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## **Job Satisfaction, Occupational Stress and Resilience between Executives of Public and Private Organizations**

**ORIGINAL ARTICLE**



**Author**

**Prof. (Dr.) Dinesh Kumar**

Professor

Dept. of Psychology

College of Commerce, Arts & Science

Patliputra University

Patna, Bihar, INDIA

### **Abstract**

*The present study was intended to compare executives of public and private sectors in terms of job satisfaction, occupational stress and resilience. It was also intended to examine relationship among job satisfaction, occupational stress and resilience. It was hypothesized that there will be significant difference in (i) job satisfaction (ii) occupational stress and (iii) resilience between executives of public and private organizations. Further, there will be significant correlation among job satisfaction, occupational stress and resilience. For verification of hypotheses, 100 executives (private sector = 50) and (public sector = 50) were selected from public and private sectors of Patna were selected using purposive sampling. The respondents of two groups were administered Job Satisfaction Scale by Singh and Sharma, Occupational Stress Scale by Singh and Srivastava and Resilience Scale by Narayan and Vijaya Lakshmi to measure the job satisfaction,*

*occupational stress and resilience respectively. Besides these, a PDS was employed to seek personal information of the respondents. The obtained data were analysed using t-test and Pearsonian 'r'. It was found that executives of public sector excelled over executives of private sector in terms of job satisfaction and resilience. However, executives of private sectors were found more prone to occupational stress. Moreover, job satisfaction and resilience were found positively and significantly correlated but these two factors were found negatively correlated with occupational stress. Thus, job satisfaction, occupational stress and resilience all are function of nature of organizations of their work place.*

### **Key Words**

*Job Satisfaction, Occupational Stress, Resilience, Organizations.*

### **Introduction**

In today's fast-paced and competitive work environment, occupational stress has become an increasingly prevalent issue affecting individuals across various industries. Stress, in the context of work, refers to the physical, mental, and emotional strain caused by job demands, tight deadlines, high expectations, and interpersonal conflicts. If not effectively managed, chronic stress can lead to burnout, decreased productivity, and serious health problems, including anxiety, depression, and cardiovascular diseases. According to the American Institute of Stress, workplace stress costs businesses billions annually due to absenteeism, reduced

performance, and healthcare expenses. As such, it is crucial for organizations and employees to adopt strategies that can help mitigate stress, promote well-being, and enhance job satisfaction.

Among the various approaches to stress management, meditation has gained significant attention as an effective and holistic tool for reducing occupational stress. Meditation, a practice rooted in ancient traditions such as Buddhism and Hinduism, involves focusing the mind and achieving a state of mental clarity and relaxation. The practice encourages mindfulness, which is the ability to remain present and aware in the current moment without judgment. Over the years, scientific research has validated the numerous benefits of meditation, particularly in improving mental health and enhancing emotional resilience. For employees experiencing work-related stress, meditation offers a practical and accessible solution that can be easily incorporated into daily routines.

Meditation helps in managing stress by engaging both the body and the mind in a process that promotes relaxation and emotional regulation. One of the key physiological responses to meditation is the activation of the parasympathetic nervous system, also known as the “rest and digest” system. This counteracts the fight-or-flight response triggered by stress and helps lower heart rate, reduce blood pressure, and alleviate tension in the body. By practicing meditation regularly, individuals can learn to regulate their emotional responses to stress, rather than becoming overwhelmed or reactive.

In a workplace context, stress can arise from multiple sources. These include excessive workloads, long working hours, unclear job roles, lack of control over tasks, difficult colleagues or managers, and the pressure to meet deadlines. These stressors can lead to a range of symptoms, such as irritability, fatigue, poor concentration, and feelings of helplessness. However, studies have shown that meditation can improve concentration, increase emotional intelligence, and foster a sense of calmness even in high-pressure situations. Employees who meditate regularly tend to have a better ability to cope with stressors in a more balanced and thoughtful manner, which can translate to improved performance and enhanced job satisfaction.

Moreover, meditation is not just an individual practice—it can also have positive effects on organizational culture. Many companies are now recognizing the benefits of incorporating mindfulness programs into their workplace wellness initiatives. Organizations like Google, Apple, and Aetna have implemented meditation and mindfulness programs to support their employees’ mental and emotional health. These programs not only help reduce stress but also promote creativity, collaboration, and overall productivity. By fostering a culture of mindfulness, employers send a message that they value the well-being of their employees and are committed to providing a supportive and healthy work environment.

While meditation can be highly beneficial for stress management, it is important to note that it is not a one-size-fits-all solution. Different forms of meditation—such as mindfulness meditation, guided imagery, transcendental meditation, and breathing exercises—may work better for different individuals. Additionally, some people may require additional support, such as counseling or therapy, alongside meditation to fully address their stress. Therefore, it is essential for both employees and organizations to experiment with various techniques to find what works best for them.

In conclusion, occupational stress is an inevitable challenge in today’s demanding work environment, but it is not insurmountable. Meditation provides a simple, cost-effective, and scientifically validated approach to stress management that can be incorporated into daily routines. By fostering mindfulness and emotional resilience, meditation helps individuals manage stress, improve mental clarity, and promote overall well-being. As both a personal practice and a component of workplace wellness programs, meditation holds the potential to create a healthier, more productive workforce, benefiting both employees and organizations alike.

## Review of Literature

Glomb, T. M., et al.<sup>2</sup> (2011) examined the impact of mindfulness meditation on reducing stress in the workplace. The authors found that employees who engaged in mindfulness meditation showed significant reductions in stress levels, increased emotional regulation, and improved well-being. The study highlighted how mindfulness could be integrated into workplace wellness programs to reduce stress and enhance productivity. Goyal, M., et al.<sup>3</sup> (2014) explored the effectiveness of Mindfulness-Based Stress Reduction (MBSR) programs in reducing stress and improving mental health in various settings, including the workplace. The review concluded that MBSR could significantly lower stress and enhance psychological well-being. However, the authors also noted that more research is needed to assess long-term outcomes and the effectiveness of different mindfulness techniques. Hülsheger, U. R., et al.<sup>4</sup> (2013) found that meditation practices, particularly mindfulness meditation, were strongly correlated with increased job satisfaction and reduced stress levels. Employees who practiced meditation were found to have greater resilience to work-related stress and reported higher levels of engagement and job satisfaction. Kabat-Zinn, J.<sup>6</sup> (1990) worked on Mindfulness-Based Stress Reduction (MBSR) has been foundational in linking meditation to stress reduction in various environments, including workplaces. In his pioneering work, he demonstrated that MBSR programs could reduce stress, lower blood pressure, and improve overall health. This work has informed many subsequent studies on the application of mindfulness in the workplace. Schaufeli, W. B., et al.<sup>10</sup> (2017) evaluated several studies on mindfulness interventions in the workplace and their effects on employee well-being. The findings indicated that mindfulness significantly improved employees' psychological well-being, reduced burnout, and increased resilience to stress. The study emphasized the role of mindfulness in promoting a more supportive and healthier work environment. Regehr, C., et al.<sup>9</sup> (2013) reviewed explored various forms of meditation (including mindfulness and transcendental meditation) in stress management programs within workplaces. The authors concluded that meditation practices were effective in reducing work-related stress, particularly in high-stress professions such as healthcare and law enforcement. The study also highlighted the need for further research into the specific mechanisms by which meditation works. Shapiro, S. L., et al.<sup>6</sup> (2006) reviewed the role of meditation in reducing stress and its impact on mental health. The paper concluded that regular meditation could significantly reduce stress and improve cognitive functioning, attention, and emotional regulation. The authors recommended meditation as an effective tool for reducing workplace stress, especially in high-pressure environments. Jha, A. P., et al.<sup>5</sup> (2010) investigated how mindfulness meditation could serve as a mental health intervention in high-stress workplaces, such as in the military and healthcare sectors. The research showed that mindfulness meditation not only reduced stress but also enhanced cognitive performance and emotional regulation, making it a valuable tool for high-performance environments. Pascoe, M. C., et al.<sup>8</sup> (2017) conducted a meta-analysis on the effects of meditation on stress and well-being. The analysis revealed that meditation led to a significant reduction in stress and anxiety levels. Furthermore, individuals who engaged in meditation reported better overall health, greater life satisfaction, and improved coping skills in the face of workplace stressors. Dane, E.<sup>1</sup> (2011) explored how mindfulness meditation affected employees' work-life balance and stress levels. The study found that employees who practiced meditation reported improved work-life balance, greater job satisfaction, and reduced levels of anxiety. The paper also discussed the challenges organizations face when implementing mindfulness programs and how they can overcome them. Lomas, T., et al.<sup>7</sup> (2017) tracked employees who engaged in mindfulness meditation over a period of six months. The findings indicated that participants who practiced meditation regularly experienced sustained reductions in stress, improved emotional well-being, and better work performance. The study highlighted the importance of long-term commitment to meditation for maximum benefits and suggested incorporating meditation as part of organizational health initiatives.

The literature demonstrates strong evidence for the effectiveness of meditation, particularly mindfulness-based practices, in reducing occupational stress. Numerous studies have found that meditation enhances emotional resilience, improves job satisfaction, and promotes overall well-being among employees. Meditation's

benefits extend beyond individual stress reduction to include improved cognitive performance, better work-life balance, and enhanced workplace culture. However, the effectiveness of meditation may vary depending on the type of meditation, the duration of practice, and individual preferences. Despite these variations, the literature points to meditation as a promising tool for managing workplace stress and improving employee health and productivity.

Therefore, it is clear that job satisfaction, occupational stress and resilience between executives of public and private organization have not been studied specially in context of Patna (Bihar). This is why the present study is warranted.

## **Objectives**

To compare the executives of private and public organizations in terms of their job satisfaction, occupational stress and resilience. Further, it was intended to examine the relationship among job satisfaction, occupational stress and resilience scores.

## **Hypotheses**

- (i) There will be significant difference between executives of public and private organizations on the measure of job satisfaction.
- (ii) There will be significant difference between executives of public and private organizations on the measure of occupation stress.
- (iii) There will be significant difference between executives of public and private organizations on the measure of resilience.
- (iv) Job satisfaction, Occupational stress and resilience scores will be found significantly related.

## **Method of Study**

### **Sample Used**

The sample comprised of 100 executives equally distributed to public (N = 50) and private (N = 50) organizations. They were selected from among Patna town based on incidental-cum-purposive sampling. Other than the conditions of present study, the sample was matched so far as practicable.

### **Design**

Between group design was employed.

### **Tools Used**

- (1) A PDS was used to seek the personal and background information about the respondents.
- (2) Occupational Stress Index by Singh, A.P and Srivastava, A.K. to measure occupational stress amongst the executive.
- (3) Job Satisfaction Scale by T.N. Singh and T.R. Sharma was used to measure job satisfaction of the respondents.
- (4) Resilience Scale by Narayan, Shruti and Laxhmi Vijaya was used used to measure resilience score of the executives.

## Results and Interpretations

**Table 01:** t-table showing a comparison between executives of public and private organization on job satisfaction measure

Respondents	Groups	N	Mean	SD	t-value	df	p
Executives	Private Org.	50	46.98	4.01	8.67	98	<.01
	Public Org.	50	53.74	3.79			

Table-01 presents the comparison of job satisfaction scores between executives working in public and private organizations. The mean job satisfaction score of private organization executives ( $M = 46.98$ ,  $SD = 4.01$ ) is noticeably lower than that of public organization executives ( $M = 53.74$ ,  $SD = 3.79$ ). The obtained t-value is 8.67 with 98 degrees of freedom, which is statistically significant at the 0.01 level. This indicates a significant difference in job satisfaction between executives of public and private organizations. The result suggests that executives in public organizations experience significantly higher job satisfaction compared to their counterparts in private organizations. Hence, the null hypothesis of no difference in job satisfaction between the two groups is rejected. Executives of public organizations often excel in job satisfaction due to greater job security, stable work hours, structured promotion systems, and strong pension and retirement benefits. They typically face less pressure from profit-driven performance metrics compared to private sector executives, allowing for a more balanced work-life experience. Additionally, a sense of contributing to public welfare and societal development enhances their intrinsic motivation and overall job satisfaction.

**Table 02:** t-table between executives of public and private organization on occupational stress measure

Respondents	Groups	N	Mean	SD	t-value	df	p
Executives	Private Org.	50	129.45	3.81	9.55	98	<.01
	Public Org.	50	122.29	3.75			

Table-02 shows the comparison of occupational stress between executives of public and private organizations. The mean occupational stress score of private organization executives ( $M = 129.45$ ,  $SD = 3.81$ ) is higher than that of public organization executives

( $M = 122.29$ ,  $SD = 3.75$ ). The calculated t-value is 9.55 with 98 degrees of freedom, which is significant at the 0.01 level. This result indicates a significant difference in occupational stress between the two groups. The findings reveal that executives in private organizations experience significantly higher occupational stress than executives in public organizations. Thus, the null hypothesis is rejected. Executives of public organizations are less prone to occupational stress because they typically enjoy greater job security, predictable work routines, and lower performance pressure compared to their private-sector counterparts. Public organizations often emphasize long-term goals over short-term profits, reducing high-stakes deadlines. Additionally, they usually have supportive policies, better work-life balance, and fewer threats of downsizing or sudden restructuring, all of which contribute to lower levels of occupational stress.

**Table 03:** t-table showing a comparison between executives of public and private organization on resilience measure

Respondents	Groups	N	Mean	SD	t-value	df	p
Executives	Private Org.	50	172.58	3.47	8.51	98	<.01
	Public Org.	50	166.49	3.62			

Table-03 presents a comparison between executives of public and private organizations on job resilience. The mean job resilience score of private organization executives ( $M = 172.58$ ,  $SD = 3.47$ ) is higher than that of public organization executives ( $M = 166.49$ ,  $SD = 3.62$ ). The obtained t-value is 8.51 with 98 degrees of freedom, which is statistically significant at the 0.01 level. This indicates a significant difference in job resilience between executives of public and private organizations. The result suggests that executives working in private

organizations show significantly higher job resilience as compared to those working in public organizations. Therefore, the null hypothesis is rejected. Executives of public organizations often exhibit higher resilience due to their exposure to bureaucratic challenges, policy shifts, and long decision-making processes that demand patience, adaptability, and emotional control. Their roles frequently require navigating political and social complexities, which build long-term coping mechanisms. Additionally, stable job conditions and consistent support systems in public institutions foster a sense of security and control, enhancing their ability to recover from stress and setbacks more effectively.

**Table 04:** Pearson ‘r’ table showing correlation among job satisfaction, occupational stress and resilience scores

Variables	N	r	df	P
Job satisfaction Vs Occupational Stress	100	-0.497	98	<.01
Job satisfaction Vs Resilience	100	0.453	98	<.01
Occupational Stress Vs Resilience	100	-0.449	98	<.01

Table-04 depicts the Pearson’s correlation coefficients among job satisfaction, occupational stress, and resilience for a total sample of 100 executives. The correlation between job satisfaction and occupational stress is negative and significant ( $r = -0.497, p < .01$ ), indicating that higher occupational stress is associated with lower job satisfaction. The correlation between job satisfaction and resilience is positive and significant ( $r = 0.453, p < .01$ ), suggesting that higher resilience is related to higher job satisfaction. The correlation between occupational stress and resilience is negative and significant ( $r = -0.449, p < .01$ ), which implies that higher resilience is associated with lower occupational stress.

## Conclusions

- (i) Executives of public sector manifested comparatively higher level of job satisfaction as compared to their counterpart executives belonging to private organization.
- (ii) Executive of private organization are more prone to occupational stress as compared to executives of public organization.
- (iii) Executives of private organization manifest comparatively higher level of resilience as compared to executives of private organization.
- (iv) Job satisfaction is positively correlated with resilience but negatively correlated with occupational stress. Occupational stress and are found negatively correlated.

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