

Occupational Stress among Knowledge Workers

Dr. A. NOYALINE BIBIYANA ARULMARY

*Assistant Professor in Commerce
Bharathidasan Government College for Women, Puducherry*

Abstract

Stress in the work place is becoming the most common complaint of the 21st century employee. Every business organization constitutes a human ecology which strongly affects the overall psychological environment of its employees who have different attitudes, values and behavior. Organizations cannot compete successfully when they are faced with problems of high turnover, absenteeism, poor morale, declining employee performance, sabotage, communication breakdowns, increasing health care costs, and litigation expenses arising from employee claims of job-related stress. In order to develop a conducive environment, there is a need to understand occupational stress and how it affects the workers. Job-related stress is therefore an important research area because of its serious organizational and human consequences. So, here an attempt is made in this direction.

In this paper an attempt is made to identify the occupational stressors, i.e., job related factors that stimulate the stress at work among knowledge work employees.

Introduction

Knowledge workers are workers whose main capital is knowledge. Examples include ICT professionals, physicians, pharmacists, architects, engineers, scientists, design thinkers, public accountants, lawyers, editors, and academics, whose job is to "think for a living". Knowledge workers are said to think for a living, unlike manual laborers who are paid for performing physical tasks. Knowledge workers are said to think for a living, unlike manual laborers who are paid for performing physical tasks. As team members in a workplace, knowledge workers apply their mental competencies toward company tasks, allowing their organizations to take on challenging initiatives and embrace new technologies. Workplace stress is an unavoidable factor that goes a long way in disrupting the harmony in the work environment, affects the worker's mental and physical health and also causes issues in his personal life. This is an earnest attempt to locate the stress inducing reasons so that we can later search for means to control them.

Review of Literature

According to Lawrence R Murphy(1996), stress management in work settings can be effective in enhancing worker physical and psychologic health, but the choice of which stress-management technique to use should be based on the specific health outcomes that are targeted for change.

Christine Ipsen (2010) says autonomy and individualized responsibility causes both a formal and informal transfer of responsibility to the individual for his or her working life. Self-managed knowledge workers thus experience that they stand alone when it comes to work-related problems and stress.

Albertsen K, Rugulies R, Garde AH, Burr H (2009) suggest that both work environmental and individual characteristics should be taken into account in order to capture sources of stress in modern working life.

A positive perception of ability to manage work stress was negatively correlated with stress symptoms say Blix, A. G., Cruise, R. J., Mitchell, B. M., & Blix, G. G. (1994). It is suggested that a risk management approach is both informative and cost-effective. Clarke, S. G., & Cooper, C. L. (2000) say that high risks, which may require more expensive organisational development solutions, can be differentiated and prioritised from lower risks, which may be effectively controlled through stress management or Employee Assistance Programmes.

Objectives

The actual aim of the study was to examine the stress causing factors among the knowledge workers and the ways adopted by them to manage their stress.

Based on convenience, 120 knowledge workers from different fields were identified and the questionnaires distributed and their responses collected.

Reliability analysis is a statistical method that assesses the consistency, stability, and dependability of a measurement tool or system. It helps determine if a scale or measurement tool produces the same results under consistent conditions across multiple administrations. High reliability means that the scale yields consistent results, indicating its dependability for research purposes.

Specifically this paper aims at determining the reliability of the responses gathered from the sample respondents.

To identify the job related factors that induce stress among knowledge workers, 60 statements with 5-point scale with values ranging from 1, 2, 3, 4 and 5 for —never feel, —occasionally feel, —sometimes feel, —frequently feel and —always feel were used in the questionnaire respectively.

Data Collection and Methodology

First, reliability is tested by Cronbach alpha coefficient obtained from Reliability / Item analysis and validity of the data is ascertained using factor analysis. In addition to identifying the validity of the data, factor analysis is also used to identify major occupational stressors. After checking for reliability and validity, and having identified the major occupational stressors, extent of role of the stressors

in stimulating the stress among the respondents was evaluated based on the perception of the whole sample. To check whether there is significant differences between occupational stress level and socio-economic characteristics of the knowledge work employees, mean perception scores are compared across respondents groups by socio-economic characteristics. The significant differences between occupational stress and personality types / personal habit are also evaluated. The statistical techniques such as t-test for two groups and F-test for more than two groups is used for comparing the mean perception scores. Finally, the combined relationship between set of variables under stress management strategies and set of variables in occupational stress measures are analyzed by Canonical correlation analysis. A unique impact of each occupational stressor on overall stress management strategies is ascertained with the help of multiple regression analysis. In the following section, results of the above analysis are tabulated and inferred.

Analysis and Interpretation

Table 1 provides the results of reliability analysis along with Cronbach's alpha coefficient for 60 items in the scale measuring factors inducing occupational stress among knowledge workers.

Table 1 Results of Reliability / Item Analysis of Scale Items Measuring Occupational Stressors in Knowledge Workers

Item No	Description of Scale Items	All Items		Reliable Items	
		Item to Total Correlation	Alpha if Deleted	Item to Total Correlation	Alpha if Deleted
1	I enjoy my work more than any leisure hours	-0.4162	0.9557		
2	I meet the target set for me in my office with difficulty	0.5710	0.9514	0.5759	0.9639
3	I am at great pressure in meeting the target set for me in my Office	0.5592	0.9515	0.5775	0.9639
4	I work under stressful time schedule in carrying out my assigned task	0.5975	0.9513	0.6107	0.9637
5	My assigned task is always fixed	0.2151	0.9528		
6	I am enslaved by time schedule in my official work	0.6061	0.9512	0.6189	0.9637
7	I consider that time factor can be regarded as a source of mental tension	0.6282	0.9512	0.6369	0.9636
8	I have various other interests which remain neglected	0.5538	0.9515	0.5688	0.9639

9	I think that the objectives of my job in relation to my role are clear	-0.0992	0.9539		
10	My work role is distributed among conflicting demands	0.5725	0.9515	0.5725	0.9639
11	My job in the organization produces a feeling of working under one roof only	0.3997	0.9522	0.4109	0.9645
12	My work load is too heavy	0.7007	0.9508	0.7071	0.9633
13	The amount of work I have to do interferes with the quality I want to maintain	0.7369	0.9507	0.7382	0.9632
14	My official work does not allow me to have enough time with my family	0.6579	0.9510	0.6727	0.9635
15	I have been with too much responsibility in my official work	0.6984	0.9508	0.7100	0.9633
16	My job interferes with my family life	0.6948	0.9508	0.7087	0.9633
17	There is a need to reduce some part of my job	0.7586	0.9505	0.7798	0.9630
18	I feel overburdened in my job	0.7876	0.9504	0.7996	0.9629
19	Many functions of what should be a part of my job have been assigned to some other job	0.2714	0.9526		
20	Several aspects of my job is vague	0.6193	0.9514	0.6162	0.9638
21	My job has not been defined clearly and in detail	0.5668	0.9516	0.5687	0.9639
22	I am not clear as to what to do in my job	0.5468	0.9518	0.5573	0.9641
23	I am not clear as to what are the priorities in my job	0.5344	0.9518	0.5397	0.9641
24	The work I do in my office is not related to my interests	0.5769	0.9516	0.5941	0.9639
25	My job has been recently reduced in importance	0.5640	0.9516	0.5684	0.9640
26	I do not get the information needed to carry out responsibilities assigned to me	0.5709	0.9516	0.5769	0.9639
27	I do not get enough resources to be effective in my job	0.6151	0.9515	0.6137	0.9638
28	The expectations of my seniors conflict with those of my juniors	0.5474	0.9515	0.5452	0.9640
29	I am not able to satisfy the conflicting demands of various poor level people and my juniors	0.6162	0.9513	0.6101	0.9638
30	I do not know what the people I work with expect of me	0.5337	0.9517	0.5275	0.9641
31	I am not clear on the scope and responsibilities of my work	0.4679	0.9520	0.4761	0.9642
32	I have to do things in my job that are against	0.5935	0.9515	0.5898	0.9639

	my judgement				
33	I do not have enough knowledge to handle the responsibilities of my job	0.5120	0.9518	0.5229	0.9641
34	There is no enough interaction between my work and others	0.4803	0.9519	0.5034	0.9641
35	My job does not allow me to have enough time with my family	0.6293	0.9511	0.6609	0.9635
36	My family and friends complain that I do not spend time with them	0.6934	0.9508	0.7211	0.9633
37	My children's lack of interest in education is causing me stress at work	0.4378	0.9521	0.4344	0.9645
38	My family members' health condition is causing me stress at work	0.6520	0.9510	0.6701	0.9635
39	Unadjusting nature of family members is causing me stress	0.6690	0.9509	0.6947	0.9634
40	stressConstant demands from my family members is causing me	0.7207	0.9507	0.7419	0.9632
41	Due to heavy work at office I am not able to spare time for recreational activities	0.6786	0.9509	0.7078	0.9633
42	Due to heavy work I am not able to look after my family matters effectively	0.6787	0.9509	0.7042	0.9633
43	My neighbours are not supportive and I feel unsupported	0.6667	0.9510	0.6997	0.9634
44	If I have to choose between work and family, I will give greater priority to work over family	0.0583	0.9537		
45	I am slow in decision making	0.5185	0.9517	0.4945	0.9642
46	I have a good deal of difficulty in coming to a decision quickly	0.5793	0.9514	0.5523	0.9640
47	I dislike facing situations where I am required to make quick decisions	0.5577	0.9515	0.5336	0.9640
48	Quite often I am unable to decide what course of actions is good for me	0.5790	0.9514	0.5760	0.9639
49	In my work, decisions are to be taken quite often	0.5236	0.9517	0.5156	0.9641
50	I take a decision and think of its correctness afterwards	0.5389	0.9516	0.5204	0.9641
51	Taking an appropriate decision is stressful for me	0.5835	0.9514	0.5621	0.9639
52	I often consult my boss for making a decision in my work	0.2709	0.9527		

53	I felt that my boss should consult me before taking a decision in our work	0.4014	0.9522	0.3442	0.9648
54	I think better to consult my subordinate while taken an important decision concerning them	0.0826	0.9536		
55	I feel that my boss takes no personal interest in the people he controls	0.4229	0.9521	0.4263	0.9645
56	I feel that my boss is unaware about the way his people think and feel about him	0.3239	0.9526	0.3201	0.9649
57	I feel that my boss does not support us while talking to outsiders	0.3383	0.9524	0.3173	0.9649
58	I feel bad to go to my boss for help regarding my personal Problems	0.1205	0.9534		
59	I am sure that my boss shows interest in solving my personal and family problems	0.0606	0.9537		
60	I should consider my boss as a good friend for all matters	-0.0259	0.9541		
Cronbach's Alpha Reliability Coefficient		0.9526		0.9645	

Source: Primary Data

An observation of the table shows that item to total correlation for all scales items except for items 1, 5, 9, 19, 44, 52, 54, 58, 59 and 60 ranges between 0.3239 (Item 56) and 0.7876 (Item 18), indicating consistent pattern of sufficient positive correlations of at least a value of 0.30. At the same time, the Cronbach's alpha coefficient for all 60 items in the scale is 0.9526, which is well above 0.90, the minimum required value for excellent reliability.

But, the item to total correlation 10 items is less than 0.30, in turn indicating that these items are not reliable. So, these 10 items are removed, reliability / item analysis was run again. From the results, it is understood that the item to total correlation for all 50 items in the second run is well above the required norm, in turn revealing the existence of consistent pattern among the selected items in the measurement scale. For the scale with selected 50 items, the overall Cronbach's alpha coefficient tend to reach at 0.9645. So, the scale with 50 items measuring occupational stress is found to be with excellent reliability. So, data collected based on these 50 items are used in subsequent analysis.

The items in the scale measuring occupational stress, which are found with excellent consistency, are subjected to factor analysis to identify validity as well as the major stressors at work for the knowledge work industry. The principal component method of factor analysis with varimax

rotation is used for extracting the factors underlying stress management. The eigenvalues of factors underlying items measuring occupational stressors produced by factor analysis are reported in Table 2.

Table 2 Eigenvalues of Factors Underlying Scale Items measuring Occupational Stressors among Knowledge Workers

Factors	Eigenvalue	% of Total Variance	Cumulative % of Total Variance
1	19.0839	38.17	38.17
2	5.6959	11.39	49.56
3	4.1945	8.39	57.95
4	2.8749	5.75	63.70
5	2.1134	4.23	67.93
6	1.7223	3.44	71.37
7	1.4971	2.99	74.36
8	1.3080	2.62	76.98
9	1.1157	2.23	79.21
10	0.9971	1.99	81.21
11	0.7846	1.57	82.77
12	0.7397	1.48	84.25
13	0.6599	1.32	85.57

14	0.6141	1.23	86.80
15	0.6011	1.20	88.00
16	0.5564	1.11	89.12
17	0.4401	0.88	90.00
18	0.4175	0.83	90.83
19	0.3821	0.76	91.60
20	0.3434	0.69	92.28
21	0.3107	0.62	92.90
22	0.2939	0.59	93.49
23	0.2747	0.55	94.04
24	0.2710	0.54	94.58
25	0.2436	0.49	95.07
26	0.2150	0.43	95.5
27	0.2097	0.42	95.92
28	0.1893	0.38	96.30
29	0.1829	0.37	96.66
30	0.1655	0.33	97.00
31	0.1610	0.32	97.32
32	0.1550	0.31	97.63
33	0.1436	0.29	97.91
34	0.1168	0.23	98.15
35	0.1150	0.23	98.38
36	0.1063	0.21	98.59
37	0.0910	0.18	98.77
38	0.0802	0.16	98.93
39	0.0766	0.15	99.09
40	0.0679	0.14	99.22
41	0.0601	0.12	99.34
42	0.0533	0.11	99.45
43	0.0520	0.10	99.55
44	0.0448	0.09	99.64
45	0.0423	0.08	99.73
46	0.0361	0.07	99.80
47	0.0347	0.07	99.87
48	0.0276	0.06	99.92
49	0.0207	0.04	99.97
50	0.0171	0.03	100.00

Source: Primary Data

From the examination of the table, it is apparent that the eigenvalue for first nine factors is above one, indicating

that these nine factors are valid and major factors underlying the scale measuring occupational stressors. These nine factors together possess 79.21 per cent of the essence of the actual data set. Out of nine factors with eigenvalue above one, the variance in the actual data set explained by the first, second, third, fourth, fifth, sixth, seventh, eighth and ninth factor is 38.17 per cent, 11.39 per cent, 8.39 per cent, 5.75 per cent, 4.23 per cent, 3.44 per cent, 2.99 per cent, 2.62 per cent and 2.23 per cent before varimax rotation respectively. So, based on the eigenvalue norm, there are nine major factors underlying items in the scale measuring occupational stressors for knowledge work employees that are valid and extractable. That is, there are nine major occupational stressors which is likely to stimulate stress among these personnel. Figure 1 shows the number of extractable factors graphically using Scree plot.

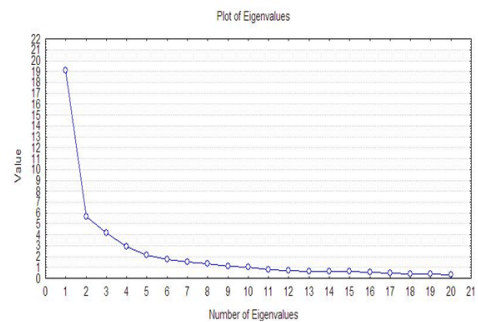


Figure 1

In the above Scree plot the mountain point ends at eigenvalue 1, which is also coinciding with Kaiser Criterion. Hence, it is undoubtedly concluded that there are nine occupation oriented stressors in knowledge workers.

In order to find out the characteristic of each valid factor, i.e., which factor poses the characteristics of which items in the scale, Table 3 is reported with factor loadings after varimax rotation. From the results of factor analysis after varimax rotation, the eigenvalues of valid factors have changed to 15.03 per cent, 13.48 per cent, 10.35 per cent, 6.49 per cent, 5.96 per cent, 12.93 per cent, 4.65 per cent, 4.81 per cent and 5.51 per cent with total variance of 79.21 per cent which is same as in before varimaxrotation.

Table 3 Factor Loadings of Items with Valid Factors Underlying Job Status (After Varimax Rotation)

Items	Description of Scale Items	Valid Factors								
		1	2	3	4	5	6	7	8	9
39	Unadjusting nature of family members is causing me stress	0.864	0.205	0.098	0.079	0.038	0.128	0.108	0.114	0.100
40	Constant demands from my family members is causing me stress	0.861	0.249	-0.011	0.157	0.089	0.212	0.094	0.118	0.093
38	My family members' health condition is causing me stress at work	0.854	0.232	-0.054	0.114	0.041	0.184	0.042	0.160	0.062
42	Due to heavy work I am not able to look after my family matters effectively	0.804	0.131	0.090	-0.016	0.152	0.399	0.071	-0.108	0.034
43	My neighbours are not supportive and I feel unsupported	0.767	0.112	0.252	0.000	0.196	0.262	0.178	-0.108	0.025
36	My family and friends complain that I do not spend time with them	0.764	0.052	0.132	-0.015	0.138	0.461	0.168	-0.104	0.074
41	Due to heavy work at office I am not able to spare time for recreational activities	0.735	0.071	0.209	-0.011	0.083	0.444	0.176	-0.148	0.049
37	My children's lack of interest in education is causing me stress at work	0.718	0.086	-0.111	0.097	-0.035	0.069	-0.112	0.355	0.020
35	My job does not allow me to have enough time with my family	0.703	0.042	0.126	-0.064	0.144	0.470	0.127	-0.114	0.049
45	I am slow in decision making	0.099	0.908	0.014	0.036	-0.058	0.068	0.094	0.136	0.068
46	I have a good deal of difficulty in coming to a decision quickly	0.144	0.912	0.090	0.079	0.040	0.013	0.101	0.133	0.072
47	I dislike facing situations where I am required to make quick decisions	0.116	0.905	0.085	0.133	0.056	0.008	0.039	0.117	0.086
48	Quite often I am unable to decide what course of actions is good for me	0.140	0.897	0.131	0.079	0.085	0.028	0.119	0.081	0.097

50	I take a decision and think of its correctness Afterwards	0.113	0.879	0.173	0.122	0.124	0.056	-0.060	-0.027	-0.004
51	Taking an appropriate decision is stressful for me	0.215	0.858	0.051	0.110	0.052	0.037	0.044	0.150	0.048
49	In my work, decisions are to be taken quite often	0.121	0.690	0.305	-0.002	0.185	0.102	0.100	-0.203	0.059
53	I felt that my boss should consult me before taking a decision in our work	0.001	0.570	0.162	0.053	0.068	0.307	-0.244	-0.061	-0.167
33	I do not have enough knowledge to handle the responsibilities of my job	0.046	0.184	0.772	0.118	0.319	0.067	0.039	0.064	0.169
31	I am not clear on the scope and responsibilities of my work	0.032	0.035	0.751	0.066	0.384	0.049	0.126	0.081	0.214
26	I do not get the information needed to carry out responsibilities assigned to me	0.070	0.222	0.747	0.062	-0.143	0.282	0.045	0.280	0.183
25	My job has been recently reduced in importance	0.129	0.236	0.708	0.015	-0.115	0.231	0.013	0.213	0.255
34	There is no enough interaction between my work and others	0.214	0.098	0.666	0.277	0.349	0.029	0.077	-0.141	0.042
27	I do not get enough resources to be effective in my job	0.079	0.247	0.618	0.094	-0.136	0.369	-0.005	0.295	0.284
24	The work I do in my office is not related to my interests	0.263	0.104	0.598	-0.131	0.007	0.333	0.054	0.160	0.265
32	I have to do things in my job that are against my judgement	0.055	0.201	0.594	0.239	0.388	0.165	0.099	0.136	0.157
56	I feel that my boss is unaware about the way his people think and feel about him	0.048	0.126	0.047	0.941	-0.039	0.060	0.044	0.092	0.054
57	I feel that my boss does not support us while talking to outsiders	0.048	0.122	0.089	0.895	-0.028	0.083	-0.041	0.079	0.049

55	I feel that my boss takes no personal interest in the people he controls	0.109	0.156	0.112	0.877	-0.017	0.086	0.116	0.163	0.080
3	I am at great pressure in meeting the target set for me in my office	0.251	0.122	0.244	-0.093	0.749	0.230	0.085	0.150	0.139
2	I meet the target set for me in my office with difficulty	0.254	0.233	0.153	-0.065	0.727	0.264	0.008	0.120	0.064
4	I work under stressful time schedule in carrying out my assigned task	0.263	0.091	0.152	-0.019	0.645	0.262	0.257	0.198	0.208
14	My official work does not allow me to have enough time with my family	0.365	-0.026	0.110	0.068	0.123	0.814	0.060	0.127	0.061
16	My job interferes with my family life	0.402	-0.024	0.055	0.078	0.127	0.808	0.139	0.092	0.160
15	I have been with too much responsibility in my official work	0.306	0.020	0.121	0.143	0.132	0.790	0.099	0.104	0.214
17	There is a need to reduce some part of my job	0.395	0.072	0.253	0.086	0.053	0.756	0.097	0.130	0.196
18	I feel overburdened in my job	0.409	0.156	0.288	0.088	0.076	0.739	0.050	0.070	0.138
12	My work load is too Heavy	0.292	0.119	0.100	0.045	0.211	0.723	0.134	0.120	0.188
13	The amount of work I have to do interferes with the quality I want to maintain	0.274	0.257	0.110	0.100	0.141	0.565	0.273	0.203	0.255
11	My job in the organization produces a feeling of working under one roof only	0.197	0.159	0.202	0.211	-0.322	0.154	0.630	0.047	0.063
6	I am enslaved by time schedule in my official work	0.337	0.143	0.042	-0.023	0.354	0.262	0.626	0.128	0.159
7	I consider that time factor can be regarded as a source of mental tension	0.273	0.198	0.118	0.020	0.322	0.262	0.597	0.257	0.075
8	I have various other interests which remain neglected	0.377	0.068	0.138	0.044	0.134	0.370	0.567	-0.035	-0.032

10	My work role is distributed among conflicting demands	0.308	0.224	0.002	0.231	0.220	0.190	0.540	0.024	0.157
28	The expectations of my seniors conflict with those of my juniors	0.023	0.226	0.244	0.346	0.200	0.227	0.105	0.711	0.013
29	I am not able to satisfy the conflicting demands of various poor level people and my juniors	0.072	0.329	0.284	0.375	0.204	0.181	0.076	0.676	0.045
30	I do not know what the people I work with expect of me	0.022	0.238	0.371	0.123	0.152	0.192	0.107	0.667	0.072
23	I am not clear as to what are the priorities in my job	0.051	0.115	0.357	0.149	0.146	0.218	0.111	0.023	0.766
22	I am not clear as to what to do in my job	0.123	0.058	0.339	0.116	0.152	0.261	0.069	0.051	0.757
21	My job has not been defined clearly and in Detail	0.191	0.180	0.261	0.015	-0.033	0.426	0.022	-0.069	0.627
20	Several aspects of my job is vague	0.170	0.187	0.267	0.053	0.187	0.342	0.033	0.118	0.617
Explained Variance		7.513	6.742	5.176	3.242	2.981	6.465	2.326	2.404	2.757
% of Total Variance		15.025	13.483	10.351	6.485	5.962	12.931	4.652	4.808	5.513
Cumulative % of Total Variance		15.025	28.509	38.860	45.345	51.307	64.238	68.890	73.698	79.211
Factor Label		<i>Work Overload</i>	<i>Poor Decision Making Skill</i>	<i>Job unrelated to skill</i>	<i>In attention of Boss</i>	<i>Work Pressure</i>	<i>Strenuous Work Condition</i>	<i>Time Pressure</i>	<i>Conflicting Attitude of Peers</i>	<i>Ambiguous Nature of Job</i>

Source: Primary Data

From the examination of the factor loadings, it is understood that the first factor is highly loaded by items 39, 40, 38 and 42 followed by items 43, 36, 41, 37 and 35. This reveals that the first factor characterizes inability of the respondents to look after their families due to heavy work load. While second factor with high loadings of items 45, 46, 47, 48, 50, 51, 49 and 53 shows the characteristics of employees' inability in making quick decision, third factor with loadings of items 33, 31, 26, 25, 34, 27, 24 and 32 characterizes assignment of job unrelated to skill of the employees. Similarly the items 56, 57 and 55 with fourth factor, items 3, 2 and 4 with fifth factor, items 14, 16, 15, 17, 18, 12 and 13 with sixth factor, items 11, 6, 7, 8 and 10 with seventh factor, items 28, 29 and 30 with eighth factor

and items 23, 22, 21 and 20 with ninth factor are highly loaded. This indicates that fourth factor represents unsupportive attitude of the boss, fifth factor has the essence of employees difficulty in meeting target set, sixth factor characterizing backbreaking working conditions and interference of job with their family life, seventh factor indicates enslavement of employees with time schedule but feeling of working under one roof, eighth factor reveals the conflicting attitude of the employees and ninth factor poses unclear and vague nature of job.

Findings and Conclusion

The above analyses have studied in detail about the reliability of the findings from the questionnaire. Based on

the items with high loadings, the nine valid factors (from first to ninth) are named as follows: Work overload, Poor decision making skill, Job unrelated to skill, Inattention of boss, Work pressure, Strenuous work condition, Time pressure, Conflicting attitude of the peers, and ambiguous nature of job.

Scope for Further Research

Based on the reliability analysis, further tests may be run to probe into the stress causing factors among the knowledge workers and the extent to which they affect the individual worker may be studied. Moreover stress coping strategies among employees also may be analysed leading to further findings of best stress management techniques so that stress is contained at the optimal level.

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