IOSR Journal Of Humanities And Social Science (IOSR-JHSS)
Volume 22, Issue 11, Ver. 1 (November. 2017) PP 01-10
e-ISSN: 2279-0837, p-ISSN: 2279-0845.
www.iosrjournals.org

Level of job strain experienced by employees in relation to social support, decision making authority and job demands present at the workplace.

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ABSTRACT: In this study Karasek's Job-demand control model has been applied to this research for the purpose of finding the relationship between the effect of support available at one's workplace, the amount of decision making authority available to be exercised by one as well as job demand upon the level of experienced job strain indicated by the employees'. A sample of 80 was taken from private sector organizations'. Employing a survey research design, non-probability convenient sampling method was used to gather the pool of data. The sample had a clear distinction between an equal number of both male and female participants. Linear Regression and Correlation were the statistical tolls that measured the data by using SPSS and MS Excel to identify the relationship between support, decision making authority, and job demands and job strain. Analysis of Variance (ANOVA) was employed to find the difference between demographic variables such as gender and age groups. The results showed a negative correlation between the three dimensions of job content and the level of experienced job strain, a positive correlation between job demands and job strain. However, no significant difference was found between variables such as gender and age or even levels of profession and job strain.

Date of Submission: 16-10-2017 Date of acceptance: 02-11-2017

I. INTRODUCTION

Research suggests that unemployment affects a person's wellbeing adversely, but so does employment as and when the individual is unable to cope with the job demands. 'Work' is defined as the purposeful and precise organization of the actions of the organism to meet unpredictable demands for action from the environment (Karasek, Stress-Disequilibrium Theory paper, 2008). According to World Health Organization (WHO, 1986), a healthy job is likely to be one where the pressures on employees are appropriate in relation to their abilities and resources, to the amount of control they have over their work, and to the support they receive from people who matter to them.

The contemporary work environment scenario has however undergone a drastic change. The early era, while concentrating more on the physical labor, was very demanding, the present modern age presents a very different perspective altogether. The current trend is all about an employee being the 'jack-of-all-trades'. With organizations no longer being constrained by borders, employees are required to have people skills while working with a culturally diverse population, maintaining work-life balance, coping with 'temporariness' and also being technically competent. So, 'job' is no longer just a three letter word but so much more.

All job profiles, though different in terms of the processes that the person is responsible for completing, have without any exception some kind of pressure. It is necessary for a person to be patient as well as resilient in order to succeed in any job. No work is devoid of any demand at any point of time. Flexibility is something that is provided to a great extent in certain jobs however this option is tied to certain costs. Also each person differs from the other in terms of their individual breaking point. This situation of breaking point happens over time and should be detected prior to the malfunction taking over. Employees more than often get affected by all the pressure loaded onto them by a variety of psychosocial work related factors. They fall prey to a rising level of job strain as they become unable to use proper coping strategies. The employees experiencing a rise in the level of job strain become affected in terms of their work performance, job satisfaction, and motivation. The hazard however does not end there itself. The rise in the level of job strain ultimately leads to not only psychological hazards but also severe physical hazards such as coronary heart disease (CHD), hypertension, burnout, depression, fatigue, lethargy etc.

It is said that Job strain experienced by employees' seems to be majorly influenced by the extent of social support, decision-making authority (autonomy), as well as job demands available at the workplace. Several research findings indicated that the job strain which is derived from all the three factors – support,

autonomy and job demand, help in predicting cases of employee being prone to psychological hazards such as burnout. The level of experienced Job strain should always be kept in a constant check among employees for better performance, job satisfaction, and motivation as well as to prevent the turnovers or serious psychological hazards. This study has been attempted to highlight the growing need for the timely assessment of the level of job strain among the employees'. A timely assessment would be immensely beneficial for an organization in maintaining its human asset's well-being as well as the company's growth.

The concept of Job strain has been researched upon in India by limited researchers; however, work has not been done stating its evident significant relationship to social support and autonomy. Also, job strain prevalence has been considered to be higher among men up until now. With the changing scenario of the competitive and fast-paced world, whether these gender specific differences in the results still holds true or not will be helpful. The study will help to gain insight upon whether these three stated factors still have a combined impact upon assessing the level of job strain or not.

The main idea of this study is to understand whether the perception of an employee having adequate control over their work as well as availability of social support at their workplace helps in their experience of job strain. The neglected aspect such as social support as a necessary factor for an employee is what needs to be brought to the mainstream views. A certain rising level of job strain as a result of the lack of control and social support in one's work is the expected outcome in this study.

Burnout

Job strain usually ends up with two primary consequences in most of the cases, which are burnout and illness. A worker's productivity is gravely hindered by burnout.

A psychological hazard, burnout, is an extreme state quite evident but hardly ever acknowledged by employers. Burnout, referring to the draining of mental resources caused by chronic job stress, is considered a work-related indicator of psychological health (Schaufeli&Enzmann, 1998).

Burnout is a prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion, cynicism, and inefficacy (Maslach, Schaufeli and Leiter, 2001).

Illness, meanwhile, can destroy a worker's financial security and even their life. Studies have linked job strain to everything from depression to heart disease. If you still have her on staff when she gets sick because of job strain, her health care and sick days can cost your company a lot of money.

Burnout and depression were also related to other categories of job strain: "active work," consisting of high job demands and high control; and "passive work," with low demands and low control. The concept of job burnout—defined as "a state of exhaustion combined with doubts about the value of one's own work and competence"—is still debated among occupational health researchers. Previous studies have shown a close relationship between burnout, which is supposedly work-related; and depression, generally regarded as a more pervasive problem. The new study is the first to simultaneously assess all three factors in a large population representing the full range of occupations.

Job strain can stem from a variety of factors. It could be due to the early wake-up call, or shaky relationship with one's colleague or even supervisor. Sometime even the fear of layoff or downsizing, which is quite common in the present economy leads to high job strain. There are several other factors contributing to job strain. But usually, the experienced of job strain is witnessed when the employees' perceive their work to be physically grueling. The employee starts feeling that he or she is repeatedly doing something stressful and can do nothing to change it since he or she has no autonomy or control over it. Some of the other factors leading to job strain could be employee's role in the organization, career development or even the organizational climate.

An employee's role in the organization refers to the set of responsibilities or expected results associated with a job. One usually has to occupy several roles in terms of a job. It is associated with the hierarchical ranking of that particular employee within the organization. Upper management is entitled to oversee the overall functioning of the organization. This causes potential distress, as the employee must be able to perform simultaneous tasks.

Then there is the issue with career development. Security regarding one's occupation, promotion levels, etc., is significant sources of stress. Also, job strain could stem is the out of organizational climate or structure. The overall communication, management style, and participation among groups of employees are variables to be considered.

Job demands

Every job, without question, comes with a demand. Job demand basically refers to the social, physical, psychological and organizational aspects of the job that require sustained physical and/or psychological effort or skills. The psychological efforts may be in relation to emotional or cognitive aspects. A situation of unfavorable work environment or high pressure induced by one's work might lead an employee to define his work as too

demanding. Hence, there is an important association between job and physiological and/or psychological demands of it which many choose to ignore.

Job demands are not always negative; however, this does not imply that they are never a threat. These demands are always on the borderline, as they shift quite quickly into stressors when the employee is unable to put in quite the effort needed to handle those demands (Meijman and Mulder, 1998).

The long mandatory hours and the competitive job market, due to globalization, are two main reasons for the growing demands forced upon an individual. With the extensive amount of skilled and semi-skilled job candidates available, each individual is forced to jump into the competitive pool of the masses and struggle to strive and survive while constantly trying to prove their worth as goes the classic Darwin's theory of survival of the fittest.

Often employers forget to draw the line between challenges and burden. The failure to recognize overwork by the employers is what costs them in the long run. The tasks assigned wear out the employee's. In the face of the huge challenges, the employee decides upon either the fight or the flight response. Whether he/she decides to fight or flee, the high level of demands takes a toll on the employee creating hazards for oneself. Physically demanding type of job is not very hard to analyze in comparison to jobs that are capable of exerting huge mental demands on the employee's. The Job demand analysis procedures which are quite new and relevant currently have only been limited in terms of addressing the physical demands as such till now.

Chronic job demands is what exhausts employees' physical as well as mental resources leading to malfunctions in functioning of daily life. In the context of the current turbulent global economy, 'control' in terms of the strategies the person makes use of to cope with the demands is what predicts his/her stability or strength.

Psychosocial hazards are defined by the International Labor Organization (ILO, 1986) in terms of the interactions among job content, work organization and management, and other environmental and organizational conditions, on the one hand, and the employees' competencies and needs on the other. As such, they refer to those interactions that prove to have a hazardous influence over employees' health through their perceptions and experience (ILO, 1986). A simpler definition of psychosocial hazards might be those aspects of the design and management of work, and its social and organizational contexts that have the potential for causing psychological or physical harm (Cox & Griffiths, 2005).

Work has been known for burning people out. After all, the long hours, deadlines, conflicts, and expectations are not easy to deal with for everyone with each person having a different endurance level. Few resilient people make it up the ladder with scars of stress carried by them like an accomplishment. Thus, job demands can lead to a variety of psychological problems that hamper normal functioning. In this economy most of the people are satisfied with just having a job. But this satisfaction is not a long lasting state, as one starts to realize that the high and unrealistic job demands are what they loathe.

II. METHOD

The objectives of the study were to understand whether job strain in an individual is influenced by social support, autonomy and job demands, as well as, to study whether the perception of an employee having adequate control over their work and availability of social support at their workplace helps in their experienced level of job strain.

Hypotheses:

Employees' level of social support, autonomy and job demand will have a significant impact upon their level of job strain

Research Design:

The present research designed to carry out this study is a survey research design. This research designed is employed to study the relationship between job strain and factors such as – social support, decision making authority and job demands. The design has been used to compare between various groups such as employees with high and low level social support, autonomy and job demand; Male with female employees'; Age categories (three age groups ranging between 20-30, 30-40 and 40-50 years); and Levels of profession (lower management level - Sales team, middle management level, top management level).

Tool:

The study was conducted with the help of the "Job Content Questionnaire (JCQ) developed by Karasek in 1984. The Job-Content Questionnaire by Karasek is a tool for psychosocial job assessment. It is designed to measure/assess along the dimensions of social support (co-worker and supervisor support), skill discretion, decision making authority, decision latitude, job insecurity, job demands and job strain.

The newest version of JCQ used in this study is the "Framingham version" which consists of 27 questions in total. Items on the questionnaire followed the response format of a 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The following dimensions are mentioned in detail further:

1. **Co-worker's support:** Co-worker support refers to co-workers assisting one another in their tasks when needed by sharing knowledge and expertise as well as providing encouragement and support (Zhou and George, 2001). It is defined as the extent to which employees' believe their coworkers are willing to provide them with work related assistance to aid in the execution of their service based duties.

2. **Supervisor's support:** supervisor support is defined as employees' belief concerning the extent to which supervisors value their contributions and care about their well-being. It includes behavior on the part of the supervisor such as open interactions, supportive, non-controlling, creating a work environment that fosters creativity, and encouragement among many.

3. **Skill discretion:** Skill discretion describes the degree to which the job involves a variety of tasks, low levels of repetitiveness, occasions for creativity and opportunities to learn new things and develop special abilities. Skill discretion, measured in terms of learning new things, being able to develop skills, job requiring skills, task variety, and job requiring creativity etc.

4. **Decision making authority:** Decision authority describes both the employee's ability to make decisions about their own job, and their ability to influence their own work team and more general company policies. It is usually measured in terms of having freedom to make decisions, choosing how to perform work, and having a lot of say on the job etc.

5. **Decision latitude:** Decision latitude refers to employees' control over their tasks and how those tasks are executed. It consists of both skill discretion and decision authority. The decision latitude sub-scale covers and skill discretion decision making authority.

6. **Job Insecurity:** it refers to a discrepancy between the level of security an employee experiences and the level she or he might prefer. It is also defined in terms of one's expectations about continuity in a job situation.

7. **Job Demands:** Job demands represent the psychological stressors in the work environment. These include factors such as: interruption rate, time pressures, conflicting demands, reaction time required, pace of work, proportion of work performed under pressure, amount of work, degree of concentration required, and the slowing down of work caused by the need to wait for others. Also, it is usually defined in terms of excessive work, conflicting demands, insufficient time to work, work fast, and work hard etc.

Sample:

The questionnaire used for this study was the 'job content questionnaire' developed by Karasek in 1984. The questionnaire was distributed and sent across Delhi in two private organizations both personally and through e-mails. The sample for the study included a total of 80 employees' with a clear division of 40 male and 40 female participants. All the participants of the study were chosen from the two separate private organizations and specifically from the marketing department of the selected organizations. The participants were carefully divided into three specific criterion groups on the basis of gender, age and hierarchy of the occupied position within the organization.

As mentioned, an equal number of male and female participants were included in the study. The categorization on the basis of age was done as 20-30 years which included 26 participants, 30-40 years which included 29 participants and 40-50 years which had 25 participants. Then comes the professional level distinction. This category also had a clear division of three levels which were – Lower management level (sales team), Middle management level and the Top management level. The type of method of sampling employed for this study was non-probability convenience sampling.

Plan of Analysis:

After the data was collected, data was analyzed with the help of SPSS. t-test and Analysis of Variance (ANOVA) were used to determine the significant difference between the criterion groups. Inter-correlation was found between the variables using Pearson correlation Coefficient. Linear regression was also used in order to study the relationship between the variables.

III. RESULTS

TABLE 3.1: comparing the significant difference between male and female employees' on the mentioned dimensions

S.N.	Variables	Gender	N	Mean	Std. Dev	Std. Error Mean	T
1	Co-worker's support	Male	40	17.3	2.00256	.31663	3.732
		Female	40	15.7	1.82855	.28912	
2	Supervisor's support	Male	40	16.9	2.69663	.42637	2.703
		Female	40	15.25	2.76192	.43670	
3	Skill discretion	Male	40	39.2	9.07857	1.43545	1.72
		Female	40	35.95	7.77224	1.22890	
4	Decision making authority	Male	40	38.7	10.30360	1.62914	0.721
		Female	40	37.1	9.54289	1.50886	
5	Decision Latitude	Male	40	76.9	18.26837	2.88848	1.032
		Female	40	73.05	14.91850	2.35882	
6	Job Insecurity	Male	40	3.8	1.20256	.19014	-1.056
		Female	40	4.1	1.33589	.21122	
7	Job Demands	Male	40	39.725	6.90963	1.09251	-1.848
		Female	40	42.575	6.88323	1.08833	
8	Job Strain	Male	40	1.1185	.42431	.06709	-1.182
		Female	40	1.2215	.35097	.05549	

*Significant at 0.05 level **significant at 0.01 level

In this research, the entire sample of 80 employees' belonging to private organizations was compared on the different dimensions mentioned in the JCQ scale. The results indicated no significant difference between the two genders on all the variables – co-worker's support, supervisor's support, skill discretion, decision-making authority, decision latitude, job insecurity, job demands, and job strain at any level of significance. Even the difference in the mean obtained for the level of job strain was not found to differ vastly in male and female participants.

TABLE 3.2: Correlation between Job Strain and the three job content dimensions – social support (co-worker's and supervisor's support), decision-making authority and job demands

S.N.	Variables	Pearson r	Sig. (2 tailed)
1	Co-worker's support	-.257*	.021
2	Supervisor's support	-.442**	.000
3	Decision making authority	-.774**	.000
4	Job Demands	.593**	.000

**. Correlation is significant at the 0.01 level (2-tailed)

*. Correlation is significant at the 0.05 level (2-tailed)

Inter-correlation between the variables – social support (co-worker and supervisor's support), decision making authority, job demands and job strain was calculated using Pearson correlation coefficient. From the above table, we can see that Job strain is found to be related with all the other three mentioned variables. The results suggest a clear inversely relationship between co-worker's support and job strain significant at the 0.05 level, between supervisor's support and job strain significant at the 0.01 level, between decision-making authority and job demand at 0.01 level and lastly even between job demands and job strain which is significant at 0.01 level. This suggests that higher the level of social support, decision-making authority and job demands, lower will be the level of experienced job strain.

Table 3.3: Comparison of the age category on job strain

Job Demand					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	176.395	2	88.197	1.838	.166
Within Groups	3695.805	77	47.997		
Total	3872.200	79			

When the three groups of the employees' based on age (i.e., 20-30 years, 30-40 years and 40-50 years) are compared in terms of the level of experienced Job strain by employing ANOVA, the results indicated that there is no significant difference between any of the groups at the 0.05 level. The comparison shows an F ratio of 1.838 between the three groups which indicated no significant difference with the 77df within groups and 2df between groups.

Table 3.4: Comparison of the Hierarchy category on job strain

JobStrain					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.819	2	.910	6.855	.002
Within Groups	10.218	77	.133		
Total	12.037	79			

When the three groups of the employees' based on their hierarchical position occupied by them (i.e., Top management level, Middle management level and Lower Management level) are compared in terms of the level of experienced Job strain by employing ANOVA, the results indicated that there is no significant difference between any of the groups at the 0.05 level. The comparison shows an F ratio of 6.855 between the three groups which indicated no significant difference with the 77df within groups and 2df between groups.

TABLE 3.5(a): Showing the linear regression with Job strain as the dependent variable and the dimensions of the job content as the predictors

Model	**R**	**R square**	**F**	**Sig.**
Regression	.967*	.934	146.524	.000

a. Predictors: (Constant), Job Demand, Job Insecurity, Skill Discretion, Coworker Support, Supervisor Support, Decision Making, Decision Latitude
b. Dependent Variable: Job Strain

In this case, R square is found to be 0.934; hence we can infer that 93% of the variance in job strain can be explained by the predictors taken into consideration.

TABLE 3.5 (b):

S.N.	Dimensions	Beta	T	Sig.
1	Co-worker's support	-.016	-.434	.665
2	Supervisor support	.037	.864	.391
3	Skill discretion	-.009	-.128	.899
4	Decision-making authority	-.054	-.655	.514
5	Decision Latitude	-.721	-6.221	.000
6	Job insecurity	.034	.978	.331
7	Job demands	.478	15.399	.000

a. Dependent Variable: Job Strain

As the p-value for the two dimensions decision latitude and job demands is .000, which is less than 0.05, we infer that relationship is statistically significant at the .001 level. This means that there is a highly significant relationship between the decision latitude and job demands and job strain.

IV. DISCUSSION

The framework for this research is the integrated research model of Karasek's job-demand control model (1990). The study attempts to observe the prevalence of the inverse relationship between certain dimensions of the job-content (social support, decision making authority and job demands) and the level of job strain experienced by an employee at their respective workplace. Job strain is not a new concept; however it has not quite been researched upon vastly in India. The fact that there exists a scarcity in terms of studies stating the significant influence of certain important job content factors on job strain is what drove this study forward. Robert Karasek originally developed and provided evidence of the "job strain" concept and model. Karasek in 1979, argued that work stress and the resulting physical and mental health effects of work stress, result "not from a single aspect of the work environment, but from the joint effects of the demands of a work situation and the range of decision-making freedom (discretion) available to the worker facing those demands."The model of job strain given by Karasek is nothing but an extension of the existing stress models. This job strain model throws light on the risks towards physical and mental health caused by not just excessive job demands or pressures but other important sources as well. These other factors included social support and autonomy along with job demands. This was what came to be known as the Job-Demand Control (JDC) model. There, of course, have been issues regarding the universal applicability of this model.

Over the years several researches have been successful in establishing a link between job strain and hypertension, depression, as well as coronary heart disease (CHD). With a view to highlight the importance of assessment of job strain at workplace indicated through social support, decision-making and job demands, this study was undertaken. The early researches suggested an inversely proportional relationship between the level of job strain and the three psychosocial factors of work namely – social support, decision-making and job demands. There have been other assumptions regarding high level of job strain among women in comparison to men. It seemed apt to see if these views still holds true in this new challenging global competitive world. Also, there have been declarations in the previous researches regarding age and the level of profession occupied having an influence on level of job strain. This study tends to check whether all these declaration still applies to the Indian setting.

The tool used to measure job strain as well as all of the psychosocial factors of job content is the "Job content questionnaire" (JCQ) by Karasek developed in 1984. It is, however, the shorter version known as the Framingham version which consists of 27 questions in total. The dimensions covered by the questionnaire are Co-worker's support, Supervisor's support, Skill discretion, Decision making authority, Decision Latitude, Job Insecurity, Job Demands and Job strain.

The sample for the study included a total of 80 participants, chosen as 40 male and 40 female. All the participants belonged to two specific private organizations. Both the organizations were based in Delhi. They hailed from the marketing department of their respective organizations. Also, participants belonging only to 20-50 years of age were asked to fill up the questionnaires. During this process of gathering data the level of profession occupied by the participant was also taken into consideration. The sample in totality composed of lower management level, middle management level and top management level candidates. After the entire process of data collection was completed, the study was moved towards data analysis wherein we made use of the Statistical Package for Social Sciences (SPSS).

As it was assumed, suggested and indicated through many research findings that the employees level of social support, autonomy and job demand will have a significant impact upon their level of job strain, it was attempted to find out to what extent this holds true today. Hence, Pearson correlation coefficient was computed. From the correlational analysis, it can be seen that the level of Job strain is found to have a significant

correlation with the three desired dimensions i.e. social support, decision making authority and job demands. This means that the findings clearly support the first hypothesis of the study which was employees' level of social support, autonomy and job demand will have a significant impact on their level of job strain.

The Pearson's r coefficient for co-worker's support and supervisor's support was -.257*at the 0.05 level of significance and -.442** at the 0.01 level of significance. The Pearson's r coefficient for decision making authority was -.774** and for Job demands was .593**, both at 0.01 level of significance.

From these findings we can interpret that there exists a negative correlation between Job strain and social support as well as Job strain and decision making authority. Also, there exists a positive correlation between Job strain and job demand. Hence, the second hypothesis which states that the perceived level of social support is inversely related to the experienced level of job strain and the third hypothesis which states that the perceived level of decision-making authority (autonomy) is inversely related to the experienced level of job strain have been supported by the findings of this study. The findings of this study also concluded to support the third hypothesis which states that the perceived level of job demands is positively related to the experienced level of job strain.

Job support, given in Karasek's (1979) model, looks at the level and nature of backing given by the management or the supervisors or colleagues. The human need to be recognized, appreciated, accepted as well as respected is of great significance. This is seen in the dimension of social support. People who perceive to have adequate amount of social support in their life are consequently more satisfied and productive. Social exclusion causes stress. Similarly, the perceived level of autonomy affects a person's satisfaction and intention to quit. Those with good control of their work fared best, regardless of whether they had little or considerable amounts of work. Thus, having adequate social support as well as control over one's work inherently makes one more resistant to the high pressures of job demand. Thus, the person is able to successfully manage their levels of job strain.

The study also tried to find support for its hypothesis regarding the experienced level of job strain having a difference in terms of the male and female participants. However, no such validation was received. Table 3.1 shows us that the mean for the job strain in female participants was 1.1185 and the mean of the male participants was 1.2215. This means the level of Job strain experienced by the female as well as the male participants was almost equal. The t score was-1.182 which was found to be not significant. Thus, the fifth hypothesis is not supported by the findings. Men and women are usually subjected almost the same kind of stressors in terms of workplace stressors. However, there was difference suggested in terms of the perception of those stressors. Women are more likely to report higher level of job strain than men. Women experience more of psychological distress. This distinction is attributed to females being more aware of the concept of negative feelings whereas, males usually shy away from expressing the same due to fear of being judged. The study finding no significant difference between male and female participants could be a result of this hesitation of the male participants to answer accurately.

Question regarding age of the employees is another area needing research. From the present study we can infer that there is no significant difference at 0.05 level between the three age groups (20-30 years, 30-40 years and 40-50 years) on Job strain. Hence, this part of the result does not support the sixth hypothesis that age variations among the employees' will have an influence on the experienced level of job strain.

The assumption that employees' belonging to the middle management level will have higher levels of job strain has been proved wrong. Results of the present study show no significant difference at 0.05 level between the three levels of professional hierarchy occupied by the employees', which are lower management level, middle management level and top management level. The present study does not support the stated hypothesis that with the difference in the levels in the organizational hierarchy, there will be a difference in the level of job strain. The study thus fails to validate the seventh hypothesis which states that variations in the hierarchical positions among the employees' will have an influence on the experienced levels of job strain. The biases in responses or shortcomings with the sample size could be a possible reason.

The early assumptions held suggest that the age group of 30-40 years with professions in the middle management level were more prone to experiencing high levels of job strain. This could be a fact put forward with the view that the many of the new entrantswhensuddenly exposed to a stressed culture experience a shock. So the middle management always had to be there too guide them through. More over the factor of autonomy lacks the required significance at the middle management level as they have to follow through the orders of the top management level. There is the case of accountability. Since the top management level is not directly in contact with the lower management level, it is the middle management which gets the burn if a situation goes wrong.

In this study, there wasn't found a significant influence of age or the levels of profession on the level of job strain. This could be due to the problem of generalization where the earlier held assumptions no longer hold true for today's economy. The changing global marketplace might have changed the rules for which further research needs to be undertaken.

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IOSR Journal Of Humanities And Social Science (IOSR-JHSS) is UGC approved Journal with Sl. No. 5070, Journal no. 49323.

Ms.Titiksha Raj Kashyap Level of job strain experienced by employees in relation to social support, decision making authority and job demands present at the workplace.." IOSR Journal Of Humanities And Social Science (IOSR-JHSS) , vol. 22, no. 11, 2017, pp. 01-10.