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Effect of Length of Services on Stress and Job Involvement: An Empirical Study in Industry

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Abstract:

The relationship between an employee's length of service and their experience of stress and job involvement is multifaceted and evolves over time. In the early stages of employment, new hires often face heightened stress as they grapple with the demands of a new role, navigate a steep learning curve, and endeavour to prove themselves within the organization. As they progress into the mid-career phase, stressors may shift, and employees might experience increased pressure due to higher expectations, additional responsibilities, and the need to maintain consistent performance. However, this phase also presents an opportunity for heightened job involvement as employees gain experience, develop meaningful relationships within the organization, and establish a stronger emotional connection to their work. On the other hand, prolonged tenure may give rise to different stressors, including potential burnout resulting from repetitive tasks, limited growth opportunities, or feelings of stagnation within the organizational hierarchy. Consequently, long-term employees may experience fluctuations in job involvement, feeling less engaged if they encounter factors such as a lack of recognition or limited avenues for career advancement. To mitigate the impact of these complexities, organizations should be proactive in supporting their employees at all stages of their tenure. Implementing strategies like providing career development opportunities, recognizing and rewarding achievements,

promoting work-life balance, and fostering a positive work environment can all contribute to enhancing employee well-being and job involvement, irrespective of their length of service. By recognizing the intricate interplay between stress and job involvement across different career stages, organizations can work towards creating a healthier and more engaging work environment that bolsters overall employee satisfaction and productivity.

Keywords: — Job Stress, Employment, Career, Professional

Introduction :

The length of service, also known as tenure or the amount of time an employee has been with an organization, can indeed have an impact on stress and job involvement. Here's how it can affect individuals in the workplace:

STRESS

Early Career Stress

Early career stress is a pervasive and intricate phenomenon that commonly affects individuals as they embark on their professional journeys, fresh out of educational institutions and entering the workforce for the first time. For recent graduates and newcomers to the job market, the initial transition from academia to the corporate world can be daunting, characterized by a myriad of stressors and challenges. One of the primary stressors is the steep learning curve, as new employees must rapidly assimilate into their roles, understand organizational structures, and familiarize themselves with company policies and procedures. The pressure to perform and meet the expectations of supervisors and peers can be overwhelming, especially when coupled with a pervasive fear of making mistakes or underperforming. Furthermore, early career professionals may experience a lack of confidence in their abilities, grappling with imposter syndrome and questioning whether they truly belong in their chosen profession. Financial stress can also loom large, as graduates face the reality of student loan repayments, the need to manage personal finances, and the aspiration to establish financial independence. Balancing work responsibilities with personal life can be an additional source of stress, as young professionals strive to find harmony between their career aspirations and family obligations or social engagements. The competitive nature of the job market may amplify stress levels,

with the constant pursuit of career advancement and the fear of falling behind peers driving a constant need to prove one's worth and secure stable employment. Moreover, workplace dynamics and organizational culture can significantly impact early career stress, as new employees may struggle to navigate office politics, handle conflicts, and adapt to the company's values and norms. To mitigate early career stress and support young professionals effectively, organizations should implement comprehensive onboarding programs, mentorship initiatives, and opportunities for skill development. Providing a conducive and supportive work environment that fosters open communication, recognizes individual contributions, and offers work-life balance can go a long way in easing the stress burden on early career employees, helping them build confidence and grow into competent and engaged professionals..

Mid-Career Stress

Mid-career stress is a complex and pervasive phenomenon that often emerges as employees advance in their professional journeys and navigate the challenges of the organizational landscape. At this stage, individuals may find themselves grappling with an array of stressors that are distinct from those encountered during early career phases. One of the primary sources of mid-career stress is the mounting pressure to deliver consistent results and maintain a high level of performance. As employees assume more significant responsibilities and leadership roles, they may feel the weight of expectations from both superiors and subordinates, driving the need to continually prove their competence and worth. The relentless pursuit of career advancement and the desire to achieve greater success may further exacerbate stress levels, as mid-career professionals strive to balance their ambitions with the reality of limited opportunities for growth within the organization. A sense of stagnation or a lack of novelty in job tasks can also contribute to mid-career stress, leading to feelings of dissatisfaction and disengagement. Additionally, the pressures of maintaining a work-life balance become more pronounced during this phase, as employees may have to juggle the demands of their careers with familial responsibilities, personal commitments, and other extracurricular pursuits. The mid-career stage can be marked by increased workplace competition, fostering an atmosphere of

rivalry among colleagues vying for limited opportunities for career progression. Consequently, this competitive environment may result in strained interpersonal relationships, conflicts, and heightened anxiety about job security. Moreover, the onset of age-related concerns, such as financial planning for retirement and health-related worries, can add another layer of stress to mid-career professionals. To alleviate mid-career stress and promote well-being, organizations should invest in comprehensive employee support programs, such as stress management workshops, leadership development training, and opportunities for job rotation or lateral moves. Creating a culture of recognition and appreciation for employees' contributions can bolster motivation and job satisfaction. Additionally, offering flexible work arrangements and promoting open communication between management and staff can facilitate a healthier work-life integration, enabling mid-career professionals to navigate the challenges of this stage with resilience and a sense of fulfillment.

Long-Term Stress

Long-term stress, also known as chronic stress, is a persistent and ongoing state of stress that lasts for an extended period, often weeks, months, or even years. Unlike short-term stress, which is a natural response to immediate challenges, chronic stress can have detrimental effects on both physical and mental health when left unaddressed. There are various factors that can contribute to long-term stress, and its impact can be far-reaching and profound.

One of the primary causes of long-term stress is sustained exposure to high-pressure situations, such as demanding work environments, overwhelming personal responsibilities, or ongoing relationship issues. Daily hassles, financial difficulties, health problems, and caregiving responsibilities for loved ones can also contribute to chronic stress.

When individuals experience long-term stress, their body's stress response system remains activated for extended periods. This sustained activation can lead to the overproduction of stress hormones, such as cortisol, which can have negative effects on the immune system, cardiovascular system, and other bodily functions. Consequently, chronic stress increases the risk of various health problems, including heart disease, hypertension, weakened immune function, digestive disorders, and mental health issues like anxiety and depression.

In addition to physical health impacts, long-term stress can significantly affect cognitive function and emotional well-being. Individuals under chronic stress may experience difficulties with memory, concentration, and decision-making. They may also become more irritable, moody, or emotionally reactive, further exacerbating their stress levels and potentially straining personal relationships.

Moreover, chronic stress can lead to burnout, a state of emotional, mental, and physical exhaustion that results from prolonged exposure to stressors. Burnout can leave individuals feeling drained, detached from their work or daily activities, and unable to cope effectively.

To manage and mitigate long-term stress, it's crucial for individuals to recognize the signs of chronic stress and take proactive steps to address its underlying causes. This may involve seeking support from friends, family, or mental health professionals, adopting stress-reducing techniques such as mindfulness, relaxation exercises, and physical activity, as well as making lifestyle changes to promote a healthier work-life balance.

JOB INVOLVEMENT

Early Career Involvement

Early career involvement plays a pivotal role in shaping the trajectory of individuals' professional journeys, as it entails active engagement and participation in various activities, projects, and initiatives during the nascent stages of one's career. These involvement opportunities are diverse and encompass a wide array of avenues that foster personal and professional development. Internships, for instance, offer aspiring professionals the chance to gain hands-on experience in their chosen fields or industries while still pursuing their education or shortly after graduating. These immersive experiences allow them to apply theoretical knowledge to real-world scenarios, cultivate practical skills, and familiarize themselves with industry practices. Concurrently, volunteering for relevant causes and organizations can be a powerful means of not only contributing to societal betterment but also of honing talents, demonstrating commitment to specific fields, and cultivating a sense of purpose.

Moreover, early career involvement extends into the realm of professional associations and industry-related groups, which serve as valuable conduits to connect with like-minded individuals, access a plethora of resources, attend workshops, seminars, and networking events. Through these associations, early career professionals have the opportunity to seek mentorship, guidance, and advice from seasoned experts, gaining valuable insights into their chosen domains. Additionally, such involvements provide a platform for staying abreast of the latest trends, innovations, and developments within their respective industries, thus fostering continuous learning and adaptability.

A significant aspect of early career involvement resides in the realm of research projects, case competitions, and extracurricular activities tailored to specific career interests. Engaging in such initiatives enables individuals to delve deeper into areas of interest, amassing specialized expertise, and bolstering their credibility as emerging talents. Furthermore, these endeavors facilitate the cultivation of critical thinking, problem-solving abilities, and effective communication skills, essential attributes in professional success.

Continuing education and acquiring certifications represent another facet of early career involvement, particularly for fields requiring specialized knowledge and ongoing professional development. By dedicating themselves to furthering their education, early career professionals demonstrate a commitment to mastery, setting themselves apart in a competitive job market while expanding their horizons and potential career paths.

Networking, a cornerstone of career advancement, becomes an integral part of early career involvement. Building and nurturing professional relationships with colleagues, mentors, professors, and seasoned industry professionals contribute significantly to gaining valuable insights, accessing job opportunities, and garnering support in the pursuit of career goals. Attending industry events, conferences, and seminars further complements this aspect, as it offers exposure to a broader network of professionals, innovative ideas, and emerging trends that shape industries' future landscapes.

Equally impactful is the realm of side projects and freelancing, where early career professionals can take on additional responsibilities, showcasing their talents, and expanding their portfolios. These ventures serve as avenues to

demonstrate problem-solving capabilities, creativity, and self-initiative, while also providing opportunities for lucrative collaborations and long-term partnerships.

In conclusion, early career involvement represents a multifaceted journey characterized by active participation in internships, volunteering, professional associations, research projects, continuing education, networking, industry events, and side projects. Embracing such opportunities enriches young professionals with invaluable experiences, hones essential skills, expands knowledge, and lays the groundwork for a rewarding and purposeful future career. Through early career involvement, individuals can discern their true passions, forge meaningful connections, and embark on a path of continuous growth and self-discovery, fostering a solid foundation for professional success and fulfillment.

Mid-Career Involvement

Mid-career involvement marks a critical phase in professionals' journeys, signifying a juncture where established experience meets a drive for continued growth and advancement. At this stage, individuals are equipped with valuable insights, industry knowledge, and a robust skill set garnered from their early career experiences. Mid-career involvement takes on a more strategic and leadership-oriented dimension, encompassing activities and initiatives that contribute to broader organizational goals, industry innovation, and community engagement. For many mid-career professionals, mentorship becomes a pivotal aspect, as they transition from being mentees to mentors themselves, imparting wisdom and guidance to the next generation of aspiring talents.

In mid-career, professionals often seek to expand their network and influence by assuming leadership positions in professional associations, industry groups, and boards of directors. These roles offer opportunities to shape industry standards, contribute to policy-making, and advocate for positive changes that impact the broader professional community. Additionally, mid-career involvement includes participating in executive education programs, specialized training, and workshops aimed at refining leadership skills, strategic thinking, and decision-making capabilities. These initiatives empower mid-career

professionals to lead with vision, inspire teams, and navigate complex challenges with confidence.

Mid-career involvement extends beyond individual growth and into collaborative endeavors that tackle pressing societal issues. Engaging in corporate social responsibility initiatives, sustainability projects, and community-driven programs allows mid-career professionals to leverage their influence and resources to drive positive change. By doing so, they demonstrate a commitment to creating a meaningful impact beyond the confines of their professional pursuits.

Furthermore, mid-career professionals often seek to contribute to academic research, industry publications, and thought leadership initiatives, sharing their wealth of knowledge and experiences with a wider audience. Participating in speaking engagements, panel discussions, and conferences allows them to share insights, foster dialogue, and contribute to the collective learning within their respective fields.

During the mid-career phase, professionals may also contemplate a pivot or a significant advancement in their career trajectory. This could involve pursuing executive roles, transitioning into academia or consultancy, or venturing into entrepreneurship. Mid-career involvement includes engaging in career counseling, networking, and skill development to position oneself for these transitions successfully.

Mid-career professionals often find fulfillment in mentorship and coaching, guiding emerging talents as they navigate their own early career challenges. By dedicating time and effort to mentorship, they contribute to the growth of future leaders, leaving a lasting legacy on the industry and profession.

In summary, mid-career involvement is a pivotal phase characterized by strategic leadership, mentorship, network expansion, industry advocacy, and engagement in collaborative initiatives. As mid-career professionals seize opportunities to contribute to their organizations, industries, and communities, they not only continue to enhance their own expertise but also shape the future of their professions, fostering innovation, and inspiring the next generation of leaders. Through their multifaceted mid-career involvement, professionals

reaffirm their commitment to personal growth, professional excellence, and the betterment of society at large.

Long-Term Involvement

Long-term involvement encapsulates the sustained commitment and dedication of individuals to their chosen profession and broader societal endeavors over the course of their careers. It represents a culmination of experiences, achievements, and contributions that span decades, reflecting a profound and enduring impact on the fields they have embraced. Professionals engaged in long-term involvement exhibit a deep sense of passion, purpose, and responsibility as they strive to make a lasting difference.

In long-term involvement, professionals often take on roles of institutional leadership, serving as pillars of knowledge and guidance within their organizations and industries. They become mentors to multiple generations of professionals, imparting wisdom, nurturing talents, and fostering a culture of continuous learning and growth. Their years of experience and accumulated expertise allow them to navigate complex challenges with seasoned judgment, providing stability and resilience during times of uncertainty.

Moreover, long-term involvement goes beyond individual achievements and extends to thought leadership and policy advocacy. These individuals become advocates for positive change, contributing to research, publications, and industry standards. They actively participate in shaping policy frameworks and best practices, utilizing their influence to address pressing issues and foster innovation. Their commitment to advancing the field helps establish a legacy that inspires future generations to build upon their work.

Long-term involvement also entails a sense of social responsibility, with professionals dedicating their time and resources to philanthropic endeavors and community engagement. They use their influence to address societal challenges, support sustainable initiatives, and promote social justice, contributing to the betterment of their communities and leaving a positive mark on the world.

Throughout their long-term involvement, professionals remain committed to continuous professional development. They embrace emerging technologies, adapt to evolving industry trends, and contribute to ongoing research and

innovation. By doing so, they keep their skills sharp and stay at the forefront of their fields, ensuring their relevance and impact over time.

In long-term involvement, professionals may explore diverse paths, such as serving on boards of charitable organizations, academic institutions, or industry associations. These roles allow them to extend their influence beyond their immediate workplaces and contribute to shaping the trajectory of entire sectors.

The journey of long-term involvement is one of constant reflection and evolution, as professionals adapt to changing circumstances and face new challenges. Yet, amidst these transformations, their core values and commitment to excellence remain steadfast.

In conclusion, long-term involvement embodies a profound and sustained commitment to a profession, marked by leadership, mentorship, thought leadership, policy advocacy, community engagement, and a dedication to continuous growth and improvement. Those who embrace long-term involvement are the architects of meaningful change, leaving a legacy that inspires and enriches future generations, and making a significant and enduring impact on their fields and the world at large. Their stories serve as beacons of inspiration for emerging talents, showcasing the power of enduring dedication, passion, and purpose in shaping a truly transformative and impactful career..

It's essential to note that individual experiences can vary greatly. Some employees may thrive under stress and become more involved as they gain experience, while others might feel overwhelmed and disengaged. Moreover, various factors, such as organizational culture, leadership, work-life balance, and personal preferences, can also influence how length of service affects an employee's stress and job involvement.

Organizations need to be mindful of these dynamics and implement strategies to support employees at different stages of their tenure. Providing career development opportunities, recognition for achievements, promoting work-life balance, and fostering a positive work environment can all contribute to improving employee well-being and job involvement regardless of their length of service.

Literature Review: The literature review examines the studies related to factors affecting of job stress, productivity. Stress management at different segments

and the influence of job stress on the employees' productivity and their performance in the organization is observed.

Donald, Taylor (2005) drew a large sample of 16001 employees across 15 organizations in UK. ASSET questionnaire is used to collect the data on employee stress perceptions, health and organization commitment. The sub scales measured by ASSET consists of work relationships, work life balance, overload, job security, resources and communication, pay and benefits, organization commitment and health. The regression analysis suggests that higher employee productivity is associated with better psychological well-being, greater perceived commitment from the organization and greater access to resources and information. The research supports relationship between well-being and productivity, commitment and productivity. No direct relationship between stressors and productivity was found except for resources.

Fernando et al (2011) examine a model focusing on two workplace stressors- interpersonal conflict and work overload. The study finds the relationship with role stress, emotional exhaustion, job attitude, working smart, job performance and turnover intentions. A model is tested using responses of sales employees working for four financial institutions in South Africa. Their findings indicate the work overload and interpersonal conflict mediate the impact of role stress on emotional exhaustion, job attitudes and behaviour.

Conclusion:

The study is an attempt to identify the variables affecting job stress and productivity. The variables for the study that are found in the existing research literature on job stress are workload, role ambiguity, gender discrimination, interpersonal relationship. The variables for productivity found in the existing literature are timings/work schedule, competence of supervisor, compensation, systems and procedures, group dynamics, absenteeism and presentism. The research work that links job stress and productivity are few in numbers. Hence research framework/model is proposed to link those two constructs to know the extent to which job stress influences productivity. Also the study will be carried out based on the data collected from the women employees. A very few research studies were done on job stress with respect to women employees. The model that would be developed would be of a good decision tool for HR policy makers

to focus on the key areas that improves productivity without highly increasing job stress.

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