,000 Ks | 85 | 53 |
| | Above 370,000 Ks | 21 | 13 |
| 6. | Years of Working Experience | | |
| | Below 5 Years | 24 | 15 |
| | 5 – 10 Years | 43 | 27 |
| | 11 – 15 Years | 33 | 21 |
| | Above 15 Years | 60 | 38 |
| 7. | Current Position | | |
| | Officer | 112 | 70 |
| | Non Officer | 48 | 30 |

Source: Survey Data (2022)

According to the results shown in Table (3.2), one hundred and three (103) representing (64%) of participants were females while 57 representing (36%) were males. The majority (39%) of the participants were age range (36 -45 years), 26 % of the participants were within the age of 26-35Years, 21% of the participants is within the age of 46-55 years, 13% is above 55 years and 6% is the age range between 18 years and 25 years. Next result show that 52% if the participants are married while 48% of the participants were single.

Further results show that 78% of the participants have Bachelor Degree (graduated) as their highest educational status, with 18 % having Master Degree (post graduated) as the second highest, and 2% having a Ph.D. degree, the third highest and only 1% having high school. Then, the majority (53%) got the salary range between 270,001Kyats and 370,000Ks and 34% got the salary range below 270,000Kyats and only 13% of the participants got the salary above 370,000Kyats.

Concerning the length of the experience of the participants, the highest working experience (above 15 years) is 38%, while the least working experience (below five years) is 15%. And, 27% of the participants have between 5 years and 10 years working experiences and 21 % have working experiences between 11 years and 15 Years. Finally,

70% of the participants are working in managerial position and 30% of the participants are working in non-managerial position.

3.4 Reliability Analysis

Reliability addresses the consistency and stability of measures and the degree to which measures are free from error and yield consistent result. In this study, the survey instruments was developed from various previous validated instruments. Furthermore the various scales, which had been selected to represent the dimensions measured in the questionnaire, were subjected to reliability analysis. To measure the reliability of the instruments, Cronbach's coefficient alpha was calculated. The Cronbach alpha for each factor is shown in Table (3.3).

Table (3.3) Reliability Analysis of the Variables

| Sr. No | Variables | Number of items | Cronbach's Alpha |
|--------|----------------------------|-----------------|------------------|
| 1. | Job Stressors | | |
| | • Role Conflict | 8 | 0.792 |
| | • Relationship with others | 8 | 0.822 |
| | • Workload | 8 | 0.638 |
| | • Home-Work Interface | 8 | 0.744 |
| | • Role Ambiguity | 8 | 0.781 |
| | • Performance Pressure | 8 | 0.733 |
| 2 | Job Stress | 10 | 0.682 |
| 3 | Job Satisfaction | 10 | 0.644 |

Source: Survey Data (2022)

In this study, for six job stressors for job stress (Role Conflict (RC), Relationship with others (R), Workload (W), Home-Work Interface (HW), Role Ambiguity (RA), Performance Pressure (PP) was used 8 items for each using five-points likert scale that ranges from 1 strongly disagree to 5 strongly agree. The Cronbach alpha for role conflict was 0.792, workload pressure was 0.822, relationships with others was 0.638, home-work interface was 0.744 ,role ambiguity was 0.781, performance pressure was 0.733. Job stress (JSt) was measured with ten items based on six job stressors using five point likert scale. The Cronbach alpha for job stress was 0.682 .For job satisfaction (JSa), ten items were prepared about their satisfaction with workload, interpersonal relationship, role

description and etc, using a five-point likert scale ranging from 1 (very dissatisfied) to 5 (dissatisfied). The Cronbach alpha for job satisfaction was 0.644.

Cronbach Alpha coefficients of 0.7 or higher are usually viewed as acceptable in published research. However, the level of acceptability varies according to the type of research conducted with 0.60 considered by some as acceptable for exploratory research (Doobree, 2009). Thus, the Cronbach alpha coefficients in the present study were determined to be 0.6 and higher, all instruments demonstrated more than acceptable scale reliabilities.

CHAPTER 4

ANALYSIS OF THE EFFECT OF JOB STRESS ON JOB SATISFACTION

The current study evaluated the influence of job stress on job satisfaction as well as the moderating role of years of working experience. The study was guided by three main objectives. The first was to determine the effect of job stressors on job stress. The second was to analyze whether job stress affect job satisfaction. The third was to analyze whether the relationship between job stress and job satisfaction would be moderated by years of working experiences. This chapter has been generated from the data collection guided by the objectives above. The chapter has been divided into two main sections. The first is the descriptive analysis and the second aspect reflects the results generated from regression anlysis.

4.1 Employees' Perception on Job Stressors ,Job Stress and Job Satisfaction

In this part, the descriptive statistics was generated from the summary of the raw data to generate the means and standard deviations of the sample used. The dependent and independent variables' measures of central tendency (mean value) are described.

This section presents the examination of factors influencing job stress and job satisfaction in the Ministry of Construction's Department of Bridge. The mean values are interpreted as follows by Best (1977):

The score of 1.00-1.80 indicates strongly disagree.

The score between 1.81 and 2.60 indicates disagreement.

The score of 2.61- 3.40 indicates neither agree nor disagree.

The score of 3.41- 4.20 indicates agreement.

The score of 4.21-5.00 indicates strongly agree.

4.1.1 Descriptive Analysis towards Job Stressors

Job stressors is important to any organization as it leads in enhancing performance behaviors and causes job stress in organization. This part consists of items on job stressors to measure employees' perception towards role conflict, relationship with others, workload, home-work interface, role ambiguity and performance pressure. The respondents were required to indicate the extent to which they agreed with various job

stressors ranging from strongly disagree (1) to strongly agree (5). Employees' response towards those stressors will be presented in means and standard deviation as follows.

Table (4.1) Overview on Job Stressors at Department of Bridge under Ministry of Construction

| Sr.No. | Items | Overall Mean |
|---------------|--------------------------|---------------------|
| 1 | Role Conflict | 3.69 |
| 2 | Relationship with Others | 3.71 |
| 3 | Workload | 3.98 |
| 4 | Home-Work Interface | 3.88 |
| 5 | Role Ambiguity | 3.96 |
| 6 | Performance Pressure | 3.92 |

Source: Survey Data (2022)

The mean scores for six job stressors measure are role conflict (3.69), relationship with others (3.71), workload (3.98), home-work interface (3.88), role ambiguity (3.96) and performance pressure (3.92) shown in Table (4.1). While comparing these job stressors, workload is the maximum mean value of 3.98 whereas, role conflict has the minimum mean value of 3.69. This implies that workload factor is the main job stressor in the Department of Bridge under Ministry of Construction and role conflict is the factor that make employees low stress.

(a) Role Conflict

Role conflict is the first factor of job stressors in this study. Regarding to role conflict, the perception of the employees on role conflict was accessed by eight items. The results is shown in Table (4.2).

Table (4.2) Employees' Perception on Role Conflict

| Sr.No. | Statements | Mean | Std. Deviation |
|---------------|--|-------------|-----------------------|
| 1 | Calling to attend meeting and complete non job assignments | 3.79 | 0.85 |
| 2 | Doing things that should be done differently under different conditions | 3.83 | 0.84 |
| 3 | Working with people that expect unrelated things from me | 3.89 | 0.93 |
| 4 | Working with two or more groups who operate quite differently | 3.77 | 0.82 |
| 5 | Rceiving incompatible requests from two or more people | 3.86 | 0.88 |
| 6 | Doing things that are apt to be accepted by one person and not by others | 3.34 | 0.91 |
| 7 | Receiving an assignment without adequate resources and materials to execute it | 3.47 | 1.05 |
| 8 | Working on unnecessary things | 3.53 | 0.87 |
| | Overall Mean | 3.69 | 0.57 |

Source: Survey Data (2022)

Under job stressors, role conflict was the first factor of discussion as indicated in table 4.1. The statement of “working with people who expect unrelated things from me” counts the maximum mean scores 3.89 while the statement of “doing things that are apt to be accepted by one person and not by others” scores the minimum mean value 3.34. The average mean and standard deviation of this factor counts 3.69 and 0.57 respectively. It indicates that employees at the Department of Bridge has no clearly role description about the tasks and job assigned. Thus, it can be concluded that in the Department of Bridge, by the nature of workload and shortage of staff, most of the employee have the feeling of role conflict due to spending much time in meetings; receiving incompatible request; and an assignment without adequate resources.

(b) Relationship with Others

Relationship with others was the second factor discussed under job stressors. Eight statements were forwarded to analyze the perception of the employees on relationship with others. The results are shown in Table (4.3).

Table (4.3) Employees' Perception on Relationship with Others

| Sr.No. | Statements | Mean | Std. Deviation |
|---------------|--|-------------|-----------------------|
| 1 | Being unfriendly coworkers and disrespect to each other | 4.03 | 0.85 |
| 2 | Being conflicts and tussles between colleagues in the organization | 3.86 | 0.87 |
| 3 | Feeling that my colleagues avoid me | 3.93 | 0.82 |
| 4 | Being unhelpful coworkers in work related problems | 3.76 | 0.99 |
| 5 | Being unhealthy competition between employees | 3.69 | 0.97 |
| 6 | Over ambitious colleagues try to put me down | 3.51 | 1.09 |
| 7 | Feeling loneliness in the job | 3.32 | 1.17 |
| 8 | Withholding work-related information without sharing | 3.54 | 1.24 |
| | Overall Mean | 3.71 | 0.68 |

Source: Survey Data (2022)

From the findings regarding relationship with others, the respondents indicated that employees at the Department of Bridge are unfriendly coworkers and disrespect to each other that shows the maximum mean value 4.03. In addition, the employees at the Department of Bridge feel loneliness in the job show that the minimum mean value 3.32. The average mean value and standard deviation for this factors counts 3.71 and 0.87 respectively. The results find that in the Department of Bridge, employees feel that working relationship with colleagues makes them unhelpful and unsupportive. Thus, it can be concluded that when employees get pressures about finishing their assigned on time; or doing the jobs within limited resources, it may have conflict or competition among employees due to conflicts in their priorities.

(c) **Workload**

Regarding to workload factor, respondents were requested to express their perception with eight statements. The perception of the employees on workload factor is shown in Table (4.4).

Table (4.4) Employees' Perception on Workload

| Sr. No. | Statements | Mean | Std. Deviation |
|----------------|--|-------------|-----------------------|
| 1 | Being too long working hours and difficult to take break | 3.99 | 0.76 |
| 2 | Working to meet unreasonable deadlines during my work | 4.04 | 0.75 |
| 3 | Doing a lot of paper and administrative work | 4.21 | 0.66 |
| 4 | Forcing to do work which are not part of my job description | 3.90 | 0.53 |
| 5 | Often extending working hours suddenly | 3.93 | 0.49 |
| 6 | Allocating much workload to particular employees | 3.91 | 0.89 |
| 7 | Not having adequate workers | 3.97 | 0.91 |
| 8 | Need additional hands for adequate work to do in my organization | 3.90 | 0.85 |
| | Overall Mean | 3.98 | 0.39 |

Source: Survey Data (2022)

Regarding workload factor, employees response towards “ doing a lot of paper and administrative work” have the maximum mean value 4.21 so that tasks at the Department of Bridge emphasis on paper and administrative work rather than current assigned tasks. In addition, the statements of “employees at the Department of Bridge are forced to do work which is not the part of the job description and it need additional hands for adequate work to do” show the minimum mean value of 3.90. The average mean and standard deviation for workload factor counts 3.98 and 0.39 respectively. This indicates that employees at Department of Bridge have workoverload because they have long work hours, unrealistic deadlines and do unrelated things with their current jobs. It can be said that employees in the Department of Bridg feel heavy workload due to inadequate skilled

employees; extended working hours; demanded new jobs with unreasonable deadlines and etc.

(d) Home-Work Interface

Home work interface factor was the fourth factor discussed under job stressors. Eighth statements were forwarded to analyze employees’ perception towards this factors that is shown in Table (4.5).

Table (4.5) Employees’ Perception on Home-Work Interface

| Sr. No. | Statements | Mean | Std. Deviation |
|----------------|--|-------------|-----------------------|
| 1 | Being Interference of my home life with the responsibilities at work | 3.64 | 1.13 |
| 2 | Not being fully enjoy my work | 3.83 | 0.595 |
| 3 | Being difficult concentrating on my work | 4.00 | 0.476 |
| 4 | Being the interference of the demands of my family with my work-related activities | 3.83 | 0.595 |
| 5 | Preventing from spending the desired amount of time on job related activities | 4.00 | 0.48 |
| 6 | Not feeling like working | 3.86 | 0.57 |
| 7 | Having to work very fast | 3.92 | 0.49 |
| 8 | Being interference of family-related stress with the ability to perform job-related duties | 3.93 | 0.46 |
| | Overall Mean | 3.88 | 0.38 |

Source: Survey Data (2022)

The results shown in Table (4.4) indicate that the statement of “being difficult concentrating on work” and “preventing from spending the desired amount of time on job related activities” have the maximum mean value (4.0). The statement of “Being interference of home life with the responsibilities at work” shows the minimum mean value (3.64). The average mean value and standard deviation scores 3.88 and 0.38 respectively. This refers that interference of home cases with the employees’ work at the Department of Bridge exists and employees’ home life influences their behaviors and attitudes at the job. Thus, it can be described that employees in the Department of Bridg

feel work-life imbalance because family cases interfere with the job; and they do not adequately pay attention in their family rather than in the job.

(e) Role Ambiguity

Regarding role ambiguity factor, the perception of employees was measured by eight statements as indicated in Table (4.6).

Table (4.6) Employees' Perception on Role Ambiguity

| Sr.No. | Statements | Mean | Std. Deviation |
|---------------|--|-------------|-----------------------|
| 1 | Being no clear, planned goals and objectives for my job | 3.98 | 0.75 |
| 2 | Being unknown that I have decided my time properly | 4.01 | 0.75 |
| 3 | Being unknown exactly what my responsibilities are | 4.19 | 0.66 |
| 4 | Being unknown exactly what is expected of me | 3.89 | 0.53 |
| 5 | Feeling uncertain about how much authority I have | 3.93 | 0.49 |
| 6 | Being no clear explanation of what has to be done | 3.83 | 0.59 |
| 7 | Being uncertain as to how my job is linked to other jobs | 4.00 | 0.48 |
| 8 | Making policies for the employees which are not clear | 3.85 | 0.56 |
| | Overall Mean | 3.96 | 0.38 |

Source: Survey Data (2022)

The findings about role ambiguity factor indicate that employees at Department of Bridge do not exactly know about what their responsibilities are, shown the maximum mean value 4.19 and uncertainty about how much authority they have get the minimum mean value 3.83 respectively. The average mean value and standard deviation have 3.96 and 0.38 respectively. This implies that employees overall perception on role ambiguity is

explained by high level. It can be concluded that employees at the Department of Bridge feel role ambiguity due to changing nature of working policies over time; and using ineffective and inadequate communication ways about sharing information in the organization.

(f) Performance Pressure

The last job stressor discussed was the performance pressure. Eight statement were prepared to analyze employees’ perception towards the performance pressure as shown in Table (4.7)

Table (4.7) Employees’ Perception on Performance Pressure

| Sr.No. | Statements | Mean | Std. Deviation |
|---------------|--|-------------|-----------------------|
| 1 | Being high pressures for performance in the workplace | 4.01 | 0.82 |
| 2 | Feeling tremendous pressure to produce results. | 4.28 | 0.74 |
| 3 | Being risk at job if I don’t produce at high levels | 4.01 | 0.74 |
| 4 | Being like as a results-driven workplace environment. | 4.26 | 0.50 |
| 5 | Getting job assignment with a crazy deadline. | 4.22 | 0.51 |
| 6 | Needing to perform at a high level of productivity in job. | 3.87 | 0.52 |
| 7 | Being difficult work assignment to achieve. | 3.29 | 1.04 |
| 8 | Feeling difficult to manage well when work is unexpectedly busy. | 3.38 | 0.82 |
| | Overall Mean | 3.92 | 0.44 |

Source: Survey Data (2022)

The findings depicted that majority of the respondents agreed that the organization have performance pressure in doing their jobs The sorces were as follows (M=3.92 and SD=0.44). The results confirmed that most of the respondents feel tremendous pressure to produce results and they think that the working environment is result-driven, that score the maximum mean value 4.28 and 4.26 respectively. On the other hand, most of the respondents are either disagreed or agreed that it is difficult work assignment to achieve that has the mean scores was 3.29. It can be observed that in the Department of Bridg,

employees feel performance pressure because every organization in 21st Century demands quality products or results and the other hand, try to provide the quality products or results to their customers. Otherwise, they can't stand anymore in the market.

4.1.2 Employees' Job Stress at Department of Bridge

In accessing the overall level of job stress at the Department of Bridge, staffs were asked in ten items concerning with how they felt about job stressors. The descriptive statistics (means and standard deviation) for items on job stress are shown in Table (4.8).

Table (4.8) Employees' Perception on Job Stress

| Sr. No. | Statements | Mean | Std. Deviation |
|----------------|--|-------------|-----------------------|
| 1 | Often being tensed and get annoyed in daily working. | 3.79 | 0.52 |
| 2 | Being difficult to manage time at the organization | 3.91 | 0.49 |
| 3 | Feeling things that are outside of the control causing tension and uneasiness during work. | 3.80 | 0.54 |
| 4 | Mostly feeling mental fatigue and frustration while doing the job. | 3.98 | 0.43 |
| 5 | Being tend to directly affect health | 3.95 | 0.45 |
| 6 | Being awake at night because of the problems associated with work | 3.96 | 0.47 |
| 7 | Feel fidgety or nervous because of the job. | 4.00 | 0.59 |
| 8 | Being left me "stressed-out" at the end of the day | 4.19 | 0.67 |
| 9 | Being something that happened unexpectedly. | 4.38 | 0.63 |
| 10 | Being emotional strain which is difficult to bear. | 4.08 | 0.73 |
| | Overall Mean | 4.00 | 0.29 |

Source: Survey Data (2022)

According to Table (4.8), at the Department of Bridge, works that may happen unexpectedly makes employees more stressful by the maximum mean value 4.38. On the other hand, being tensed and getting annoyed in daily job activities make employees low

stress by the minimum mean value 3.79. In addition, the average mean score of job stress was 4.00 indicating high level of stress. It means that employees at the Department of Bridge face high level of job stress.

4.1.3 Employees' Job Satisfaction at Department of Bridge

The overall level of job satisfaction was assessed by ten items rated on a 5-point scale (1=very dissatisfied and 4=very satisfied). The descriptive statistics (means and standard deviation) for items on job satisfaction are shown in Table (4.9).

Table (4. 9) Employees' Perception on Job Satisfaction

| Sr. No. | Statements | Mean | Std. Deviation |
|----------------|---|-------------|-----------------------|
| 1 | Satisfied with the opportunities to do new things that are not related with job descriptions. | 3.78 | 0.53 |
| 2 | Satisfied with management policy about workload | 3.88 | 0.45 |
| 3 | Satisfied with the people in work group. | 4.08 | 0.53 |
| 4 | Satisfied with the pressure received to be improvement in the job. | 3.97 | 0.53 |
| 5 | Satisfied with having work overtimes to complete the jobs on time. | 3.95 | 0.47 |
| 6 | Satisfied with the being able to do things that go against my conscience | 3.97 | 0.59 |
| 7 | Satisfied with the chance to do something that do not make use of the abilities | 3.96 | 0.49 |
| 8 | Satisfied with the chance to do things for other people. | 4.20 | 0.81 |
| 9 | Satisfied with the chance to do different things in different time. | 3.98 | 0.76 |
| 10 | Satisfied with lack of freedom to use own judgment | 3.89 | 0.58 |
| | Overall Mean | 3.97 | 0.29 |

Source: Survey Data (2022)

The results showed that employees at the Department of Bridge are mostly satisfied with the chance to do things for other people by maximum mean value (4.20) while the opportunities to do new things that are not related with job descriptions give them low satisfaction rather than other factors by minimum mean value (3.78). The average job satisfaction score was found to be 3.97 indicating high level of job satisfaction. This means that employees has high level of job satisfaction in doing the jobs at Department of Bridge.

4.2 Regression Analysis of Job Stressors, Job Stress and Job Satisfaction

In this section, multiple regression analysis is used to analyze the effect of job stressors on job stress, examine the relationship between job stress and job satisfaction and to analyze the moderating effect on the relationship between job stress and job satisfaction.

4.2.1 Analysis of the Effect of Job Stressors on Job Stress

Job stress are affected by number of stressors. In this study, six job stressors including role conflict, relationship with others, workload, home-work interface, role ambiguity and performance pressure are applied as the stressors that affect job stress among employees at the Departemtn of Bridge because these job factors are found as the major stressors in many organizations, especially in the construction organization (Campbell, 2006) (Ahsan et al., 2009).

Table (4.10) Analysis of the Effect of Job Stressors on Job Stress

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | VIF |
|--------------------------|-----------------------------|------------|---------------------------|--------|-------|-------|
| | B | Std. Error | Beta | | | |
| (Constant) | 2.043 | 0.297 | | 6.873 | 0.000 | |
| Role Conflict | 0.077* | 0.042 | 0.154 | 1.817 | 0.071 | 1.809 |
| Relationship with others | 0.000 | 0.030 | -0.001 | -0.016 | 0.987 | 1.301 |
| Work Overload | -0.027 | 0.081 | -0.038 | -0.340 | 0.734 | 3.183 |
| Home-Work Interface | 0.208*** | 0.069 | 0.276 | 3.028 | 0.003 | 2.098 |
| Role Ambiguity | 0.306*** | 0.093 | 0.412 | 3.295 | 0.001 | 3.946 |
| Performance Pressure | -0.059 | 0.042 | -0.090 | -1.394 | 0.165 | 1.040 |
| R ² | 0.393 | | | | | |
| Adjusted R ² | 0.369 | | | | | |
| F Value | 16.516*** | | | | | |

Source : Survey Data (2022)

a. Dependent Variable: Job Stress

b. ***Significant at 1% ,** 5% and *10% level

The job stressors (home-work interface and role ambiguity) are found to be significant regressors of job stress in the Department of Bridge with p-value's significance level of 0.003 and 0.001. Role conflict is a significant effect on job stress at the accepted significance level of 0.1 . On the other hand, the findings revealed that relationship with others, workload and performance pressure were not significant regressors of job stress with greater value of the accepted significance.

In this study, role ambiguity and home-work interface are the strongest predictors of job stress for employees at the Department of Bridge rather than other stressors and role conflict is also a factor that make stress to them. Such issues as demands from home

at work, no support from home and instability in home life are the main reasons of being stressful in workplace. Moreover, when the employees lacks information about the requirement of the role, how the role requirement are to be met; and the evaluative procedures available to ensure that the role is being performed successfully, they feel job stress in the workplace. Another factors that make employees stress include working with coworkers who expect unrelated things and doing things that make conflicts such as cases are agreed by one person are not accepted by another person.

4.2.2 Analysis of the Effect of Job Stress on Job Satisfaction

Several studies have proved the relationship between job stress and job satisfaction in different industries (Iqbal & Waseem, 2012), (Ahsan et al., 2009) (Puspitawati & Atmaja, 2021) (Hosseiniabadi, et al., 2018). This study examines that to what extent there exists the relationship between the job stress and job satisfaction among employees at the Department of Bridge under Ministry of Construction.

Table (4.11) Analysis of the Effect of Job Stress on Job Satisfaction

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | VIF |
|-------------------------|-----------------------------|------------|---------------------------|-------|-------|-------|
| | B | Std. Error | Beta | | | |
| (Constant) | 1.694 | 0.263 | | 6.437 | 0.000 | |
| Job Stress | 0.567*** | 0.066 | 0.567 | 8.653 | 0.000 | 1.000 |
| R ² | 0.322 | | | | | |
| Adjusted R ² | 0.317 | | | | | |
| F Value | 74.869*** | | | | | |

Source : Survey Data (2022)

***Significant at 1% ,** 5% and *10% level

According to the regression results, the value of the adjusted R² is 0.317 and this specified model can explain 31.7% of variation of job satisfaction of employees in the Department of Bridge which is predicted by job stress. In addition, the results showed that job stress has a positive and significant effect on job satisfaction with a coefficient value of $\alpha=0.000 < 0.05$, with a value of $t= 0.653$. The positive straight connection between job stress and job satisfaction was found. This means that the level of stress experienced by employees at work increase their job satisfaction. This finding supports the research

findings of (Halkos, 2008), large percent of workers shows stress, but also feels satisfaction from the same organization because it functions as a motivator then it results in creativity and satisfaction and consequently dissolves boredom and mundance. Agbozo et al.,(2017) showed that employees are satisfied with the working environment which is generally perceived as stressful and demanding. Thus, in the study, it can be said that in the Department of Bridg, although employees who feels emotional strain due to role conflict, role ambiguity and home-work interference, they are satisfied in this condition because they perceive it as a chance to show their outperformance.

4.2.3 Analysis of the Moderating Effect of Years of Working Experience on the Relationship between Job Stress and Job Satisfaction

The hierarchical multiple regression analysis was utilized in testing for the moderation effect of years of working experience on the relationships between job stress and job satisfaction. In this analysis, job stress and years of working experience are independent variables and job satisfaction is a dependent variable.

As the first step, to find out the relationship between independent variables (job stress and years of working experience) and dependent variable (job satisfaction), the mean value of job satisfaction is regressed with the mean value of job stress and working experience.

In the second step, to examine the moderating effect of the working experience on the relationship between job stress and job satisfaction, the overall mean of job satisfaction is regressed with the interaction effect of job stress and years of working experiences. The results are presented in Table (4.12).

Table 4.12 Moderating Effect of Working Experience on the Relationship Between Job Stress and Job Satisfaction

| Variable | Model 1 | | | | Model 2 | | | |
|---------------------------------------|-----------------------------|------------|---------------------------|-------|-----------------------------|------------|---------------------------|-------|
| | Unstandardized Coefficients | | Standardized Coefficients | Sig. | Unstandardized Coefficients | | Standardized Coefficients | Sig. |
| | B | Std. Error | Beta | | B | Std. Error | Beta | |
| Constant | 1.637 | 0.276 | | 0.000 | 1.163 | 0.939 | | 0.217 |
| Job Stress | 0.573*** | 0.066 | 0.573 | 0.000 | 0.691*** | 0.232 | 0.690 | 0.003 |
| Working Experience | 0.012 | 0.017 | 0.046 | 0.485 | 0.173 | 0.305 | 0.668 | 0.572 |
| Working Experience * Job Satisfaction | | | | | -0.040 | 0.076 | -0.618 | 0.598 |
| R ² | 0.324 | | | | 0.325 | | | |
| Adjusted R ² | 0.315 | | | | 0.312 | | | |
| F Value | 37.559*** | | | | 0.279 | | | |

Source : Survey Data (2022)

***Significant at 1%,** 5% and *10% level

From the findings in Table 4.7 above, in Model one of the model, job stress has strongly significant relationship with employee job satisfaction and confirmed once again that years of working experience no significantly effect on the job satisfaction.

The results in Model two indicated that the interaction of job stress and years of working experience on job satisfaction was not significant ($\beta = -.618, \rho = .598$). Therefore, years of working experience has no moderating effect on the relationship between job stress and job satisfaction. The result shows that year of working experience does not reflect the actualization of job stress and job satisfaction because in this study working experience is mentioned as the amount of time spent on a job or how long one has been with an organization although it can be described in many ways such as the knowledge; information, and learning at the workplace, the practice of what an individual has learned.

CHAPTER 5

CONCLUSIONS

This chapter presents the major findings and conclusions drawn from the discussion and recommendations arising from the same. Finally, need for further studies are presented.

5.1 Findings and Discussion

The general objective of the study was to examine how job stress affect job satisfaction at the Department of Bridge in Ministry of Construction. The research applied a descriptive study in establishing the effect of job stress on job satisfaction at the Department of Bridge. The research employed structured questionnaires which were distributed to 160 employees in Department of Bridge headquartered in Nay Pyi Taw. Simple random sampling technique was used to select employees from various departments. Data was analyzed using descriptive statistics; measures of central tendency such as the mean, measures of dispersion such as standard deviation and inferential statistics (A linear regression model showing the relationship between the job stressors and job stress, and the relationship between job stress and job satisfaction and moderating effect of years of experience on the relationship between job stress and job satisfaction was established). The tool used for the data analysis was SPSS.

The findings from the demographic characteristics of the respondents showed that majority of respondents are female and the remaining are male, and the majority of the respondents in this research are age range 36 years and 45 years and who has the age range between 18 years and 25 years include only 10 respondents by 6%. Most of the respondents are married and the remaining are single. Most of the respondents are graduated level and only 2 respondent. As a salary item, the second level of salary range (270001Kyats-370,000Kyats) are concerned with the majority of the respondents and only the remaining get the highest level of salary (above 370,000kyats). Regarding the working experience of the respondents, who has above 15 years of working experience has the maximum numbers of the respondents while who has below 5 years of working experience is the lowest respondents. As a position, the majority of the respondents are Officer position, the remaining are non-Officer position.

Concerning the job stressors influencing job stress, role conflict, home-work interface and role ambiguity are significant relationships with job stress and other remaining factors such as relationship with others, workload and performance pressure has no significant relationship with job stress. It can be concluded that role conflict, home-work interface and role-ambiguity are the factors that lead job stress for employees in the Department of Bridge and such factors as relationship with others, workload and performance pressure are the factors that can not lead the stress for them.

The first stressor, role conflict is significant relationship with job stress. In this study, role conflict for employees in the Department of Bridge happens when attending meeting and doing non job assignments; doing different things under different conditions; working with people that expect unrelated things; working with two or more groups who operate quite differently; receiving incompatible requests from two or more people, receiving an assignment without adequate resources and materials to execute the job and working on the unnecessary things. This role conflict causes discomfort at work and tensions at work according to the results in this study. Therefore, this role of conflict can lead to job stress to employees at the Department of Bridge.

The second stressor, relationship with others, has no significant effect on job stress. According to results, working relationship at the Department of Bridge are characterized by unfriendly relationship among coworkers; conflicts and tussles between colleagues; unhelpful and disrespect to each other. Moreover, there is unhealthy competition and withholding work-relating information without sharing among employees. Employees at the Department of Bridge sometimes feel loneliness and avoidance from colleagues. However, it does not effect in job stress for employees at the Department of Bridge because competition among coworkers, lack of trust and harsh working relationship with coworker or colleagues generally happens in many organization. It can be concluded that although it has unsupportive relationship with coworkers, availability of a support system in the organization may be very helpful in a stressful situation.

The third factor of job stressors, workload has no significant effect on job stress. The work nature of employees at the Department of Bridge are too long working hours and difficult to take break; has unreasonable deadlines and a lot of paper and administrative work. Sometimes they are forced to do work that does not described in the

job description, too much work to the particular employees. Moreover, it does not have adequate workforce and it need additional hands in the organization. That make overload to employees at the Department of Bridge. However, this overload persuades employees to work well. According to the results, workoverload does not cause tension and get annoyed for the employees at the Department of Bridge and the finding shows that the more the workload have, the less they feel stress. It implies that they was given to more work, they are persuade to do well because the result shows that it has a negative relationship between workoverload and job stress.

Based on the results, the fourth stressor home-work interface has positively significant relationship with job stress. Home-work interface is the main cause of job stress for the employees at the Department of Bridge. It implies that family and work are inter-related and interdependent to the extent that experiences in one area affect the quality of life in the other. Demands from work at home and demand of family on job involves the source of stress at work affecting home life and vice versa. Interference from home causes difficult concentration on work and prevent working well in the job. Thus, the higher the problem in the home, the chances for the job stress will be greater for the employees at the Department of Bridge.

The results of the study showed that role ambiguity has a positive effet role on job stress. The higher the ambiguity of the role experienced by employees, the higher job stress felt by employees. Employees at Department of Bridge often feel easily anxious and afraid to make mistakes in their work because they are rarely receives and orders tasks that are often replaced by superiors. Moreover, tasks given by superiors with unclear information can cause employees to do their jobs so employees must repeat their work, reworking will reduce the effectiveness of employees, understand the information provided by superiors is still incomplete or clear, then the employee needs to look for information clearly, the information obtained as well as the imbalance received is not in accordance with the work done by the employee can increase the department which can eventually lead to organization increasing stress.

The last stressor, performance pressure is no significant effect on job stress. The result found that performance pressure is appraised as a challenge to enhanced performance because the result show that there is negatively relationship between performance pressure and job stress. At the Department of Bridge, performance pressure

is viewed as a chance that allows the employees to demonstrate their capabilities and as an opportunity for the employees to restructure their capabilities and direct their attention towards completing tasks more effectively and efficiently. Thus, performance pressure (opportunities for growth and potential for personal gain) lead the employees motivated and reduce stress.

Based on the results of research conducted by the researchers on employees at the Department of Bridge, the result obtained are that job stress directly had a positive effect on job satisfaction. The higher the job stress experienced by employees, the job satisfaction felt by employees will be higher. Although employee who feels difficult to manage time; has mental fatigue, frustration and emotional strain in the job, they are satisfied in the job. It was found that they feel satisfied with working overtimes to complete the jobs on time and like the job that do not need own judgement and also like to do things for other people. Moreover, they are satisfied with doing different things in different time although it make them stress in the job. Therefore, employees at the Department of Bridge are given arousal to an optimal point by making stress on the job at the moderate level and consequencely increase job satisfaction.

Regarding the moderating effect of years of experience on the relationship between job stress and job satisfaction, the result indicated that demographic factor (years of working experience) did not significantly moderate the relationship between job stress and job satisfaction among the employees at the Department of Bridge. The study's results revealed that job stress on job satisfaction remained unchanged irrepestive of employees' years of experience.

In conclusion, one of the reasons for that employees at the Department of Bridge are satisfied although they get stress in the job may be that they feel that their job play a critical role in creating social benefits, influencing status in the community and providing self-esteem.

5.2 Suggestions and Recommendation

Job is a central part of almost everyone's life and also every job, paid or unpaid, has moments of stress. Boring meetings, power struggles, too much (or too little) to do, office gossip, and personality clashes all contribute to the workplace becoming a breeding ground for stress. Moreover, stress is faced by many employees, affects employee

productivity and is a serious problem in the world of work. Consequently, job stress for one employees can interfere with the performance of other and even all employees within the scope of an organization. Thus, management at the Department of Bridge should manage job related stress.

Regarding home-work interface of employees at the Department of Bridge, management should pay sufficient attention to this issue. Family-friendly working conitions, family-supported cultures should be created. Moreover, Work nature of Department of Bridge such as inflexible scheduling and the inflexibility of the task schedule are considered to be flexible schedules implemented in some traditional permanent organization. And also it should be considered that reducing overtime to ensure that they have sufficient amounts of personal time.

As the another point to be considered in the Department of Bridge, establishing and improving two-way communication mechanisms between the superior and the employees to better understand and clear of their responsibilities and authority. It should held formal briefing sessions and workshops as well as discussion about the projects difficulties encountered.

Finally, both the management and employees are responsible when it comes to the issue of handling stress. Because it is the institution, many factors that cause the stress, the employees face the stress, and the employers and the clients that will experience of the effect of the stresses experienced by the employees.

5.3 Needs for Further Research

The study proposes the need to investigate the effect of job stress on job satisfaction of employees and to analyze the moderating effect of years of working experience on the relationship between job stress and job satisfaction. The study focused on a sample of the Department of Bridge under Ministry of Construction in Nay Pyi Taw. The researcher therefore recommends that future researchers should consider studying all branches of the Department of Bridge in Myanmar and then compare the results. The researcher also recommends that a similar study should be done in other industries in Myanmar for example, hospitality, financial services sector and agricultural sector and then have a comparison across board. There could also be research done in the private sector that is compared against the public sector. The study focused on the six job

stressors which mainly occur job stress. Job stress is also influenced by the other factors such as job insecurity, management ineffectiveness and lack of career development opportunities which were not considered in the research. Future research can take these factors into consideration. The study's dependent variable was job satisfaction which is purely an assessment by the employee on his or her satisfaction. Future research could consider focusing on organization performance as assessed by the organization or management.

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APPENDIX
QUESTIONNAIRES

Dear Respondents,

This questionnaire is designed to gather information only for Master thesis about **“The Effect of Job Stress on Job Satisfaction at the Department of Bridge under Ministry of Construction”**. The study is being carried out for the management research project as a requirement in partial fulfillment of the degree of Master, at the Yangon University of Economics. The information in this questionnaire will be used strictly for academic purposes only and will be treated with the utmost confidentiality.

Yours Faithfully,

.....
Mrs. Myo Thida Tun
Roll No-43
EMBA-II (Naypyitaw)

Part II

These statements describe how you may think about yourself right now. Use the following scale to indicate your level of agreement or disagreement with each statement.

1=Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly Agree

Job Stressors

| No | Questionnaire | Score | | | | |
|---------------------------------|--|-------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Role Conflict | | | | | | |
| 1 | Often I am called to attend meeting and complete non job assignments due to which my regular work is hindered. | | | | | |
| 2 | I have to do things that should be done differently under different conditions. | | | | | |
| 3 | I work with people that expect unrelated things from me. | | | | | |
| 4 | I work with two or more groups who operate quite differently. | | | | | |
| 5 | I receive incompatible requests from two or more people. | | | | | |
| 6 | I do things that are apt to be accepted by one person and not by others. | | | | | |
| 7 | I receive an assignment without adequate resources and materials to execute it. | | | | | |
| 8 | I work on unnecessary things. | | | | | |
| Relationship with others | | | | | | |
| 1 | My coworkers are unfriendly and don't give respect to each other. | | | | | |
| 2 | There are conflicts and tussles between colleagues in the organization. | | | | | |
| 3 | I feel that my colleagues avoid me | | | | | |
| 4 | My colleagues are not helpful in work related problems. | | | | | |
| 5 | There is unhealthy competition between employees. | | | | | |
| 6 | Over ambitious colleagues try to put me down. | | | | | |
| 7 | I feel loneliness in the job. | | | | | |
| 8 | My colleagues withhold work-related information without sharing to me. | | | | | |

| | | | | | | |
|----------------------------|---|--|--|--|--|--|
| Work overload | | | | | | |
| 1 | My working hours are too long and it is difficult to take break. | | | | | |
| 2 | I have to meet unreasonable deadlines during my work. | | | | | |
| 3 | I have to do a lot of paper and administrative work alongside my duties. | | | | | |
| 4 | I am forced to do work which are not part of my job description. | | | | | |
| 5 | My department often extend working hours suddenly. | | | | | |
| 6 | Managers allocate much workload to particular employees. | | | | | |
| 7 | My organization does not have adequate workers. | | | | | |
| 8 | Additional hands will find adequate work to do in my organization. | | | | | |
| Home-Work Interface | | | | | | |
| 1 | My home life interferes with my responsibilities at work such as getting to work on time, working overtime. | | | | | |
| 2 | I do not fully enjoy my work because I worry about my home situation. | | | | | |
| 3 | I have difficulty concentrating on my work because I am preoccupied with domestic matters. | | | | | |
| 4 | The demands of my family or partner interfere with my work-related activities. | | | | | |
| 5 | My home life prevents me from spending the desired amount of time on job related activities. | | | | | |
| 6 | I do not feel like working because of problems in family. | | | | | |
| 7 | I have to work very fast because I have to complete tasks at home. | | | | | |
| 8 | Family-related stress interferes with my ability to perform job-related duties. | | | | | |
| Role Ambiguity | | | | | | |
| 1 | I have no clear, planned goals and objectives for my job. | | | | | |
| 2 | I don't know that I have decided my time properly. | | | | | |
| 3 | I don't know exactly what my responsibilities are. | | | | | |
| 4 | I don't know exactly what is expected of me. | | | | | |
| 5 | I feel uncertain about how much authority I have. | | | | | |
| 6 | Explanation is no clear of what has to be done. | | | | | |

| | | | | | | |
|-----------------------------|--|--|--|--|--|--|
| 7 | I am uncertain as to how my job is linked to other jobs. | | | | | |
| 8 | Management makes policies for the employees which are not clear. | | | | | |
| Performance Pressure | | | | | | |
| 1 | The pressures for performance in my workplace are high. | | | | | |
| 2 | I feel tremendous pressure to produce results. | | | | | |
| 3 | If I don't produce at high levels, my job will be at risk. | | | | | |
| 4 | I would characterize my workplace as a results-driven environment. | | | | | |
| 5 | My manager hands me job assignment with a crazy deadline. | | | | | |
| 6 | I need to perform at a high level of productivity in my job. | | | | | |
| 7 | Work assignment for me is difficult to achieve. | | | | | |
| 8 | I feel difficult to manage well when work is unexpectedly busy. | | | | | |

Part III

You will be presented with some questions representing different situations. Circle the response that indicates how often you experience the situation.

Job Stress

| No | Statements | Score | | | | |
|----|--|-------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | In my daily working, often I am tensed and get annoyed. | | | | | |
| 2 | It is difficult to manage time at the organization and I feel tensed about it. | | | | | |
| 3 | I feel things are outside of my control causing tension and uneasiness during work. | | | | | |
| 4 | Many times I feel mental fatigue and frustration while doing my job. | | | | | |
| 5 | My job tends to directly affect my health. | | | | | |
| 6 | Problems associated with work have kept me awake at night. | | | | | |
| 7 | I feel fidgety or nervous because of my job. | | | | | |
| 8 | At the end of the day, my job leaves me "stressed-out". | | | | | |
| 9 | It is something that happened unexpectedly. | | | | | |
| 10 | My job at the organization puts emotional strain on me which can be difficult to bear. | | | | | |

Part IV

These statements describe how you may think about yourself right now. Use the following scale to indicate your level of satisfaction or dissatisfaction with each statement.

1=Very Dissatisfied 2= Dissatisfied 3= Neutral 4= satisfied 5=Very Satisfied

Job Satisfaction

| No | Statements | Score | | | | |
|----|---|-------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1 | I am satisfied with the opportunities to do new things that are not related with my job descriptions. | | | | | |
| 2 | I am satisfied with management policy about workload | | | | | |
| 3 | I feel satisfied with the people in my work group. | | | | | |
| 4 | I feel satisfied with the pressure I received to be improvement in my job. | | | | | |
| 5 | I am satisfied with having work overtimes to complete the jobs on time. | | | | | |
| 6 | I am satisfied with the being able to do things that go against my conscience | | | | | |
| 7 | I am satisfied with the chance to do something that do not make use of my abilities | | | | | |
| 8 | I am satisfied with the chance to do things for other people. | | | | | |
| 9 | I am satisfied with the chance to do different things in different time. | | | | | |
| 10 | I am satisfied with lack of freedom to use my own judgment | | | | | |

Thank you for your time and cooperation contributed to answering the questionnaire.

APPENDIX B
STATISTICAL OUTPUT

**Regression Analysis of the effect of job stressors on job stress in the
Department of Bridge under the Ministry of Construction**

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .627 ^a | .393 | .369 | .22637 | .393 | 16.516 | 6 | 153 | .000 |

a. Predictors: (Constant), Performance Pressure Mean, Role Conflict Mean, Home-Work Interface Mean, Relationship with others Mean, Work Overload Mean, Role Ambiguity Mean

b. Dependent Variable: Job Stress Mean

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 5.078 | 6 | .846 | 16.516 | .000 ^b |
| | Residual | 7.840 | 153 | .051 | | |
| | Total | 12.918 | 159 | | | |

a. Dependent Variable: Job Stress Mean

b. Predictors: (Constant), Performance Pressure Mean, Role Conflict Mean, Home-Work Interface Mean, Relationship with others Mean, Work Overload Mean, Role Ambiguity Mean

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Collinearity Statistics | | |
|-------|-------------------------------|------------|---------------------------|-------|--------|---------------------------------|-------------|-------------------------|------|-------|
| | B | Std. Error | Beta | | | Lower Bound | Upper Bound | Tolerance | VIF | |
| 1 | (Constant) | 2.043 | .297 | | 6.873 | .000 | 1.456 | 2.630 | | |
| | Role Conflict Mean | .077 | .042 | .154 | 1.817 | .071 | -.007 | .160 | .553 | 1.809 |
| | Relationship with otehrs Mean | .000 | .030 | -.001 | -.016 | .987 | -.060 | .059 | .769 | 1.301 |
| | Work Overload Mean | -.027 | .081 | -.038 | -.340 | .734 | -.187 | .132 | .314 | 3.183 |
| | Home-Work Interface Mean | .208 | .069 | .276 | 3.028 | .003 | .072 | .343 | .477 | 2.098 |
| | Role Ambiguity Mean | .306 | .093 | .412 | 3.295 | .001 | .123 | .490 | .253 | 3.946 |
| | Performance Pressure Mean | -.059 | .042 | -.090 | -1.394 | .165 | -.142 | .024 | .962 | 1.040 |

a. Dependent Variable: Job Stress Mean

**Regression analysis the effect of job stress on job satisfaction of employees in
Department of Bridge under Ministry of Construction**

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .567 ^a | .322 | .317 | .23571 | .322 | 74.869 | 1 | 158 | .000 | 1.652 |

a. Predictors: (Constant), Job Stress Mean

b. Dependent Variable: Job Satisfaction Mean

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 4.160 | 1 | 4.160 | 74.869 | .000 ^b |
| | Residual | 8.778 | 158 | .056 | | |
| | Total | 12.938 | 159 | | | |

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Job Stress Mean

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Collinearity Statistics | |
|-------|-----------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound | Tolerance | VIF |
| 1 | (Constant) | 1.694 | .263 | | 6.437 | .000 | 1.174 | 2.214 | | |
| | Job Stress Mean | .567 | .066 | .567 | 8.653 | .000 | .438 | .697 | 1.000 | 1.000 |

a. Dependent Variable: Job Satisfaction Mean

**Moderating Effect of Years of Working Experience on the relationship
between job stress and job satisfaction of employees in Department of Bridge
under Ministry of Construction**

Model Summary^c

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | |
| 1 | .569 ^a | .324 | .315 | .23609 | .324 | 37.559 | 2 | 157 | .000 | |
| 2 | .570 ^b | .325 | .312 | .23663 | .001 | .279 | 1 | 156 | .598 | 1.639 |

a. Predictors: (Constant), Working Experience, Job Stress Mean

b. Predictors: (Constant), Working Experience, Job Stress Mean, WE&JS Moderating

c. Dependent Variable: Job Satisfaction Mean

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 4.187 | 2 | 2.093 | 37.559 | .000 ^b |
| | Residual | 8.751 | 157 | .056 | | |
| | Total | 12.938 | 159 | | | |
| 2 | Regression | 4.202 | 3 | 1.401 | 25.017 | .000 ^c |
| | Residual | 8.735 | 156 | .056 | | |
| | Total | 12.938 | 159 | | | |

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Working Experience, Job Stress Mean

c. Predictors: (Constant), Working Experience, Job Stress Mean, WE&JS Moderating

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | | Collinearity Statistics | |
|-------|--------------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|-------------------------|---------|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound | Tolerance | VIF |
| 1 | (Constant) | 1.637 | .276 | | 5.929 | .000 | 1.092 | 2.182 | | |
| | Job Stress Mean | .573 | .066 | .573 | 8.657 | .000 | .443 | .704 | .984 | 1.017 |
| | Working Experience | .012 | .017 | .046 | .700 | .485 | -.022 | .046 | .984 | 1.017 |
| 2 | (Constant) | 1.163 | .939 | | 1.239 | .217 | -.691 | 3.018 | | |
| | Job Stress Mean | .691 | .232 | .690 | 2.974 | .003 | .232 | 1.150 | .080 | 12.452 |
| | Working Experience | .173 | .305 | .668 | .566 | .572 | -.430 | .776 | .003 | 321.320 |
| | WE&JS Moderating | -.040 | .076 | -.618 | -.528 | .598 | -.190 | .110 | .003 | 317.263 |

a. Dependent Variable: Job Satisfaction Mean