

Antecedents of Job Stress and its impact on Job Performance and Job Satisfaction

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Abstract

To achieve the pleasures of successful work place is an art of coping with stress. Job stress is a very important issue in this new era. So, this research is emphasized the root causes of job stress like role conflict role ambiguity and identifies its effects on job satisfaction and job performance. From several organizations, a self-administered questionnaire was used for data collection. 200 questionnaires were distributed out of which 150 were chosen for more study and suitable sampling method was used for this. SPSS is used for data analysis statistically. The results showed significant positive association of job stress with role conflict, role ambiguity and negative association with job satisfaction. In addition, role ambiguity has a significant positive relation with role conflict. The results also show that there is no significant relation of job stress with job performance. In addition, role ambiguity has significant negative relationship with job satisfaction and the last one role conflict has no significance relation with job satisfaction. For better understanding of behavior and comfort of the employees, the results of the study can be helpful. For future recommendations, this research suggests the guidelines more concisely and briefly.

Keywords: Job stress, job performance, job satisfaction, role conflict, role ambiguity

1. Introduction

The term “stress” comes from physics and was transferred into psychology. The term stress shows the relation between the person and the environment. While term “ job stress” can be defined as an employee’s awareness or feeling of personal dysfunction as a result of apparent conditions or activities in the workplace, and the employee’s psychological and physiological reactions caused by these uncomfortable, unwanted, or threats in the employee’s instant workplace environment. In the past research, job stress has received significant attention. Job stress is different from general stress as it is organization and job related and it is also greatly an individual reaction.

For researchers and practitioners, stress in the workplace has been of growing concern. Stress may express itself differently, and affect workers differently, in different work contexts. It is also a well-known phenomenon or process at work. In 1997, Faulkner and Patiar said the workplace may be a major source of stress for individuals considering the amount of time that is spent and the fact that financial security and career success are dependent on work performance. In past organization behavior research, job stress, and job performance have received extensive attention. To a company’s overall performance, these organizational behavior variables are important.

In the work place, job stress is defined as the unfocused negative response of the body to demands. Job stress can be led to injury and even poor health. It has different modes of effects, different modes of expressions in different modes of contexts. As psychologically and physically, the effects of stress contribute some harmful implication for workers. Stress can be helpful in better immune system, creativity, problem solving and beneficial to achieve targets. From negative point of view, it may reduce job performance and lot of related effects. It is also examined that job stress has a strong effect on job satisfaction. With lower level of job satisfaction higher level of stress is directly related and vice versa.

Stress is a condition which occurs when individuals realize that the requirements or pressures facing them may be more than they can handle. Stress can affect all aspects of an individual’s life and may stem from any number of stimuli. At work, stress may be an awareness indicated by ambiguity, conflict, or overload arising from the work environment and the characteristics of the individual.

There are two types of stress, eustress and distress. Eustress is not necessarily negative. It may help initiate goal-striving. Distress is a condition which occurs when an individual perceives a loss, challenge, or risk. The results are harmful to the organization and the worker when stress levels exceed the resources available to an individual and coping ability.

In the area of job stress, Kahn and Byosiere (1992) concluded that there is very little experimental proof to suggest moderating effects may or may not exist and that the organizational research has not been adequately concerned with organizational and interpersonal factors that might serve as moderators, buffers, or even as antidotes to stress. However, Montgomery et al. (1996) see severe job stress as dysfunctional and decreasing commitment and productivity. Studying job stress in different context tells how to minimize

its negative effects on worker productivity and job satisfaction and will emphasize to deeper understanding of the phenomenon acts as a whole.

Moreover, some variables that we are going to study in this are role conflict, role ambiguity, job satisfaction and job performance. These variables are positively or negatively related to job stress. As a whole, job satisfaction is the match between an individual's hope and the perceived quality of the job. Role ambiguity is the degree of uncertainty associated with one's performance and the extent to which an individual is unclear about the expectations of others. Role conflict can be defined as an incongruity in communicated expectations that impose on perceived role performance. A typical role conflict scenario occurs when the requests of a customer and supervisor are incompatible.

Job performance involves a quality and quantity of outcomes from individual or group effort attainment. Robbins described job performance as the amount of effort an individual will exert in his or her job. Moreover, the real meaning of job performance relies on "the beliefs in the organization about which behaviors are most valued and the demands of the job, the goals and missions of the organization". These all variables play a key role and help us to understand this topic fully.

2. Literature review

Job stress

According to Montgomery et al.,1996 Job stress can be explained as an employee's awareness or feeling of impaired functioning in the result of perceived conditions or happenings at workplace, and psychological and physiological response of employee's which caused due to bumpy, unwanted, or fear in the workplace environment. At another place he said job stress is an individual's response and too much different from general stress.

Stress is a term useful for different psychological and physiological burdens, which people feels in life. This is the difference between the work demand and employees capability to fulfill these demands. It can be positive as well as negative.

Human resources give knowledge about an individual who have a tendency to fight back external resources acting upon them (Hobful, 1989). In 1997, Keinan said that the idea of stress is wide ranging but still debatable and explained in numerous ways. According to Kahn and Boysiere, (1992) job stress understands as frequent themes role ambiguity, role conflict and the work burden. These issues show negative consequences for workers. By Eckles, 1987 this may cause mental illness and prolonged diseases like heart disease, hopelessness or other evils like drug abuse by Patton, 1988 and intoxication by Patton and Questeel, 1988; Scanlon, 1986.

Role conflict

Role conflict relates with mismatched role potentials. Conflicts are nothing except Conceptual differences among the employees and higher authority related to tasks and activities and workplace. According to Kahn and Byosier, 1992 stress cause conflict, the assurance to a number of supervisors against the individual's necessities. Rizzo et al. (1970)

describe role conflict as unsuitability in interconnected potentials that impose on apparent job performance. A distinctive role conflict situation arises when the requests of a customer and supervisor are mismatched. It is suggested by the researchers that to avoid role conflict, organization should be operated agreeing to the theory of classic organizational principle of unity of command that is the employee should be overseen by a single superior and word as a single proposal.

Employee with lack of experience and knowledge feels more conflict related to job as he is not clear about his duties. Fisher and Gittleston, 1983; Johnston et al., 1990a; Netemeyer et al., 1990; Sager, 1994, according to their researches there is positive and direct relation between job stress and role conflict. It arises when employees have challenged with inadequate task. Role conflict makes the employee incompatible to complete well his or her job task and this causes job stress. Highrole conflict leads to high job stress and vice versa. So, we develop H1 from this:

H1: Higher the role conflict, higher the job stress

Role ambiguity

Role ambiguity has stated the uncertainty that is to be expected when unclear role expectations due to lack of information about the role and the work it involves. Bheer and Bhagat (1985) said that the employees are unaware about where to direct their struggles, where to add furthermore, whether his supervisor will clean the performance results as failure or a success. Role ambiguity can be defined as employee who doesn't have clear direction to the expectations of his role in the organization (Rizzo et al., 1970).

Role ambiguity arises when an employee is not clear about task and also not clear about the expectations related to that task, it is a generally accepted concept. Individuals have to face the problem of incomplete information about their duty. Therefore, it is difficult to provide training about a specific situation. This little information availability causes the uncertainty about expectations related to the particular role. If the role is not clear situation will become very stressful. Due to this worker feels lack of control of that task and this generates greater stress in them. So the role ambiguity has also significant aspect to influence job stress.

H2: Higher the role ambiguity, higher the jobs stress.

Role ambiguity to role conflict

Sagar(1994), based on a fusion of previous research, proposeda positive relationship between role ambiguity and role conflict, but there is weak relationships have been found between ambiguity and job satisfaction. The basic logic is that ambiguity in the job will lead to the perception of role conflict by the individual. An empirical support for the ambiguity and conflict relationship is provided by Brown and Peterson (1993).

H3: Higher the role ambiguity, higher the role conflict.

Job Satisfaction

In 1997, Spector explained job satisfaction as simply how people feel about their jobs and different aspects of their jobs. Job satisfaction speaks of individual feelings about the rewards they have received on the job, Lawler (1990). Many elements of job satisfaction have been recognized in previous research. According to Lankau and Scandura (2002) and Lefkowitz (1994), they include organizational reward systems, factors such as power distribution and control, and individual differences such as self-esteem and the need for achievement.

Sager's outcomes put forward that role conflict directly effects job stress and job satisfaction while job satisfaction seems to decrease job stress.

Williams et al., 2001 stated that the underlying impact of job satisfaction and job stress has been hypothesized, Lee and Ashforth, 1993 tested empirically, and Sullivan and Bhagat, 1992 subject to meta-analysis. Paraphrased, when workers feel stress on the job, it frequently exhibits itself in negative practices of job displeasure. Reported by Kaliski, (2007) that job satisfaction indicate pleasure and eagerness with one's work and it is the basic element that leads worker to income elevation, acknowledgment and the success of other objectives that leads to a feeling of self-actualization. Therefore, the hypothesis is presented an inverse relationship between stress and job satisfaction as follows

H4: Lower the jobs stress, higher the job satisfaction.

According to Netemeyer et al., 1990; Teas, 1983, role conflict looks to have a stronger effect on job satisfaction than does role ambiguity. Findings of Sager's recommend that role conflict directly impacts job stress and job satisfaction while job satisfaction seems to lessen job stress. In addition to affecting job stress, role conflict is probable to be a negative influence on job satisfaction and job expectations. Subsequently there is not a wide-ranging base of study representing that ambiguity does not directly influence stress, we hypothesize that ambiguity and conflict each has a direct negative relationship to job satisfaction.

H5: Higher the role conflict, lower the job satisfaction.

H6: Higher the role ambiguity, lower the job satisfaction.

Job performance

Job performance is a crucial impression intimate work and administrative insolvency. Campbell, 1990 said through the past 10 or 15 years, detectives have made progress in revealing and increasing the performance idea. Porter and Lawler (1968) said that there are 3 types of performance. One is the point of productivity possibilities, over a given period of time total of sales, the formation of a bunch of recruit's reportage to manager, and so on. The second type of point of performance holds valuations of persons by an important person other than the person whose performance is being measured. The third type of performance

measures is self-appraisal and self-ratings. Hersey and Blanchard, 1993 said that job performance calculates the level of success of business and community goals and duties from the viewpoint of the umpiring party. Furthermore, developments have been made in postulating for most forecasters and procedures related with job performance. Job stress is contrary wise related to job performance. Schermerhorn, Hunt & Osborn, 2005 said that the job performance contains a quantity and quality of results from individual or group struggle completion. In 2005 Robbins defined job performance as the aggregate of power an individual will utilize in his job. Furthermore, in 2003 Befort & Hattrup said that the spirit of job performance trusts on “the demands of the job, the objectives and tasks of the organization, and views in the organization about which deeds are most treasured”. Job stress is frequently realized as dysfunctional in outcome in that it discounts both the quality and quantity of job performance. In 2003 Siu said job stress also wastes the time and energy that an individual devotes distributing with the stressor, restraining focus on the task at hand and thereby distressing performance.

H7: Lower the jobs stress, higher the job performance.

3. Research Methodology

The current research is expressive in its nature. Descriptive research can be illuminated as describing somewhat, some phenomenon or any specific condition. In 1994, Creswell said descriptive researches are those studies that define the prevailing condition in its place of understanding and making decisions. The core goal of the descriptive research is confirmation of the established assumptions that mirror the existing state.

3.1. Sample/Data

In order to gather the data for understanding the state about Job stress of personnel in different zones, a sample of 200 respondents will ask to take part in a self-administered questionnaire. The population for the present study is employees in Bahawalpur/Pakistan.

The existing study uses a non-probability sampling method that is convenience sampling. According to Zikmund (1997), convenience sampling is a sampling technique that finds and gathers the related information from the sample or the unit of the study that are appropriately available (Zikmund, 1997). Convenience sampling is normally used for collecting a large number of completed surveys quickly and with economy said by Lymet al., 2010.

3.2 Instrument and Measures

The survey instrument of the current study address two major purposes: First is to examine the association of different variables linked to job stress. Second, to gather facts about the different features of the respondents that can be used to know the differences in diverse classes.

The study tool comprises two segments. Segment 1 contains different particular and demographic variables. This section will get the respondent's data about gender, age, income

and education.

Segment 2 comprises the fundamental variables that are significant in the existing study. These variables include Job Stress, Job Satisfaction, Job Performance, Role Conflict and Role Ambiguity. This section of the study is established based on the past literature and already used questionnaires.

The scales of the study were supported from the earlier works and available educations. The first three variables of the study were job stress, job satisfaction and job performance. Job stress has four items taken from Beehr et al., 2001, job satisfaction has five items and taken from Terry et al., 1993 and job performance has three items taken from Bowraet al., 2011. The next variables are role conflict which has six items taken from Rizzo et al. 1970 and role ambiguity has four items taken from Rizzo et al. 1970.

3.3. Procedure

The questionnaire was distributed among 200 plaintiffs in Bahawalpur. These respondents are designated founded on the standards overhead stated. Earlier open-handed the questionnaire, the goal of education and queries were clarified to the respondents so they can effortlessly complete the questionnaire through related replies.

3.4. Reliability Analysis

All the variables of our questionnaire were reliable as their Cronbach Alpha values were more than acceptable and recommended value 0.50 by Nunnally (1970) and 0.60 by Moss et al. (1998). This shows that all the 22 items were reliable and valid to measure the stress of employees and their daily job.

Table 1: Reliability of measurement instruments

Scales	Items	Cronbach Alpha
Job stress	4	0.841
Job satisfaction	5	0.801
Job performance	3	0.774
Role conflict	6	0.767
Role ambiguity	4	0.784

4. Results and Analysis

Role conflict and Job stress

According to the result of the study role conflict has a significant positive association with job stress with $\beta = 0.401$ and $P=0.000$ that means the role conflict contributes to more than 40% to job stress. So we accept the hypothesis 1.

Role ambiguity and Job stress

According to the result of the study role ambiguity has a significant positive association with job stress with $\beta = 0.153$ and $P=0.042$ that means the role ambiguity contributes to more than 15% to job stress. So, we accept the hypothesis 2.

Role ambiguity and role conflict

Regression analysis result shows that role ambiguity found significantly related with role conflict. There is a significant positive relationship between role ambiguity and role conflict with $\beta=0.168$ and $P=0.039$. Hence, we accept the hypothesis 3.

Job stress and Job satisfaction

According to the result of the study job stress has a significant negative relationship with job satisfaction with $\beta=-0.281$ and $P=0.001$ that means the job stress contributes more than 28% to job satisfaction. So, we accept the hypothesis 4.

Role conflict and Job satisfaction

While considering the significance between role conflict and job satisfaction, the result of current studies shows no significant relation between these variables with $\beta = -0.032$ and $P = 0.697$. So we reject the hypothesis 5.

Role ambiguity and Job satisfaction

Regression analysis result shows that role ambiguity found significantly related with job satisfaction. There is a significant negative relationship between role ambiguity and job satisfaction with $\beta=0.245$ and $P=0.002$. Hence, we accept the hypothesis 6.

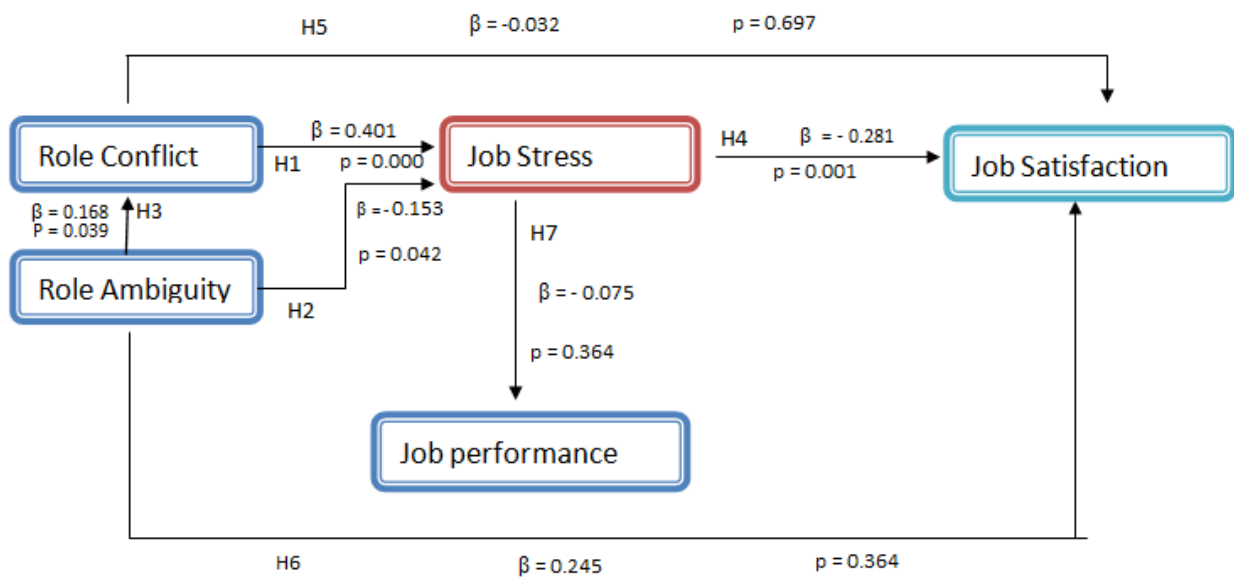
Job stress and job Performance

According to the result of the study job stress has no significant relation with job performance with $\beta = -0.075$ and $P=0.364$ and that means the job stress contributes to more than 7.5% to job performance. So, we reject the hypothesis 7.

Table 4: Regression Results

Hypothesis	Model variables	Estimate	S.E	C.R	Sig	Results
H1	RC → JS	0.401	0.086	5.380	0.000	SUPPORTED
H2	RA → JS	0.153	0.086	- 2.053	0.042	SUPPORTED
H3	RA → RC	0.168	0.081	2.078	0.039	SUPPORTED
H4	JS → JS	-0.281	0.082	-3.343	0.001	SUPPOERTED
H5	RC → JS	-0.032	0.093	-0.390	0.697	NOT SUPPORTED
H6	RA → JS	0.245	0.087	3.177	0.002	SUPPORTED
H7	JS → JP	-0.075	0.067	-0.190	0.364	NOT SUPPORTED

Structural model result



5. Discussion

In Bahawalpur, this research has been conducted in the private sector as well as in public sector. To explore the job related stress of people in organizations is the main objective of this research. In this new era of competencies, job stress is a very substantial issue at workplaces. So, this research is significantly emphasized on causes and effects of job stress and analyzes its impact upon different variables like job satisfaction, job performance etc. This study also identifies the root causes of job stress like role ambiguity role conflict and their influence on employee’s wellbeing, behavior and contribution towards effectiveness. To find the effect of variables on the organizations in Bahawalpur City, we analyze many of past researches and choose the variables from that research papers.

From target population, we conducted this research by taking the sample of 200 employees. 150 of the employees responded to our questionnaire. Our research consists of two parts; in the first part we collect the personal information from employees of different organizations about gender, age, income, education and status. In the second part once we use job stress as dependent variable and role ambiguity, role conflict as independent variables and after that we use job stress as independent variable and job satisfaction and job performance as dependent variables. We conducted analysis on the data collected from the samples. The results show that role conflict has a significant positive relation with job stress and it contributes to more than 40% to job stress. That means that job stress increases if the employee is not clear about his or her role in any organization. Similarly role ambiguity also has a significant positive association with job stress and it contributes to more than 15% to job stress. If the employee has not clarity about his or her job then he or she will not be able to perform his or her job well and as a result job stress increases but if he or she will clear

about everything related to job then stress decreases. In addition regression results show the significant positive relation of role ambiguity with role conflict and it contributes to more than 16.8% to role conflict. The increase in role ambiguity tends to increase the role conflict and vice versa.

Now, we discuss that job stress has a significant negative relationship with job satisfaction and it contributes to more than 28% to job satisfaction. The more the job stress the lower the job satisfaction. Employees who have lower job stress in any organizations, they are much satisfied with their jobs and as a result of satisfaction they perform well and benefit their organizations as well. Role conflict contributes to more than 3.2% to job satisfaction but regression results show that there is no significance relation of role conflict with job satisfaction because the P-value is greater than 0.05. So, we reject this hypothesis. Moreover, regression analysis result shows that role ambiguity found significantly related with job satisfaction. There is a significant negative relationship between role ambiguity and job satisfaction. If the employee is not clear about his or her role then job stress increases and as a result satisfaction decreases and the employee will not be able to perform well. Our last variable is job performance. Results show that there is no significant relationship between job stress and job performance because P-value is greater than 0.05 and hence this hypothesis is rejected.

There is already a large and well established base of empirical research and theory so the issue is not to find new variables and theories to explain employee attitudes and behaviors. Rather it is important to test these conceptualizations across different organizations to assess their validity.

6. Limitations and Future directions

The limitation of the study was that this study considered only few factors of job stress like role conflict, role ambiguity, job satisfaction and job performance. The other limitation is that the Sample size of the study is low which should be increased in order to realize the most important determinants at more universal level and the last limitation of this study is that the data is collected from a particular group of people. The research site for our study possibly corresponds more to a high stress rather than a low stress environment. Our study results may be helpful of how such these variables affect the model. To explore this issue more fully, of course replication is needed.

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