Antecedents of Job Stress and its impact on employee's Job Satisfaction and Turnover Intentions

Ahmad Sheraz

Department Of Management Sciences, The Islamia University of Bahawalpur, Pakistan

Muhammad Wajid

Department Of Management Sciences, The Islamia University Of Bahawalpur, Pakistan

Muhammad Sajid

Department Of Management Sciences, The Islamia University Of Bahawalpur, Pakistan

Wajahat Hussain Qureshi

Department Of Management Sciences, The Islamia University Of Bahawalpur, Pakistan

Muhammad Rizwan

Lecturer, Department of Management Sciences

The Islamia University of Bahawalpur, Pakistan

E-mail: rizwan.arshad@iub.edu.pk

Abstract

To achieve the pleasures of successful work place is an art of coping with stress. Job stress is When the level of stress increases from the resources and coping abilities possessing by someone then results can be unfavorable both for employees and organization because stress is a crucial factor influencing both performance and work in organizations. In this new era of proficiency, the job stress is a very important considerable matter at work place. That's why this research will extensively focus on the impact of work overload, role conflict and role ambiguity on job stress and further the effect of job stress on job satisfaction and also on turnover intention. This research will try to identify the causes and effect of job stress on employee's behaviors, attitudes and their willingness towards achieving goals and efficiency. A questionnaire (in which scales were consisting of twenty six items) is prepared to find out the association between role conflicts, role ambiguity, work overload and job stress and

furthermore between job stress, turnover intention and job satisfaction on the basis of regression analysis. The results shows that between the variables there are very significant relationships are present. Role ambiguity, role conflict, work overload, and turnover intention have positive correlation with job stress but between job stress and job satisfaction there is negative correlation and there is also a negative correlation among job satisfaction and turnover intention. The scales and instruments are taken from the standard sources. The research results are valuable for a large number of companies, institutes and different departments to improve their productivity, to know the employees behaviors and for the welfare of both employees and organizations. For training oriented organizations research results have practical implications.

Keywords: Job Satisfaction, Role Ambiguity, Role Conflict, Job Stress, Work Overload, Turnover intention.

1. Introduction

At work, stress is eminent occurrences that may describes itself in various ways, and influence the workers differently, in diverse work conditions. Study of job stress in various situations will give us a deeper understanding of the phenomenon and how we can diminish its negative effects on workers' performance, output, satisfaction, efficiency and commitment to stay in their jobs. We can define stress on the basis of language and organizational viewpoint and it is a multi-dimensional conception. The negative nonspecific reaction of the body to demands at job is called job stress. There are two major forms of stress: eustress and distress. The workers who feel eustress will be capable to fulfill job demands and this may support them to enhance the quality of their work life. And the workers who feel distress will not capable to satisfy job demands and this may stimulate them to reduce the quality of the work life.

Occupational stress is considered as job stress in an organizational context. There are two main dimensions of occupational stress, one is physiological stress and the other is psychological stress. Physiological responses of your body like migraine, headache, fatigue, chest pain etc. are called physiological stress. An emotional response like anxiety, anger, tension, and nervousness etc. shows psychological stress. It will negatively affect the workers attitude and behavior, if the worker cannot control these stress. According to Sager (1994) stress plays an important role in many job-related behaviors (turnover) and attitudes (job satisfaction, organizational commitment). Kazmi*et al., (2008*) said that from the numerous factors the following factors that cause stress; lack of resources, work overload, lack of harmonization and ease with the immediate superior and with coworkers creates more work stress as related to the other factors. Generally, prior study has mainly focused on two main dimensions of job stress: individual's differences (e.g. personality, self-control, and locus of control) and occupational stressors. By using the effective method of abolishing or modifying the causes of stress inherent in the work environment, organizations can reduce workplace stress.

Furthermore, stress can direct towards mental ill-health, depression (Eckles, 1987), physical illnesses and chronic diseases, such as heart disease, or other problems such as drug abuse

(Patton, 1988), and alcoholism (Scanlon, 1986; Patton and Questell, 1988). The nonspecific negative reaction of the body towards demands in the work place is called job stress. It is not the outcome of the source of pressure itself, but relatively from the perception of that pressure. According to Richardson & Rothstein, (2008) job stress is a state in which work-related factor affect employees to the degree that psychological condition deviates from usual performance of an individual. The determinants of job stress require admiration and benefits, have a little or no support from the management, inadequate contribution in decision making, work overloads and employers being not very kind in training, how to overcome stress (Khoury and Analoui, 2010). Montgomery et al. in 1996 perceive harsh job stress as dysfunctional and declining dedication and efficiency. Short-term results of job stress have both behavioral and physiological effects which lead towards poor work performance (Williams et al., 2001). Siu, (2003) stated that time and energy is misused in the condition of job stress and the individual wasted time and energy in coping with stressor, restricting attention on the current task which automatically influence performance. In the current work situation, the potential for higher levels of stress is obvious from the pressure for change taking place in many organizations. It has become the current research topic to cope with stress and it has vital significance as a managerial point of view because when the level of stress increases from the resources and coping abilities possessing by someone then results can be unfavorable both for employees and organization because stress is a crucial factor influencing both performance and work in organizations. Specifically, this study will examine the effect of work overload, role conflict and role ambiguity on job stress and further the effect of job stress on job satisfaction and turnover intention.

The degree to which an individual is unclear about the expectations of others as well as the degree of uncertainty linked with one's performance is called role ambiguity. Occurrence of 2 or more sets of pressures at the same time such that compliance with one would make compliance with the other more difficult is called role conflict. Work overload is defined as incompatibility among the role requirements and the extent to which resources and time is available to fulfill with these requirements. The researchers Newton and Keenan, (1987) give the importance only to the time dimension as the major source for work overload. Work overload in the past was described as a part of role conflict. Problems of resources, time and competence were all placed under the several descriptions of role conflict, negotiating among the time spent on the job, its quantity and quality (Conley and Woosley, 2000; Kahn and Byosiere, 1992). Now, work overload is not included in role conflict. Work overload is associated with feelings of nervousness, job tension, and number of sick days, depression, obstruction, and decrease in self-confidence, consideration, attention problems and work coincidences. Role conflict, role ambiguity and work overload directly affect the job stress. Job satisfaction is described as the match between a person's expectations and the apparent reality of the job as a whole. Numerous research results show that job stress has a negative impact on job satisfaction and job satisfaction significantly negatively related to turnover intentions. In many researches, stress has been associated with turnover intentions. When the pressures overcome workers which are common to their field, they workers change careers in order to decrease stress.

2. Literature Review and Hypothesis

Job Stress

Stress is a very broad term which is used for different type of physiological and psychological (mental) pressures felt and handle by people in their lives. Stress is a condition of physiological and psychological unbalances which arises from the discrepancy between situational demand and capability or enthusiasm that the individuals have to cope with those demands. It may be positive or negative. When the situation provides a chance to get something valuable to someone then stress is positive and it acts as an incentive for better performance. When an individual faces emotional, physical, social and organizational troubles then the stress is negative. In 1989, Hobful stated that human resources bring about a fundamental idea that when the outside forces act upon people then they try to oppose them as physical materials and bodies do. Nowadays stress has become a controversial term though it has a broader view and needs to be defined in multiple ways (Keinan, 1997). In the organization it is very important to understanding job stress because it seriously affects the key attitudes associated with job like job satisfaction, organizational commitment etc. and it also affects the behaviors of people like turnover intentions (Sager, 1994). In developing and developed countries job stress is among the most serious workplace health exploits for workers (Paul, 2002; Danna and Griffin, 2002).Furthermore, Eckles in 1987 said, that stress is the cause of corporeal sickness and inveterate diseases like mental ill-health, gloominess, heart diseases etc. In 1988 Patton stated, that job stress can be the cause of excessive use of drug. Due to stress there is excessive intake of alcoholic drinks which leads to the breakdown in health (Patton and Questell, 1988; Scanlon, 1986). Tubbs in 1993 assume that the environment in which work is done and the response to it extensively contributes to high stress. Increasing long faced effects of doing work in a condition where someone thinks that he is immobilized and spellbound to any change for the improvement, in fact causes stress death. Montgomery et al. (1996) stated that job stress to a great extent is a reaction by an individual and is too much distinct from general stress although it is also related to job and organization. In the model the antecedents of job stress are role ambiguity, role conflict and work overload and the consequences are turnover intention and job satisfaction.

Role conflict

According to Rizzo et al. (1970)) role conflict is incongruity between expectations which are communicated and the observed role performance. Incompatibility among the requests of customers and supervisors generates a situation of role conflict. In general, an antagonistic condition of disagreement, opposition, or incompatibility between two or more parties can be defined as conflict (Merriam- Webster Online Dictionary, 2006-2007). A salesperson that experiences more role conflict on the job is uncertain and lacks experience regarding his/her responsibilities. Role conflict directly concerns with incompatible role expectations. Such conflicts are just conceptual differences among the subordinates and supervisors about the required work place tasks and activities. This creates conflict between the commitment to a number of supervisors and the individual's requirements (Kahn and Byosier, 1992). In order to avoid role conflict some researchers have suggested that, organization should be

functioned by using classical organizational theory principle of unity of command which focuses that only a single supervisor should give commands to the employees. Organization which cares for its employees must be spared them from the "cross fire" of two or more superiors who have incompatible work instructions and expectations (Weisner, 2003 and Rizzo et al., 1970). Numerous studies find direct and positive association among job stress and role conflict (Fisher and Gittleson, 1983; Johnston *et al.*, 1990; Netemeyer *et al.*, 1990; Sager, 1994).

H1: Role conflict has a positive impact on job stress

Role ambiguity

The other factor that has impact on job stress at workplace is role ambiguity. At the job a worker feels more role ambiguity when he has not clear information about the expectations of his or her role (Rizzo et al., 1970).Cooper (1991), Cords& Dougherty (1993), Ursprung (1986) and Dyer & Quine (1998) said that when the employee has no clear information about his or her role requirements, how to meet those requirements, and about the existing evaluative techniques to make sure that the role is being accomplished successfully then there exists role ambiguity. Role ambiguity increases the job stress of a salesperson who thinks that he does not have clear and sufficient information's to do his job efficiently and effectively. Many studies (Fry *et al.*, 1986; Johnston *et al.*, 1990a; Netemeyer *et al.*, 1990; Sager, 1994) supported this correlation. Role ambiguity expressed the uncertainty that is to be estimated when there are unclear role expectations due to the absence of information about the role and the work it demands. The employees do not know where to direct his or her efforts, where to add extra efforts, whether the superior will clean the outcomes of the role performance a failure or a success (Beehr and Bhagat, 1985).The inability of employee's to inference or predicts the result of his or her actions is one of the aspects from role ambiguity. Karasek, (1979) said that a sense of lack of control is developed in worker is a strong contributor to stress. Organization size and complexity give the worker a sense of not understanding the principles of the job advanced technology and rapid growth further enhance the organizational complexity, so that workers have expertise related to their roles in all the technical areas. The classical organizational theory stated that every role should have a particular array of tasks and areas of responsibility (Weisner, 2003). Workers are responsible for performing their roles when the role requirements are clearly defined to them. Workers will be hesitated to make conclusions and to meet the expectations of their superiors they worked by trial and error aiming when workers have not clear idea about the requirements of their roles (Rizzo et al. 1970).

H2: Role ambiguity has a positive impact on job stress.

Work Overload

Work overload means having too much to do in a given amount of time (Conley & Woosley, 2000). The incompatibility among the requirements, time constraints and resources related to work available to meet these requirements is known as work overload (Rizzo, 1970). Newton and Keenan (1987) revealed that past researches described for work overload the time dimension as a vital base. In history, work overload was treated as a part of role conflict. Woosley and Conley, (2000) said that resources and time constraints and skills were all placed under the various definitions of role conflict, negotiating between the time spent on the job, its quality and quantity. Nowadays work overload is a isolated variable from role conflict. Gilsson et al. (2006); Kahn and Byosiere, (1992) founded that work overload is related to the feelings of disturbance, number of sick days, anxiety, depression, obstruction, loosing self-confidence, attention to job exhaustion, concentration problems and work coincidence. For workers, work overload is a challenge for them to perform their job effectively and efficiently (Pelletier, 1992; Rahim, 1992; Jamal, 1990).Classic job-demands-control model posits that workers whose jobs have high demands (related to work overload) but give them little control suffer most from stress relation problems (Karasek''s, 1979).

H3: Work overload has a positive impact on job stress.

Job satisfaction

Job satisfaction is somewhat how people think & feel about their work place and different aspects regarding it. Job satisfaction is all about people behavior that to which extent individuals like or dislike their work place. Worker's sense of achievement and success at the work place represent the job satisfaction. According to Robbins (2003), job satisfaction refers to an employee's overall attitude toward his or her job. Commonly, it is perceived as a direct link to productivity as well as wellbeing of workers. Job satisfaction demands that if someone performs work activities exceptionally then his or her efforts should be rewarded. Kaliski, (2007) reported that job satisfaction is a most important component that encourages a worker to income promotion, recognition and the achievement of other objectives that leads to the feelings of success that infers delight and passion in one's work. It is reported by Lawler, (1990) that job satisfaction refers to the feelings of people regarding the rewards that they receive on the job. On the job when workers feels stress then it sometimes demonstrates itself as a negative practice of job dissatisfaction. Previous studies showed that either a positive linear, inverted U-shape, a negative linear, or no association exists between job satisfaction and job stress (Sullivan and Bhagat, 1992).Sager study results show that if job satisfaction increases then turnover intention and job stress decreases. According to Abraham, (1999) when the level of job satisfaction increases then the turnover intention considerably decreases. Several previous studies suggest that less job satisfaction is caused by the higher level of job stress (S.C. Agrawal, K. Chandraiah, P. Marimuthu & N. Manoharan, 2003).There is a

relationship between job satisfaction and the, overall productivity, performance of the work force and profitability of the organization (Santhapparaj and Alam, 2005; Bloch, 2009).Therefore, it is necessary to check out the effect of job stress on job satisfaction. When job satisfaction is low then the performance of employees decreases that leads in more absenteeism (Martin & Miller, 1986) and more turnover intentions (Dupre & Day, 2007). Indirectly job stress also affects turnover intentions through job satisfaction.

H4: Job stress has a negative impact on job satisfaction.

Turnover Intention

The resignation of experienced worker has a negative impact on the success of a company. The organizations bear the costs of hiring and training of the new employees for the replacement of the employees who leave the job. Previous research results prove that turnover intention is affected by the job stress. Job satisfaction and commitment with organization decreases due to the increase in stress .And if organizational commitment and job satisfaction is low then it will increase the propensity to leave (Hellman, 1997; McBey and Karakowsky, 2001; Ghiselli *et al*., 2001). Moore, (2002) stated that a factor greatly effects people's intention to leave their jobs which is job satisfaction. According to Barak *et al*. (2001), job satisfaction has been found as the key reason due to which employees leave their jobs. There is a significant negative association between turnover intention and job satisfaction (Chan and Morrison, 2000; Ghiselli *et al*., 2001; McBey and Karakowsky, 2001). In contrast of the other employment opportunities available, job satisfaction is the good predictor of turnover intention (Purani & Sahadev, 2007; Shields Ward, 2001). El-Jardali et al. (2007) stated that there is a negative relationship among job satisfaction and turnover intention. Various studies results confirm the strong negative correlation of job satisfaction and intention to leave (Abraham, 1999; Mannheim et al., 1997). Therefore, we hypothesize a negative relationship among job satisfaction and turnover intention.

Stress occurs when individuals recognize that the pressures or requirements of the job are greater than their abilities to cope with them. At work, stress may be an acuity pointed out by role ambiguity, role conflict, or work overload which arises from the working environment and individual characteristics. Eustress and distress are the kinds of stress. Eustress helps initiate goal-striving and is not negative necessarily. If eustress is low from the moderate levels then it may motivate people to excel and boost performance. Eustress is combined with disruptive pleasure to support performance while demanding the true combination of challenge. To decrease dullness and to persuade higher work performance it is necessary to create association between these elements inside a role. Distress is a state, which takes place when an individual identify a risk, challenge, or loss. When the level of stress increases from the resources and coping abilities possessing by someone then results can be unfavorable both for employees and organization because stress is a crucial factor influencing both performance and work in organizations. The negative impact of distress on several job-related

outcomes has been extensively acknowledged.

Increased absenteeism high turnover, deteriorating personal health, emotional exhaustion, reduced organizational commitment, and lower job performances are the examples of stress. Finally, in various studies stress has been associated with career change intention. When the pressures frequently faced by the worker in his field increases then for the purpose of reducing this stress the worker will change careers. On the basis of this evidence it is predicted that overstressed employees will follow suit and change careers. Thus, we propose:

When distress reaches at that level where someone cannot cope with it then distress positively influence the intention to leave.

H5: There is a negative relationship between job satisfaction and turnover intention.

H6: Job stress directly impacts the turnover intention.

Model
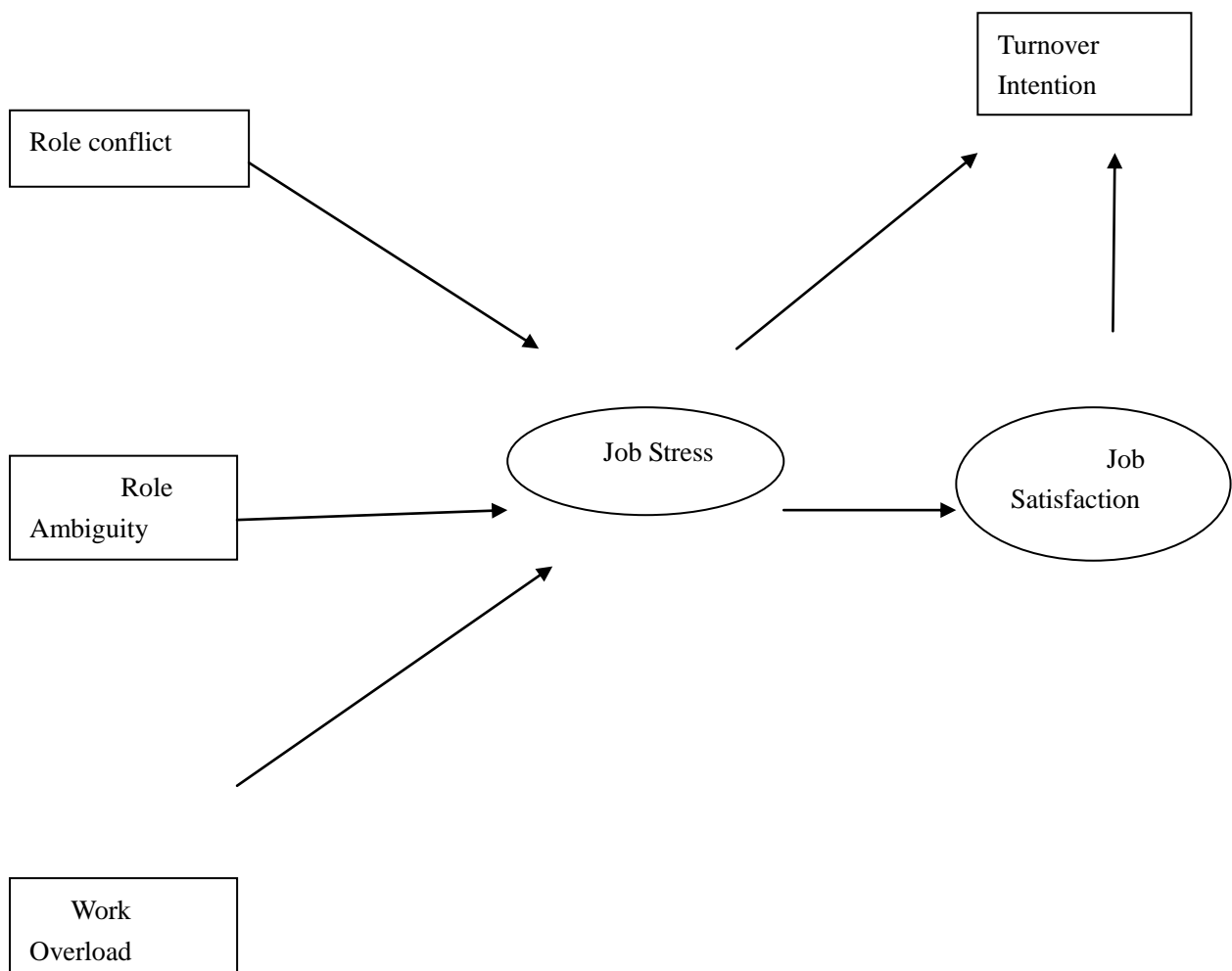
3. Research Methodology

The nature of current research is descriptive. Descriptive research can be clarified as describing something, some incident or any particular state. Creswell in 1994 stated that the descriptive researches describe the existing condition instead of understanding and making judgments. The confirmation of the developed hypotheses that reveal the current situation is the main purpose of the descriptive research. By focusing on past or present this type of research provides information about the current situation for example job satisfaction, workplace dimensions and stress (Fairbrother and Warn, 2001).

Sample/ Data

In order to collect the data for understanding the situation about job stress at workplace, job satisfaction and turnover intention, a sample of 200 respondents have been asked to take part in a self-administered questionnaire. The population for the current research is consisting on different diverse field of professionals which are related to Bahawalpur and Lodhran, (Pakistan). The current research uses a non-probability sampling technique that is convenience sampling. Convenience sampling is a sampling technique that obtains and collects the relevant information from the sampling or the unit of the study that are conveniently available (Zikmud, 1997). Convenience sampling is generally used for collecting a large number of completed surveys speedily and with economy (Lym et al. 2010).

It was made ensure that the sample members must have two main characteristics to participate in the self-administered survey. First one is that the sample member should be employee of any organization. Second, they have enough knowledge about job related stress. It provides true results of the research. We choose these sample members from different metropolitans of Pakistan. Two main clusters will target to gather the sample data like working professionals and professors of university. The selection of university employees and working professionals are based on the previous results of the study of job stress. In 2007, Balay said that male teachers were more likely to experience commitment based on compliance and avoidance of conflict than that of female teachers. Rodriguez and Calcagno, (2005) found that amongst Hispanic professionals females faces high levels of job stress than the males. The employee has not known where to exert his/her efforts and moreover, whether his/her superiors will deem the outcomes of the role performance a "failure" or a "success" (Bhagat and Beehr, 1985; Rizzo et al. 1970).

Instruments and Scales

The survey instrument of the current study has two key purposes: first one is to study the association of different variables in the workplace environment. Second is to gather information about the different characteristics of the respondents that can be worked as an employee in different organizations. The survey instruments contain two sections. Section 1 includes different personal and demographic variables. This section will obtain age, income, gender, status and educational information about respondents. Section 2 includes the latent variables that are important in the current study. These variables are consisting of work

overload, turnover intention, role ambiguity, job satisfaction, job stress, and role conflict. This section of the study is developed on the bases of past literature and questionnaires (Table-1).

The scales of current research were taken from the previous literature and published studies. First variable of the study was job stress. It has 4 items and this was taken from (Beehr et al. 2001). Second variable of the study was job satisfaction. It has 5 items and this was taken from (Fairbrother and Warm, 2003; Dua, 1994; Sullivan and Bhagat, 1992; Smith et al. 1992). Third variable of the study was turnover intention. It has 4 items and this was taken from Bluedorn (1982). Fourth variable of the study was role conflict. It has 6 items and this was taken from role conflict scale (Rizzo et al. 1970). Fifth variable of the study was role ambiguity. It has 4 items and this was taken from role ambiguity scale (Rizzo et al. 1970). Sixth variable of study was work overload. It has 3 items and this was taken from (Beehr et al. 1976) work overload scale.

Table-1: Scales of the study

Variables	Items	Source Of Information
Job Stress	1. How often have you felt nervous and stressed at job? 2. How often have you found that you cannot cope with all the things that you had to do? 3. How often have you been angered because of things that happened were outside your control? 4. How often have you felt that difficulties were increasing so high that you could not overcome them?	(Beehr et al. 2001)
Job Satisfaction	1. My basic salary is sufficiently paid according to my daily working hours and workload. 2. I am satisfied with my chances for	(Smith et al. 1992)

	salary increases.	
	3. The work I do is appreciated.	
	4. It is possible to get promoted fast in my job.	
	5. I believe those that do well on the job have fair chances of being promoted.	
Turnover Intention	1: I often think about quitting.	Bluedorn (1982)
	2: It is likely that I will actively look for new job next year.	
	3: I will probably look for a new job in the next year.	
	4: I often think of changing my job.	
Work Overload	1. I am given not enough time to do what is expected of me on my job.	(Beehr et al. 1976)
	2. I often seems like I have too much work for one person to do.	
	3. The performance standards on my job are too high.	
Role Conflict	1. I receive an assignment without the manpower to complete it.	(Rizzo et al. 1970)
	2. I work without or more groups who operate quite differently.	
	3. I have to break a rule or policy to carry out an assignment.	
	4. I receive incompatible request from two or more people.	
	5. I do things that are up to be accepted by one person and not acceptable by	

	other. 6. I receive an assignment without adequate resources and material to execute it.	
Role Ambiguity	1. I have clear planned goal and objectives for my job. 2. I know that exactly what is expected of me. 3. Explanation is clear of what has been done. 4. I know that what my responsibilities are.	(Rizzo et al. 1970)

Procedure

The questionnaire was distributed among 200 respondents in Bahawalpur and Lodhran Pakistan. These questionnaires are selected on the basis of criteria mentioned above. For the purpose of getting better responses from the respondents, the study purpose and questions were explained to them before giving the questionnaire so that they can easily fill the questionnaire with relevant responses. 159 questionnaires were selected and the rest of them were not included in the further analysis due to invalid or incomplete responses. After collecting the completed questionnaires, these questionnaires were coded and entered into SPSS sheet for regression analysis.

Reliability Analysis

The Cronbach's alphas of all variable in our study are more than acceptable and recommended value 0.50 by Nunnally (1970) and 0.60 by Moss et al. (1998). This shows that all the 26 items were reliable and valid to measure the job stress among the working employees and professionals (Table-2).

Table-2: Reliability of Measurement Instrument

Scales	Items	Cronbach Alpha
Job Stress	4	0.732
Job Satisfaction	5	0.772
Turnover Intention	4	0.794
Role Conflict	6	0.625
Role Ambiguity	4	0.737
Work Overload	3	0.731

4. Results and Analysis

Profile of the Respondents

Personal and demographic information such as gender, age, education level, income, and status and their frequencies and percentages are presented in Table-3.

Table-3: Profile of the Respondents

Variable	Category	Frequency	Percentage
Gender	Male	95	59.7
	Female	64	40.3
Age	15-20 years	5	3.1
	20-25 years	53	33.3
	25-30 years	56	35.2
	30-35 years	23	14.5
	35-40 years	16	10.1
	Above 40	6	3.8
Income(Rs/month)	Below 15000	67	42.1
	15000-25000	40	25.2
	25000-35000	15	9.4
	35000-45000	18	11.3
	45000-55000	11	6.9
	Above 50000	8	5.0
Education	Matriculation	3	1.9
	Inter	8	5.0
	Bachelor	41	25.8
	Master	79	49.7
	MS/ M. Phil	27	17.0
	PhD	1	0.6
Status	Student	18	11.3
	Employed	133	83.6
	Businessman		1.9
	Unemployed	3	1.3
	Housewife	2	1.9

		3	

4. Hypothesis Testing

Role Conflict

The results of the current research show that there is a significant positive impact of independent variable role conflict on dependent variable job stress. Particularly, the independent variable role conflict has a significant positive impact with ($\beta = 0.276$) and ($p < 0.01$). It means that role conflict brings more than 27% change in job stress. Thus the result of this study confirms the validity of H1.

Role Ambiguity

The results of the current research show that there is a significant positive impact of independent variable role ambiguity on dependent variable job stress. Particularly, the independent variable role conflict has a significant positive impact with ($\beta = 0.188$) and ($p < 0.01$). It means more than 18% change in job stress is due to the role ambiguity. Thus the result of this study confirms the validity of H2.

Work Overload

The results of the current research show that there is a significant positive impact of independent variable work overload on dependent variable job stress. Particularly, the independent variable work overload has a significant positive impact with ($\beta = 0.389$) and ($p < 0.01$). It means more than 38% change in job stress is due to the work overload. Thus the result of this study confirms the validity of H3.

Job Stress

Current research results show that there is a significant negative effect of independent variable job stress on dependent variable job satisfaction. Particularly, the independent variable job stress has a significant negative impact with ($\beta = -0.166$) and ($p < 0.05$). It means more than 16% negative change in job satisfaction is due to the job stress. Thus the result of this study confirms the validity of H4.

Job Satisfaction

The results of the current research show that there is a significant negative impact of independent variable job satisfaction on dependent variable turnover intention. Particularly, the independent variable job satisfaction has a significant negative impact with ($\beta = -0.150$) and ($p < 0.05$). It means more than 15% negative change in turnover intention is due to job satisfaction. Thus the result of study confirms the validity of H5.

Turnover Intention

The results of the current research show that the independent variable job stress has a

significant positive effect on dependent variable turnover intention. Particularly, the independent variable job stress has a significant positive impact with (β = 0.589) and (p < 0.01). It means more than 58% change in turnover intention is due to the job stress. This means that if there is job stress then there are 58% chances that the employees will leave their job. Thus the result of research confirms the validity of H6.

Regression results of the study are summarizes in Table-4 and the graphical presentation of the structured model is shown in Figure-2

Table-4: Regression Results

Hypothesis	Model Variables	Estimate	S.E.	C.R.	P	Results
H1	Job Stress ⇐ Role Conflict	.276	.102	3.673	.000	Supported
H2	Job Stress ⇐ Role Ambiguity	.188	.067	2.961	.004	Supported
H3	Job Stress ⇐ Work Overload	.389	.62	5.366	.000	Supported
H4	Job ⇐ Satisfaction Job Stress	-.166	.075	-2.109	.037	Supported
H5	Turnover ⇐ Intention Job Satisfaction	-.150	.068	-2.374	.019	Supported
H6	Turnover ⇐ Intention Job Stress	.589	.064	9.348	.000	Supported

Figure-2: Structural Model Results
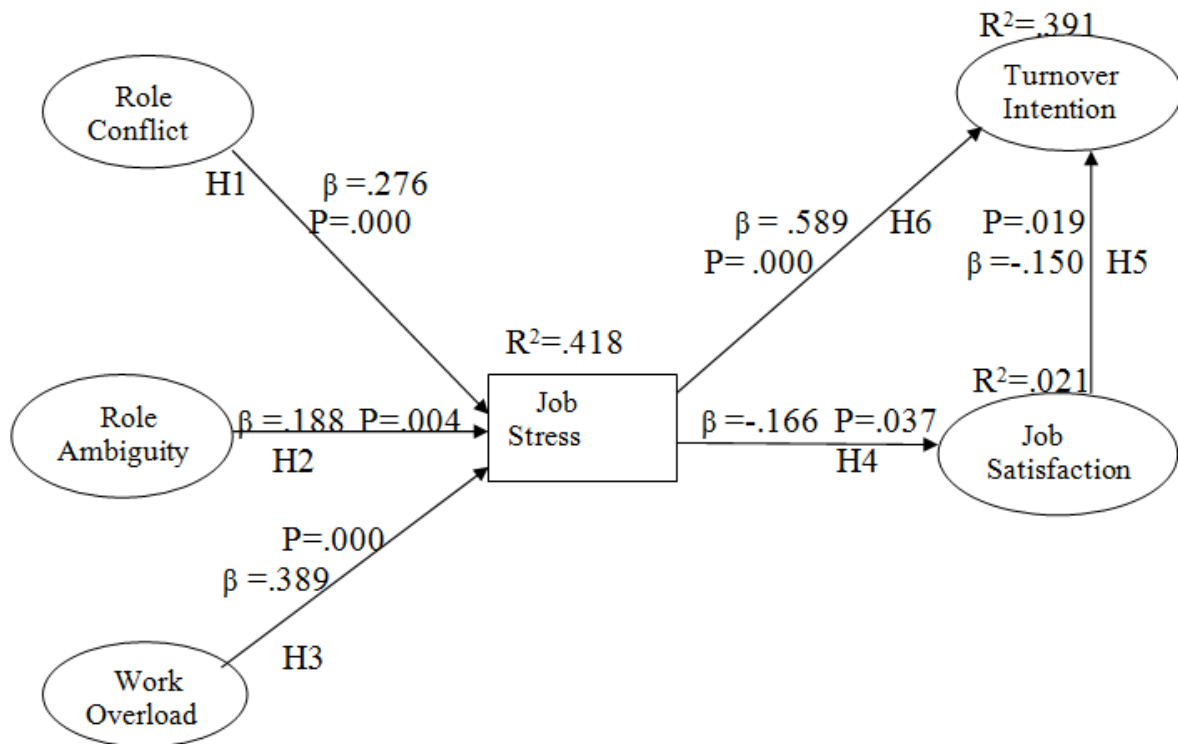
5. Discussion

The most important goal of the study is to know the impact of job stress at work place and also to analyze that how job stress effects turnover intention and job satisfaction. This study is broadly paying attention on different aspects of job stress and reasons (like work overload, role ambiguity and role conflict). This research also highlights the association among job stress and job satisfaction and similarly among job stress and turnover intention. Furthermore, how this study influences the well-being of employees, their performance, behavior, contribution to the organization and their activities on the workplace. Research and previous literature supports the relationship between work place factors, job stress, job satisfaction and turnover intention. The relationships between job stress, job satisfaction and turnover intention can vary depending on the group being observed because some work place factors are not regularly linked to stress in all work places. The current study focused on the relationships among work place factors (role ambiguity, role conflict and work overload), job stress, job satisfaction and turnover intention in a specific work place environment. The research literature validates that work place factors directly influence job stress and indirectly influence turnover intention and job satisfaction. The research literature also supports its interpretation about future outcomes.

The variables and their correlation have been discussed in detail. Preceding researches shows

that role ambiguity has a significantly influence job stress. The effect of role ambiguity on job stress is significant, which shows that this variable creates more stress among employees than all other variables create. So, to cope with stress and to increase the work place satisfaction, this variable has a substantial need to pay attention on it. Moreover, work overload also influence the job stress among employees. From this research it is confirmed that work overload has a significant positive impact on job stress. The current study confirms the significance of work overload in job stress. Role conflict also has a significant positive impact on job stress and present study confirms its importance as a contributor having great effect on job stress. It becomes the reasons of stress among working employees. Job stress will be minimized as well as enhance the work place satisfaction if these reasons are tackled by proper training of employees. Due to job stress 58.9% job dissatisfaction create among employees. In the current study through testing by valid instruments it is approved that job stress has a significant negative impact on job satisfaction. Job Stress also effects turnover intention of employees. When someone feels stress at job then he tries to overcome the stress and his turnover intention increases. Job stress is a phenomenon that expresses itself differently and effects workers differently in different working situations. Job satisfaction tries to minimize job stress and turnover intention. When someone is dissatisfied with his/her job, his intention of quitting increases. By reducing stress and increasing satisfaction, the employee's performance can be increased.

According to the results of this study, these all variables are important for measuring job stress at workplace, job satisfaction and turnover intention. To check the stress level among working employees this research may be helpful for different organizations, Publics and non-public departments and for institutions. If employees feel job satisfaction then they perform their responsibilities in the best way possible, similarly in stressful period and they prefer more to stay with the organization. In Pakistan the end result of the study has major managerial implication on the expansion of business organization. Primarily, the whole management department will be aware of this kind of research about stress and the variables that affects the job stress, job satisfaction and turnover intention. Secondly, organizations must take key steps to control the stress level among employees and the ways in which an organization try to satisfy their employees. In Pakistan some organizations are working that have more potential to control the stress level of employees. They are providing suitable environment that is required to encourage their employees. By doing this they change the behavior and intentions of their employees and the employees intentions towards organization becomes favorable. For training concern organizations practical implications of results has a very important position.

6. Limitations and Future Recommendations

The data is collected only from those respondents that are related to the same geographical area. Results can be more significant if the data may collect from different areas of the country. More favorable outcomes can be obtained if more other causes of job stress are considered by identifying the best ones. So limitations of the research are consideration of limited stress causes and selection of specific area for data collection. Culture may play a role in the study's findings. Cultural psychologists suggest that employee evaluations and decision

making may be influenced by national cultural differences (Lok and Crawford, 2004; Lau and Ngo, 1996).This research suggests the direction for future recommendation on the association among job stress and organizational performance more concisely and briefly. Furthermore, it should be beneficial to reduce employee's turnover.

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