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Abstracts - In recent years the rise in stress has seen across all spheres of life, particularly in the workplace. Stress in organizations is a wide-spread phenomenon with far-reaching practical and economic consequences. Various studies have been conducted to examine the relationship between job stress and job performance. Job performance can be viewed as an activity in which an individual is able to accomplish the task assigned to him/her successfully, subject to the normal constraints of reasonable utilization of the available resources. In carrying out the study, random sampling technique was used to select 143 employees of different multinational companies, universities and banks, who have worked at least 5 years in them. Relevant data were collected using structured questionnaire. The chi-square test and t-test was used to test the hypothesis. The findings showed that job stress brings about subjective effects such as feeling undervalued and workplace victimization/ bullying, unclear role/errands, workhome interface; fear of joblessness, exposure the traumatic incidents at work and economic instability among our target population. Resulting in poor concentration, mental block and poor decision making skills. Based on these findings, it was recommended that organizations should reduce psychological strain, work overload and role ambiguity through adoption of job redesign techniques. Organizational support activities such as counseling and stress reduction workshops should also be increased. The results revealed a negative relationship between Job stress and employees' job performance and shows that job stress significantly reduces the employee's job performance. Furthermore, the study explores the employees job performance with demographic variables, resulting that male employees are highly stressed vis-à-vis their female counterparts.

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Impact of Stress on Employees Job Performance in Business Sector of Pakistan

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Abstract : In recent years the rise in stress has seen across all spheres of life, particularly in the workplace. Stress in organizations is a wide-spread phenomenon with far-reaching practical and economic consequences. Various studies have been conducted to examine the relationship between job stress and job performance. Job performance can be viewed as an activity in which an individual is able to accomplish the task assigned to him/her successfully, subject to the normal constraints of reasonable utilization of the available resources. In carrying out the study, random sampling technique was used to select 143 employees of different multinational companies, universities and banks, who have worked at least 5 years in them. Relevant data were collected using structured questionnaire. The chi-square test and t-test was used to test the hypothesis. The findings showed that job stress brings about subjective effects such as feeling undervalued and workplace victimization/ bullying, unclear role/errands, work-home interface; fear of joblessness, exposure the traumatic incidents at work and economic instability among our target population. Resulting in poor concentration, mental block and poor decision making skills. Based on these findings, it was recommended that organizations should reduce psychological strain, work overload and role ambiguity through adoption of job redesign techniques. Organizational support activities such as counseling and stress reduction workshops should also be increased. The results revealed a negative relationship between Job stress and employees' job performance and shows that job stress significantly reduces the employee's job performance. Furthermore, the study explores the employees job performance with demographic variables, resulting that male employees are highly stressed vis-à-vis their female counterparts.

I. INTRODUCTION

Job stress is a frequent problem across occupations and it impacts on job performance. It is very much compulsory to take a holistic picture of surroundings of job stress by including the effects of personality, the organizational factors and the work-family interaction in the perception of job stress. Over the decades stress is emerging as a growing dilemma

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in organizations. Stress is dynamic state in which a person is confronted with an opportunity, demand related to what the individual wishes and for which the conclusion is perceived to be both unclear and essential. Hans Selye was one of the founding fathers of stress research. Selye, 1936 first introduced the idea of stress in to the life science. He defined stress as the force, pressure, or tension subjected upon an individual who resists these forces and attempt to uphold its true state. His view in 1956 was that "stress is not necessarily something bad – it all depends on how you take it. The stress of exhilarating, creative successful work is beneficial, while that of failure, humiliation or infection is detrimental." Selye believed that the biochemical effects of stress would be experienced irrespective of whether the situation was positive or negative. Since then, a great deal of further research has been conducted, and ideas have moved on. Stress is now viewed as a "bad thing", with a range of harmful biochemical and long-term effects. These effects have rarely been observed in positive situations. The most commonly accepted definition of stress (mainly attributed to Richard S Lazarus) is that stress is a condition or feeling experienced when a person perceives that "demands exceed the personal and social resources the individual is able to mobilize." In short, it's what we feel when we think we've lost control of events. Various studies have been conducted to examine the relationship between job stress and job performance.

Job performance can be viewed as an activity in which an individual is able to accomplish the task assigned to him/her successfully, subject to the normal constraints of reasonable utilization of the available resources. At a conceptual level, four types of relationships were proposed to exist between the measures of job stress and job performance. One is a negative linear relationship, when productivity decreases with stress (distress). Productivity can also increase as a consequence of stress, thereby implying a positive linear relationship between the two. Thirdly, there could be a U-shaped or a curvilinear relationship wherein, mild stress could increase the productivity initially up to a peak and then it declines as the person descends into a state of distress. Alternately, there need not be any quantifiable relationship between the two. On the most

general level, one can differentiate between four stress concepts: (a) the stimulus concept ;(b) The response concept; (c) the transactional concept; and (d) the discrepancy concept. The stimulus concept focuses on situational conditions or events. Within this conceptualization certain stimuli are stressful, for Example high time pressure, interpersonal conflict at work, or accidents. However, the stimulus concept is Problematic because not all individuals react in a uniform manner to the same stressor. Nearly every situational Condition or every event may evoke strain in some individuals. Although the stimulus conceptualization leads to Stress in Organizations Conceptual problems, many researchers agree that there are subsets of stimuli which awoke strain in most Individuals. Some employers assume that stressful working conditions are a necessary evil - that companies must turn up the pressure on workers and set aside health concerns to remain productive and profitable in today's economy. But research findings challenge this belief. Studies show that stressful working conditions are actually associated with increased absenteeism, tardiness, and intentions by workers to quit their jobs - all of which have a negative effect on the bottom line. Stress has a positive effect on employees of any Organization but up to a certain extent up to which an employee can handle with it, mostly it exceeds the tolerable Limits and have a pessimistic result on employees. This is the base of the research study which has not yet been conducted in Pakistan. A lot of work has been conducted outside Pakistan. Number of studies has been conducted in different area of world but a massive gap exists in third world countries like Pakistan. The intention of this study is to inspect stress in employees in business sector of Pakistan.

II. LITERATURE REVIEW

There have been so many reports of worldwide workplace stress recently that it would be perfectly reasonable to conclude that everyone everywhere is depressed and dishearten. Every employee feels stress related to work. . Many employers complain about their jobs, their bosses,their subordinates. So is that occasional outburst that releases pressure to that extend that allow one to calm down and get back to work. The stress at workplaces is hovering from many years. But management did not take it up seriously and considered the solution as soft stuff. (Ira S. Wolfe) Stress happens when one realizes the strain on them. Even sometimes the requirements of a situation are wider than their recognition that they can handle, if these requirements are huge and continue for a longer period of time without any break, mental, physical or behavior problems may arise, (Health &Safety Executive UK). Job stress was defined as those work uniqueness which pose as threats to an employee. In other terminology job

stress occurs as a result of a poor person-environment fit. Job uniqueness which causes stress was conceptualized to consist of five magnitudes. One of the magnitudes, physical environment, was not integrated in the present study because it was considered unsuitable in entrepreneurial or managerial work environment (McLean 1974; Osipow and Spokane 1983) For the current study, strain was conceptualized to consist of four psychiatric states of affairs (Ilfeld 1976):

- 1) Depression: Frequently feeling lonely, fed up, dejected, or low in energy; loss of sexual desire; and
- 2) having thoughts of possibly terminating one's life; Anxiety: Frequency of upset or sour stomach, feeling dim or dizzy, hand trembling, avoiding things, and feeling afraid or fearful;
- 3) Cognitive Disturbance: Frequently experiencing difficulty in remembering things or concentrating; mind going blank;
- 4) Anger: Regularly losing temper; feeling simply annoyed, irritated, or critical of others; getting angry over less important things.

Three relationships are known to be significant psychosocial determinants of the mental As well as physical health of working people.

- a) The relationship between the employee and his or her job.
- b) Between the employee and other people at work.
- c) Between the employee and the organization. The most current attention has paying attention on how deficiencies in these areas are harmful; job stress concepts also show how work can be beneficial to health. Satisfying and health promoting work includes interesting and challenging duties, genuine responsibility, opportunity for achievement by the individual, recognition for such achievement, and scope for individual advancement and growth.(Workplace Stress in Victoria, 2006)

Job stress although has belittling impact on any organization and individual"s performance but can shape dire consequences when related to health care. (Mimura e.t al. 2003).Job stress is considered rising and has become challenge for the employer and because high level stress is results in low productivity, increased absenteeism and collection to other employee problems like alcoholism, drug abuse, hypertension and host of cardiovascular problems (Meneze 2005).Personality factors have shown inclination towards stress, anxiety, and other occupational health outcomes in different areas of medicine, and these factors may contribute to feelings of job dissatisfaction and stress (Michie and Williams 2003).

III. OBJECTIVE

There are many factors which effect employee's job performance in which stress is above all. It is an emerging concept in developing countries like Pakistan in modern era. The main objective of this research paper is to identify the role of different factors of job stress and to investigate level of stress; and to demonstrate an increased understanding of the effects of stress in the workplace; different factors of job stress are; feeling undervalued and workplace victimization/ bullying, unclear role/errands, work-home interface; fear of joblessness, exposure the traumatic incidents at work and economic instability.

IV. THEORETICAL FRAMEWORK & METHODOLOGY

The present study was conducted among employees of well reputed growing companies and universities in Pakistan who has five categories under which employee's fall those are General Manager / Sr. Manager, Professor / Lecturer, Asst. GM / Manager / Professor, Team Leader / Supervisor and worker. The data was collected by means of a structured questionnaire with the help of supervisors and managers, copies of the questionnaire were given to respondents by hand. Due to shortage of time and limitation of budget convenient sampling techniques is used to investigate the relationship of stress and emplotees job performance. Our sample size is 143. The majority of respondents were male (76.2%) and single (72%). The average respondent was below 30 years of age, having graduate and postgraduate qualifications. Most of our responded belong to middle class. The scale is rated on five likert scale form 1=strongly agree to 5= strongly disagree.

V. CONCLUSION

The association of demographic variables and explored factors of stress is determined by chi-square analysis and it's found that all the factors are associated with age, gender, qualification, designation and salary. All the above factors are associated with demographic variables. T-test is conducted to find out the difference between the stress scores of male and female faculty members from table (a) we can observe that male posses more stress bearing capacity than females. The burden of stress is also vary on the nature and position of the job, as our result show that stress is also increases with the designation as shown in table (b).

VI. SUGGESTIONS \ RECOMMENDATIONS

The purpose of this study was to find out the relationship between the job stress and job performance of employees in Pakistan and to find out the factors affecting the stress. As per hypothesis job stress had a negative relation with job performance that when stress occurs it effects the performance of employees negatively, that lower the stress it increases the performance so both these are inversely proportional each other The stress in work environment reduces the intention of employees to perform better in jobs with the increasing level of stress the employees thinking demoralize and his tendency to work well also decreases. No doubt stress is necessary for increasing performance of employees but up to a certain level. Finally, organizations can change or remove the stress by redesigning jobs to reduce feeling undervalued and workplace victimization/ bullying, unclear role/errands, work-home interface; fear of joblessness, exposure the traumatic incidents at work and economic instability. They can also change organizational policies to give individuals more control over their work activities, develop support System, Shared Goal and Direction, Problem Solving Innovation Tolerated, Decision Making Distributed ,Team Work ,Respect and Personal Needs Heard .

Table (a) Ho: there is no significant difference between stress bearing capacity of male and female

Stat \ Category	Male	Female
Mean	5.07	4.62
Variance	2.45	2.52
Observations	109	34
Pooled Variance	2.50	
Hypothesized Mean Difference	0.00	
Df	141	
t Stat	2.36	
t Critical two-tail	1.96	

Table (b)

ANOVA					
s.o.v	d.f	SS	M.S	F-ratio	F-cri
Designation	4	64.54	16.14	4.01	2.45
Within	138	555.13	4.02		
Total	142	619.67			

Designation	Mean difference	t-stat	Remarks	
Lecturer	Assistant Professor	.7	3.13	Significant
	Associate Professor	1.2	2.55	Significant
	Professor	1.4	4.27	Significant
Assistant Professor	Associate Professor	0.5	1.17	In Significant
	Professor	0.6	2.30	Significant
Associate Professor	Professor	0.2	0.50	In Significant

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