THE IMPACT OF SUPERVISOR BEHAVIOUR ON WORKS STRESS AND PSYCHOLOGICAL WELLBEING: A STUDY BASED ON TEA ESTATE IN KOTHMALE AREA



BY

NEELAWALA GEDARA NUWAN LAKSHAN NEELAWALA

REG NO: EU/IS/2016/MS/018

INDEX NO: MS 1868





A project report submitted to the Faculty of Commerce and

Management, Eastern University, Sri Lanka, as a partial fulfilment

of the requirement for the Degree of Bachelor of Business

Administration (BBA)

DEPARTMENT OF MANAGEMENT

FACULTY COMMERCE AND MANAGEMENT

EASTERN UNIVERSITY, SRI LANKA

ABSTRACT

This study investigated the impact on supervisor behavior on works stress and psychological well-being. A study based on Tea Estate in Kothmale Area. Hence the aim of this study was to examine the nature of supervisor behavior (SB), work stress (WS) and psychological wellbeing (PWB), to examine the relationships among supervisor behavior (SB), work stress (WS) and psychological well-being (PWB), to examine the impact supervisor behavior (SB) on psychological well-being (PWB) in Kothmale Area Tea Estate and to examine whether work stress (WS) mediates the relationship between supervisor behavior (SB) and psychological well-being (PWB) in Kothmale Area Tea Estate.

Structured questionnaire was used as the method of data collection and 150 employees in Tea Estate in Kothmale Area. Researcher has considered five estates name as Ketabulawa Tea Estate, Hunukotuwa Tea Estate, Dobagasthalwa Tea Estate, Greenwood Tea Estate and Pathana Tea Estate. Convenience sample method used to make the sampling frame of the study. Quantitative research approach used for this study. The data were analyzed using descriptive statistics, correlation and regression analyses.

The results indicated that the high level of supervisor behavior and psychological well-being and mediating influence of work stress moderate level from employees in Kothmale Area Tea Estate. Also result indicated there is a strong negative relationship between supervisor behavior and work stress, strong negative relationship between work Stress and psychological well-being and strong positive relationship between supervisor behavior and psychological well-being. The result indicated that partially significantly impact on Supervisor Behavior and Psychological Well Being by mediated by Work Stress.

As a result of this study, Estate supervisors must focus on developing good relationships among employees. For their work stress and psychological well-being.

Keywords: Supervisor Behavior, Works Stress, Psychological Well-Being

TABLE OF CONTENTS

ABSTRACT	П
TABLE OF CONTENTS	III
List of Tables	XI
List of Figures	XIII
Chapter - 1	1
Introduction	1
1.1 Background of the Study	1
1.2 Problem Statement	2
1.3 Research Questions	3
1.4 Research Objectives	
1.5 Significant of the Study	4
1.6 Scope of the Study	4
1.7 Chapter Organization	5
1.8 Chapter Summary	6
Chapter - 2	7
Literature Review	7
2.1 Introduction	7
2.2 Concept of Psychological Well Being	7
2.2.1 Models related to Psychological Well-Being	8
2.2.1.1 Diener's Tripartite model	8
2.3 Concept of Supervisor Behavior	9
2.4 Concept of Work Stress	10
2.4.1 Models related to Work Stress	10
2.4.1.1 Job Demand-Control-Support model	10
2.4.1.2 Effort-Reward Imbalance	11
2.4.1.3 Transactional process model	12

2.5 Hypothesis Testing of Study	12
2.5.1 Supervisor Behavior and Work Stress	12
2.5.2 Work Stress and Psychological Well Being	13
2.5.3 Supervisor Behavior and Psychological Well Being	13
2.5.4 Mediation of Work Stress	14
2.6 Chapter Summary	14
Chapter- 3	15
Conceptualization and Operationalization	15
3.1 Introduction	15
3.2 Theories Supporting Conceptual Framework	
3.2.1 Carol Ryff's six-factor model	15
3.2.2 The Person- Environment Fit Theory	16
3.3 Conceptual Framework	17
3.4 Hypothesis	18
3.5 Definitions of Variables	18
3.5.1 Supervisor Behavior	18
3.5.2 Work Stress	19
3.5.3 Psychological well being	19
3.6 Operationalization	20
3.6.1 Operationalization for Supervisor Behavior	20
3.6.2 Operationalization for Work Stress	20
3.6.3 Operationalization for Psychological Well Being	21
3.7 Chapter Summary	22
Chapter – 4	23
Research Methodology	23
4.1 Introduction	23
12 Research Philosophy	23

4.3 Research Approach	24
4.4 Research Strategy	24
4.4.1 Survey	25
4.5 Methodological Choice	25
4.6 Time Horizon	25
4.7 Research Site/ Area Selection	26
4.8 Population of the Study	26
4.9 Sampling Technique/ Method	26
4.10 Sampling Framework and Sample Size	26
4.11 Method of Data Collection and Source	27
4.11.1 Primary Data	27
4.11.2 Secondary Data	27
4.12 Research Instrument	27
4.12.1 The Rational for the Question	28
4.13 Source of Measurement.	28
4.13.1 Method of Measured the Personal Information	28
4.13.2 Method of Measuring the Research Information	29
4.15 Reliability of Instrument	30
4.16 Unit of Data Analysis	30
4.17 Method of Data Analysis	31
4.18 Method of Data Evaluation	31
4.18.1 Method of Data Evaluation for First Objective	31
4.18.1.1 Univariate Analysis (Descriptive Statistics)	31
4.18.1.1.1 Mean	32
4.18.1.1.2 Standard Deviation	32
4.18.2 Method of Data Evaluation for Second Objective	32
4.18.2.1 Bivariate Analysis (Inferential Statistics)	33

	4.18.2.1.1 Correlation Analysis	.33
	4.18.3 Method of Data Evaluation for Third Objective	.34
	4.18.3.1 Simple Regression Analysis	.34
	4.18.3.2 The Multiple Regression Analysis	.34
	4.18.4 Method of Data Evaluation for Fourth Objective	.35
	4.18.4.3 Mediation Analysis	.35
	4.18.4.4 Sobel Test-Calculating the indirect effect	.37
	4.19 Method of Hypotheses Testing	.37
	4.20 Data Presentation.	.38
	4.21 Ethical Consideration	.39
	4.22 Chapter Summary	.39
(Chapter - 5	.40
Γ	Data Presentation and Analysis	.40
	5.1 Introduction	.40
	5.2 Analysis of Reliability	.40
	5.3 Data Presentation	.41
	5.3.1 Data Presentation of Personal Information	.41
	5.3.1.1 Gender distribution of the respondents	.41
	5.3.1.2 Age Distribution of the Respondents	.41
	5.3.1.3 Civil Status distribution of the Respondents	.42
	5.3.1.4 Monthly Income Distribution of the Respondents	.42
	5.3.1.5 Work Experience Distribution of the Respondents	.43
	5.3.2 Data Presentation and Analysis of Research Information	.43
	5.3.2.1 Univariate Analysis	.44
	5.3.2.1.1 Identify the Level of Supervisor Behavior	.44
	5.3.2.1.2 Identify the Level of Work Stress	.45
	5.3.2.1.3 Identify the Level of Psychological well-being	45

5.3.2.2 Bivariate Analysis
5.3.2.2.1 Pearson's Correlation Analysis
5.3.2.2.1.1 Relationship between the Supervisor Behavior and Work Stress
47
5.3.2.2.1.2 Relationship between the Work Stress and Psychological well-
being47
5.3.2.2.1.3 Relationship between the Supervisor Behavior and Psychological
well-being48
5.3.2.2.2 Simple Regression Analysis48
5.3.2.2.2.1 Impact of Supervisor Behavior and Psychological Well-Being
(Model -01)48
5.3.2.2.2.2 Impact of Supervisor Behavior on Work Stress (Model 02)50
5.3.2.2.3 Impact of Work Stress on Psychological We'll-Being (Model 03)
5.3.2.2.3 Multiple Regression Analysis
5.3.2.2.3.1 Impact of Supervisor Behavior, Work Stress on Psychological
Well-Being (Model 04)54
5.3.2.2.4 Mediation Analysis
5.3.3 Testing Hypotheses
5.3.3.1 Testing Hypothesis 1
5.3.3.2 Testing Hypothesis 2
5.3.3.3 Testing Hypothesis 3
5.3.3.4 Testing Hypothesis 4
5.3.3.5 Analyze the Sobel Test for Mediation Influence of work stress on
supervisor behavior and psychological well-being
5.3.3.6 Analyze the Indirect effect of Mediation Influence of work stress on
supervisor behavior and psychological well-being61
5.4 Chapter Summary61
Chapter – 6

Discussion	52
6.1 Introduction	52
6.2 Discussion of Personal Information	52
6.2.1 Gender	52
6.2.2 Age Level	52
6.2.3 Civil Status	52
6.2.4 Monthly Income	52
6.2.5 Work Experience	53
6.3 Discussion of Research Information	53
6.3.1 Discussion for Objective One	53
6.3.1.1 Level of Supervisor Behavior (SB)	53
6.3.1.2 Level of Work Stress	53
6.3.1.3 Level of Psychological well-being	54
6.3.2 Discussion for Objective Two	54
6.3.2.1 Relationship between Supervisor Behavior and Work Stress	54
6.3.2.2 Relationship between the Work Stress and Psychological well-being.6	54
6.3.2.3 Relationship between Supervisor Behavior and Psychological well-being	55
6.3.3 Discussion for Objective Three	55
6.3.3.1 Impact of Supervisor Behavior and Psychological Well-Being	55
6.3.4 Discussion for Objective Four	56
6.3.4.1 Impact of Supervisor Behavior on Work Stress	56
6.3.4.2 Impact of Work Stress on Psychological Well-Being	57
6.3.4.3 Impact of Supervisor Behavior, Work Stress on Psychological Well-Being	57
6.3.4 Finding from Hypothesis Testing	59
H ₁ : Supervisor Behavior is significantly impact on Psychological Well Being	
	69

H ₂ : Supervisor Behavior is significantly impact on Work Stress	69
H ₃ : Work Stress is significantly impact on Psychological Well Being	69
H ₄ : Work Stress mediates the relationship between Supervisor Behavior an	d
Psychological Well Being.	69
6.4 Chapter Summary	70
Chapter - 7	71
Conclusion and Recommendations	71
7.1 Introduction	71
7.2 Conclusion	71
7.2.1 First Objective	
7.2.2 Second Objective	71
7.2.3 Third Objective	72
7.2.3 Fourth Objective	72
7.3 Contributions of the Study	72
7.3.1 Theoretical knowledge	72
7.3.2 Practical knowledge	
7.4 Recommendations	73
7.5 Limitations of the Study	74
7.6 Directions for Future Study	74
LIST OF REFERENCES	76
Appendix - 1	86
RESEARCH QUESTIONNAIRE - English	86
Appendix - 2	
RESEARCH QUESTIONNAIRE -Tamil	
Appendix-3	
RESEARCH QUESTIONNAIRE - Sinhala	
Appendix – 4	