

EFFECTS OF JOB STRESS ON JOB PERFORMANCE & JOB SATISFACTION

Muhammad Jehangir

Associate Professor, Government College of Management Sciences, Peshawar, Pakistan.

Dr. Nasir Kareem

Associate Professor, CECOs University, Peshawar, Pakistan

Dr. Ayaz Khan

Associate Professor, Government College of Management Sciences, Peshawar, Pakistan.

Muhammad Tahir Jan

PhD Scholar (Marketing), Kulliyyah (Faculty) of Economics and Management Sciences (KENMS), International Islamic University Malaysia (IIUM), Jalan Gombak, 53100 Kuala Lumpur, Malaysia

Dr. Shaheed Soherwardi,

Phd in International Relations, Assistant Professor , Peshawar University

Abstract

Job stress is increasingly becoming an epidemic in the work environment. Female Nursing staff is constantly encountering trouble, crisis and conflict in the work environment prevailing in the public sector hospitals that require them to cope with. The central theme of this research study is focused on digging out the fundamental causes of job stress of female nurses. Further, how job stress affects their job performance and job satisfaction. The study generated quantitative data which will open doors for further research in this area. This research study adopts quantitative approach using questionnaire methods. Several procedures were applied to carry out rigorous quantitative analysis. Organizations can help reduce the overall effects of job stress by developing and implementing prevention and intervention methods to help employees manage and cope with job stress. To reduce job stress of female nurses, this study suggests several measures along with employee's assistance programme (EAP). This programme is focused on the employee's total mental and physical condition. It was found that public sector hospitals are factories to manufacture stress. Female nurses experience more stress than male counterpart in the public sector hospitals. The findings of this paper revealed that job stress has negative co relation with job performance and job satisfaction.

Keywords: Job stress, EAP, Job performance, Job satisfaction, Work environment

INTRODUCTION

Job stress is one of the popular phrases we see and hear with increasing frequency. Unfortunately, though it is used so often, and in so many different contexts that it is difficult to pin down an agreed meaning. Hans selye, the pioneer of study on stress initiated focusing on this vital issue of great concern. Stress has been a topic of interest to the researchers since the Second World War (Newton 1995). Only recently, job stress has received increased significance among researchers, especially

in the social sciences. Organizations are finally waking up to the fact that a lot of human potentials are being drained away due to job stress. Most of the employees say they are under extreme stress at work environment.

Job stress is one big problem in this global world. Most of the employees often or very often feel stress due to work. The human resource managers in some organizations have mentioned stress to be great impediment in the effective performance of employees.

Job stress has become an increasingly common negative outcome of today's dynamic life. Masses experience stress due to overload, overwork, job insecurity and increasing pace of life. (American Psychological Association, 1997). In recent times, many research studies have measured and determined the effects of job stress on health and well being of nurses in the hospital settings and elsewhere. Job stress detracts nurses from qualitative working lives, enhances psychiatric morbidity and contributes towards physical illness, such as musculoskeletal problems and depression. (ILO, 2001). International council of nurses (ICN) has reported that if we want to develop an optimum environment for the production of stress, a lot of stressors, we would include, would be obviously recognized by female nurses as events in the hospital settings which they confront on routine basis. The stressors are long hours, unpleasant noises, sights, undue quiet, sudden shift from intense to mundane tasks, time pressure, no second chance, and enclosed environment etc. (NIOSH, 2001).

Cooper believes that stress results from a misfit between individuals and their environment (Cooper et al 1994). Stress is dynamic state whereby the masses are faced with an opportunity, obstacle, constraints or demand regarding what one desires and the implication of which is considered to be uncertain, negative, terrifying and important. (Robbins, 2001). Behr and Newman define job stress as "a situation arising from the reaction of people towards their tasks and results in changes that compel individuals to cope and adjust and disrupt their normal performance". (Pfeffer, 1992). When a person is confronted with a situation which poses a threat, and perceives that she or he does not have the capability or resources to handle the stressors, the imbalance that results at that point in time is termed as stress. (Luthan, 2005). An Individual's adaptive response to a situation that is perceived as challenging or threatening to the person's wellbeing. (Mc. Shane, Travaglione, 2004). Stress is an

individual's physiological and emotional response to stimuli that place physical or physiological demands on the individual and create uncertainty and lack of personal control when important outcomes are at stake. (Samson, Richard, 2003). Stress is the excitement, feeling of anxiety, or physical tension that occurs when the demands place on an individual are thought to exceed his ability of how to adjust. (Hellriegel, John 2004). "*Stress is a negative reaction towards events that are thought as to tax or exceed individual coping ability*". (Hockenbury, 2003). An accommodative reaction or response by individual which is a consequence of any action, situation or event that places special demands on a person. (Ivancevich, Olekalns, 2008) It is now an established fact that the profession of nursing is full of stress and challenging. Female nursing staff faces crying and dying patients on daily basis. The tasks performed by them are almost mundane and unrewarding. If measured by normal standards, nurse's job is disgusting and distasteful, degrading and frightening. (Hingley, 1984). The ILO has commissioned a manual on the job stress and its prevention among female nursing staff. The job of female nurses is daunting and daring. Everyday multiple and conflicting demands are imposed on nurses by their supervisor, managers, administrative staff and others. Such situation usually leads to work burden and role conflict. (ILO,2001).

LITERATURE REVIEW;

Stress is a common complaint of workers worldwide. (Taylor et. al. 2004). The stress experience was first documented 50 years ago by Dr Hans Selye, a pioneer in stress research. (Selye, 1974). He considered stress to be non specific response of human body to any demand on it (Selye, 1978, 1993). Work related illness in Great Britain found stress to be the second most prevalent condition claimed to be caused or made worse by work (HSC, 1997: 129-130). The incidence of self reported work related stress has risen nearly three fold recently. The health and safety executive reported that over half a million individual in Britain believe they are experiencing work related stress at a level that is making them ill(HSC 97). A study of personnel today and IRS Employment review found that more than 40% of employees had reported an increase in the stress in the last year (Hilpern, 2003). For example, recently clinical researchers were reported as experiencing stress as an outcome of extensive work pressure, a lack of control over the work situation, and unsatisfactory interpersonal

relationships (Styhre, et al.2002). A training company found that one in three people complained that technology at work contributes directly to rising stress level. Referring this as 'digital depression' the managing director noted how he had recently come across a person who had 19,400 emails in his inbox (Hilpern, 2003). The U.S institute of national safety and health estimates that forty percent of work force is affected by stress making it the number one cause of worker disability (NIOSH 2001).A survey of more than 400,000 employees conducted by international survey research of Chicago reported that forty percent of these peoples say that their work load are excessive and they have too much pressure at work. (Shellenbarger, 1999). Sources of work stress are work load, job condition, role conflict and ambiguity, career development and conflicting demand (Hellriegel, 2004).Primary source of stress for many peoples clearly are conflict and family demand (Shellenbarger, 1999). Overwork can lead to death. There have been reports in the newspaper recently of deaths due to overwork in Japan. Deaths due to this rose to 317 in 2003 doubling the previous record of 147 set in 2002. Doctors, nurses, factory workers, and taxi drivers are the worst affected. (Fiona, 2004). Chronic work-related stress is equally troublesome in all regions. Nearly one-third of American employees often or over often feel overworked or overwhelmed by work- and over half of them say they experienced high level of stress at least once each week. In the UK, 83 percent of human resource managers indicate that stress is a problem in their organization. An international study reported that people born after 1955 are up to three times as likely to experience stress related disorders as were their grandparents (JAMA 1993). Nearly two-third of the Australian employees says they are under extreme stress at work. Japan's institute of life and living reports that 68 percent people in that country say that they often feel worried and anxious, up from 37 percent a decade earlier. At the Escorts heart institute in Delhi (India), routine cardiac screening indicates that most executives are in the advance stage of stress (Mc. Shane, 2004). Employees experience significant higher stress level in noisy, open offices than in quiet area (Evans, 2000). All 260 nurses who responded to survey in New South Wales had experience some form of stress at least weekly (North, 2001).

The demands of working for long hours lead to stress. This stress can be reduced by social support (Spector, 2004). There are 3 categories of potential stressors Environmental, organizational and personal (Cooper, 1978), working in an

overcrowded room or in a visible location, where noise and interruption are frequent and constant, can increase stress (Evans et al, 2000).

The positive and negative effects of stress are apparent in the relationship between stress and performance. Below figure 1 depicts the general stress-performance - relationship in the shape of an arc. At low levels of stress, employees may not be sufficiently alert, challenged or involved to perform at their best. As the curve indicates, increasing a low amount of stress may improve performance but only up to a point. At optimal level of stress probably exists for most tasks. Beyond that point, performance begins to deteriorate. At excessive levels of stress, employees are too agitated, aroused, or threatened to perform well (Defrank et. al 1998). The most widely studied pattern in the stress performance relationship is the inverse U relationship (Robins, 2007).

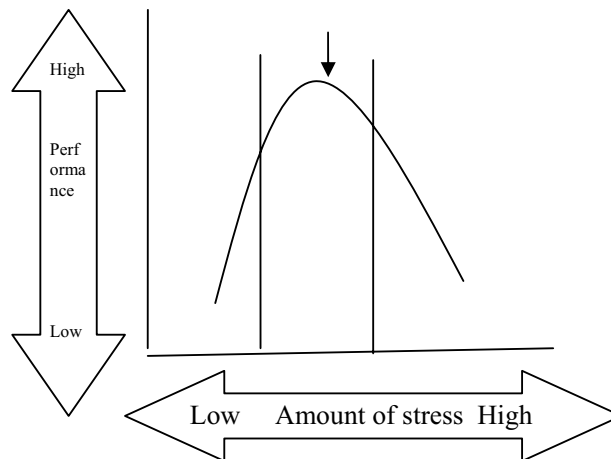


Fig. 1 Typical relationship between performance and stress.

It is well established fact that employee's job satisfaction and job stress are related to one another (Kahn et al. 1964). The impact of stress on satisfaction is far more straightforward. Job related stress tends to decrease general job satisfaction (Jackson, 1983). Job dissatisfaction is the simplest and most obvious psychological effect of stress (Robin, 2004). Stress and dissatisfaction are directly related with one another (cooper, 1976). The negative relation of stress and job satisfaction is confirmed by French and Kaplan 1970, (Morghis et al 1974).

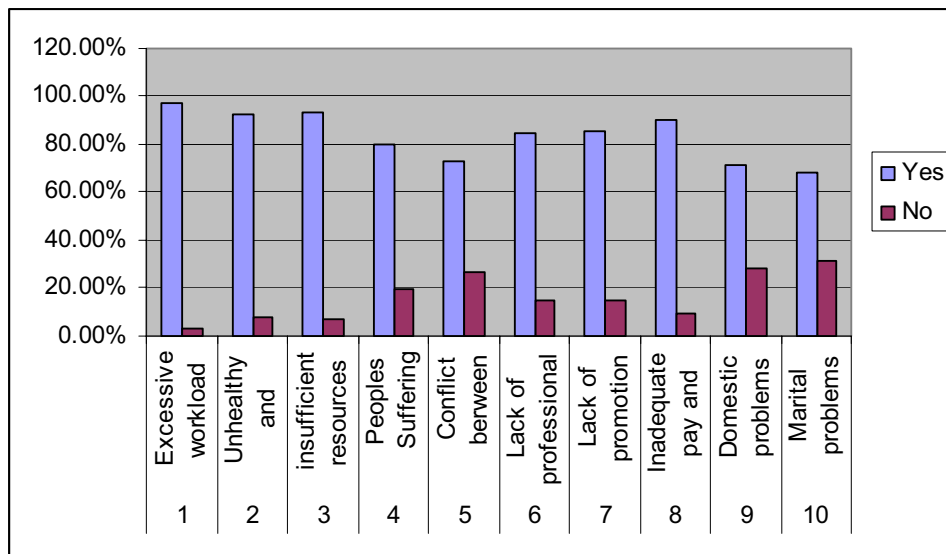
RESULTS:

The researchers have endeavored to determine the potent causes of job stress in the public sector hospitals of Peshawar and how it affects job performance and job satisfaction. The female nurses identified the various factors which cause them job stress. Details are given below.

CAUSES OF JOB STRESS/STRESSORS:

As evident from the below graph 1, overwhelming majority of the female nursing staff have expressed their opinion that the potent factors which cause enormous stress at work place are, excessive workload (97.1%), unhealthy and dangerous working environment(92.4%), insufficient resources (93.3%), people ‘s suffering (80.3%), conflicting demands, (73.3%), lack of professional respect (84.8%), lack of promotion chances (85.1%), inadequate pay and benefit (90.2%), domestic problems (71.4%) and marital problems (68.3%).

Graph 1



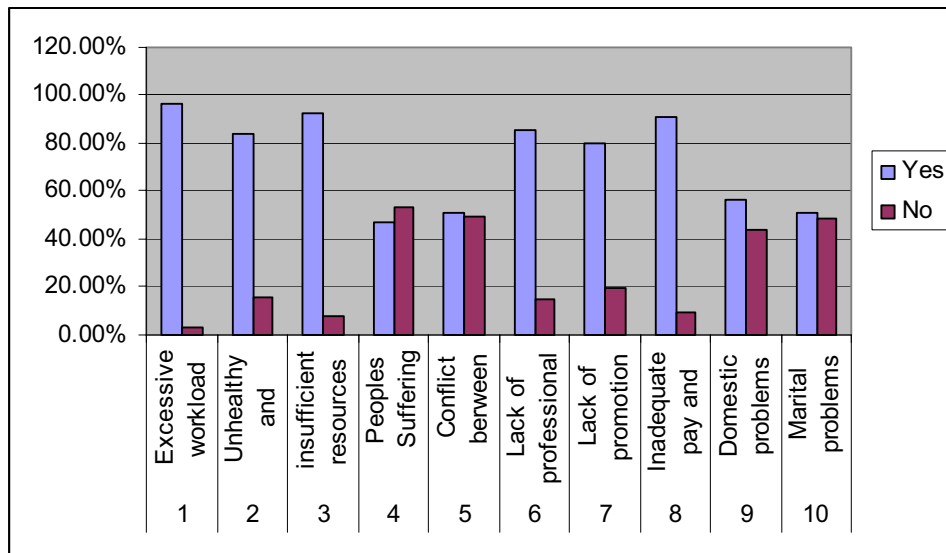
JOB STRESS AND JOB PERFORMANCE:

Job stress has negative correlation with job performance. With the increase in job stress, job performance falls. The researchers have proved that job stress negatively affect job performance of the respondents.

As signified in the graph II below, 96.8% of the female nurses indicated that excessive workload and 84.1% mentioned unhealthy and dangerous working enviroment in the hospital negatively affect their job performance. Further,

insufficient resources (92.4%), people’s suffering (47%), conflicting demands (50.8%), lack of professional respect (85.4%), lack of promotion chances (80%), inadequate pay and benefits(90.8%), domestic problems (52.6%) and marital problems (51.1%) are the main factors which has inverse correlation with job performance of the respondents.

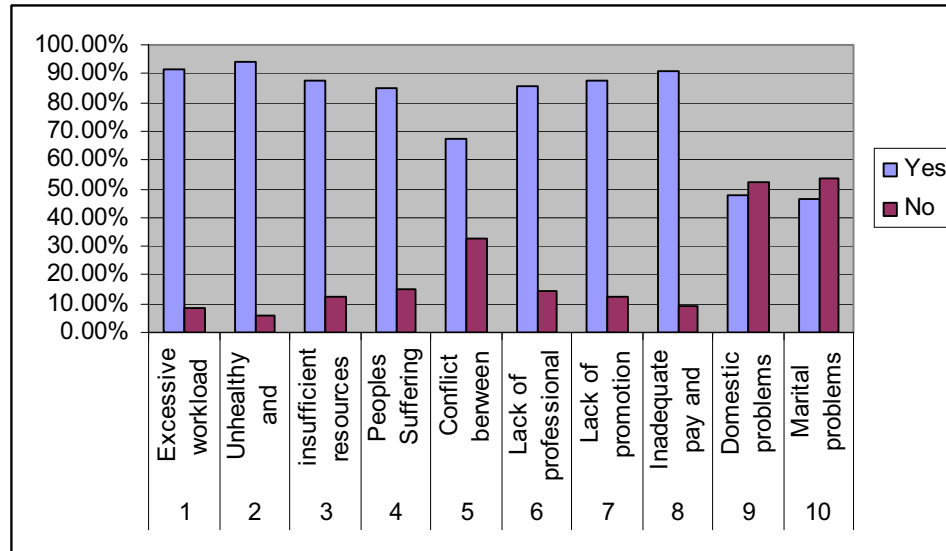
Graph II



JOB STRESS AND JOB SATISFACTION:

The researchers here have strived to work out all those factors/stressors, which exist in the public sector hospitals and have a negative effect on job satisfaction of the female nurses. Eradication of these stressors will result in the enhancement of job satisfaction. Female nurses have reported that the excessive workload (97.1%), unhealthy and dangerous work environment (94.3%), insufficient resources (87.3%), people’s suffering (85.1%), conflicting demand (67.3%), lack of professional respect (85.7%), lack of promotion chances (87.3%), inadequate pay and benefits (90.8%), domestic problems (47.9%) and marital problems (46.7%) are the potent factors which cause them job stress and result in the decline of job satisfaction.

Graph III



METHODS:

The researchers explored in this research study what typical relationship exists between job stress and job performance and job stress and job satisfaction. A correlation research design was used in this study. The Questionnaires were used to collect data on causes of job stress and relationship between job stress & job performance, job stress and job satisfaction. The demographic questionnaire was used to collect characteristic data on a sample of female nurses of public sector hospitals of Peshawar. Multiple variables were taken into consideration and analyzed. The data from female nurses of three major public sector hospitals of Peshawar were collected. A total of 315 questionnaires were selected for data analysis.

Participants: The participants in this study were the female nurses from various wards at public sector hospitals of Peshawar (Pakistan). Based on nature of research, which is quantitative, descriptive and analytical in nature, approximately 500 female nurses have participated in the research study and they were selected through convenience sampling (Marshal, 1996).

Data Collection: The authors applied questionnaire method. Participants selected from various wards during different time of the day to avoid disrupting patient’s care and work flow. The study used Questionnaire method to describe root causes of job

stress and its effect on job performance and job satisfaction. This research study is a correlation research design (Leedeey and Omrod, 2001). Correlation research is a form of non-experimental research (Bordon and Abbot 1999). Correlation research design examine to what extent differences in one characteristics are related to differences in one or more other character/variables, if one characteristic/variable increases, other either increase or decrease in some what predictable fashion (Leedeey & Omrod 2001 P 180). The female nurses selected for this research study were of various age group, service cadre, background, family status and education status. The data collected were coded and entered into SPSS data analysis. Data then tested for normality and finally analyzed to determine correlation between job stress and job performance and job satisfaction. Descriptive statistics were used to obtain information. Descriptive statistics are used to describe a set of data (Howell, 2004). Best efforts have been made to ensure protection of privacy of the female nurses. The researchers approaches only to the information, computer based or manual, where files have no subject identification. The respondents under research study have not been paid any remuneration for participation in research. The prior consent of respondents was obtained for information.

DISCUSSION

Over the recent years, the number of research study on job stress has increased, nevertheless, only a limited number of studies were conducting in exploring factors causing job stress and its severe, chronic and negative impact on performance and job satisfaction and no studies conducted in Pakistan addressing this vital issue. It is noted that participant showed adequate interest in the research. The purpose of the research project was to obtain information that could be utilized by administration in service and health related organizations. Our study suggests that perhaps further research is required targeting any single issue in the research.

It has been observed that most of the female nurses were over worked and stressed in these public sector hospitals. Over work can lead to death (Fiona-m-Wilson 2003). Work overload in nurses is a major cause of job stress (Ivancevich, 2004). According to female nurses, stressors must be removed from the hospitals to make them relaxed and satisfied. Female nurses experience more stress as compared to their male counterparts. (Eugene McKenna, 2000).

The significance of female nursing staff in the hospital settings cannot be ignored. It is of utmost importance to understand how job stress affects female nursing staff and what are the main sources of job stress in the hospital environment? It is also of great importance to retrieve more information about working conditions, job stress, job performance and job satisfaction. The information can be utilized to reduce job stress and increase performance and job satisfaction. This research study explored what factors contribute to the job stress of female nurses in public sector hospitals. This study clearly identifies the main sources of job stress of nursing staff. Excessive workload, unhealthy and dangerous working environment, insufficient resources, people's suffering, conflict between home and work demands, lack of professional respect, lack of promotion chances, inadequate pay and benefits, domestic problems, and marital problems are the major causes of job stress. The researchers found that strenuous conditions of nurses are felt more severely among the public sector hospital's nurses. Preventive measures are suggested based on findings on how to diminish job stress of female nursing staff which will contribute to maintaining a satisfied and contented Nursing staff. The study confirms the correlation between job stress, job performance and job satisfaction. The significance of this study is evident from the fact that it deals with a vital issue of stress as reported by US National institute of occupational safety and health. Half the working peoples view job stress as a major problem (Robbin, 2004). Stress is a common complaint of worker (Robbins, 2004). The impact of stress on job satisfaction is far most straight forward. Job related stress tends to decrease general job satisfaction (Brown, 2001). Inverse U relationship exists between job stress and job performance (Mattesan, 1981). The model of the Mattesan depicts stress-performance-relationship. Stress lower job satisfaction, self confidence, self esteem, a general dissatisfaction of life, low motivation (French and Kaplan 1970, Morghis et al 1974).The researchers recommend strongly that job stress should be considered a serious issue of concern from the perspective of employee and employer both. It is proved that increased level of job stress can lead to higher decline in job performance and job satisfaction. Stress can be managed in a number of ways: employment assistance programme (EAPs), stress management training, and stress reduction or intervention (Murphy 1988; Newton 1995).

In summary, the present research adds to the relatively small number of studies that found evidences of stressors in the hospital and its negative impact on job

performance and job satisfaction. The finding of this study are in similarity with Robin (2004),Brown (2001),Mateson(1981) ,French and Kaplan(1970), Morghis (1974), R L Kahn 1964).

It has been established that public sector hospitals are factories to manufacture stress. The consequences of job stress are more chronic and severe for employees as well as for the organization. A negative correlation exists between job stress and job performance, and job stress and job satisfaction.

References

- Bernardin, H. John, (2003) Human Resource management, Mc Grawhill pub. Ed 3rd, 2003. 327
- Brown D (2001), "Wellness programmes bring healthy bottom line," Canadian HR reporter.
Career builder survey finds growing worker disenchantment, Long Hours and stress', PR Newswire, 30 August 2001;
- Cooper C.L and J. Marshall (1976), "Occupational sources of stress: A review of literature relating to coronary heart disease and mental ill health, "Journal of occupational psychology 49, no. 1, pp. 11-28.
- Cooper C.L and R. Payne (1978), stress at work (London: Wiley)
- Cooper, C.L and Cartwright, S. (1994), Healthy mind; Healthy Organization. A proactive approach to occupational stress', Human Relations, 47/4: 455-71
- Eugene Mc Kenna (2005), Bus psychology & O.B, Psychology press int, Ed 3rd, 2005 596
- Evans G.W and D. Johnson (2000), "Stress and open-office Noise," Journal of applied psychology, pp. 779-83.
- Feffer Pfeffer (1992), Managing with power, Harvard business school press, Boston 1992, 30
- Fiona M. Wilson (2004), OB & work, Oxforduni press, Ed. 2nd, 2004, 253
- French, J.R.P, & Caplan, R.D (1970). Psychological factors in coronary heart disease. Industrial Medicine, 39, 383-397
- Hellriegel Don, John W Slocum (2004), Organizational Behavior, Thomson Learning pub. Ed. 10th 2004, 168
- Hilper, K. (2003), 'Office House; boiling over', Guardian, 17 Mar. story found at www.infoweb.newsbacon.com
- Hingley P (1984), The human face of nursing, Nursing mirror, No. 159, retrieved from www.ilo.org/wemsp5/groups/public
- Howell, D (2004), Fundamental statistics for behavioral sciences (5th Ed) Belmont, CA; Thomson Brooks/Coles
- HSC (1997), health and safety commission annual report and accounts 1996/1997, London: HSC books
- J.M. Ivancevich and M.T Matteson (1981), stress and work Glenview, IL; Scott, Foresman,

Jackson S.E (1983), "Participation in Decision making as a strategy for reducing job-related strain, "Journal of applied Psychology, pp. 3-19

Kahn R.L et al. (1964) (organizational stress (New York; Wiley)

Leedy, P.D & Omrod, J.E (2005) Practical research; planning and design (8th Ed) upper saddle river, NJ prentice hall

Luthan, Fred (2003), Organizational Behavior, M Grawhill pub. Ed 2003, 482

Matterson M.T and J.M. Ivanceveich (1987), controlling work stress (San Francisco; Jossey-Bass.

Mc Shane Steven, Trony Travaglione (2004), Organizational Behavior, Mc Grawhill pub. Ed, 2004 226 to 236

Newton, T.(1995), with J. Handy and S. Fineman, Managing stress: Emotion and power at work London: stage

NIOSH (2001), 2-3; wojcik, J. cutting costs of stress. Business insurance.

North R (2001), Violence on the rise, say staff', Waikato times, S. Toomey, 'Nurses Face greatest danger and violance', Australian, 16 February 2001, p. 31; 'Aggressive Clients

Banned by DWT', Evening post (Washington), 26 january 2001, p. 15

Robbins P, Stephen (2004), organizational behavior, Prentice Hall pub. Ed. 9th, 2004, 563

Samson Danny, Richard L. Daft 2003), Management, Thomson. Pub, Ed. 2003, 482

Selye H (1974), stress without Distress (Philadelphia: J.B Lippincott

Selye H (1993) History of the stress concept, In L. Goldberger and S. Brenitz (eds), handbook of stress, 2nd edition.

Shellenbarger, S (1999) Three myths that make managers push staff to the edge of burnout. Wall Street journal.

Shellenbarger, S. (1999) Are saner workloads the unexpected key to more productivity, Wall strees journal.

Spector S.P et al. (2004) "A cross-National comparative study of work-family stressors, working Hours, and well-being; China and Latin America Versus the Anglo world, Personnel psychology, pp. 119-42.

Steffy and Jones, "workplace stress and indication of Coronary disease risk." P. 687. Taylor S.E, Repetti R.L and Seeman T (1997), Health psychology; what is an unhealthy environment and how does it get under skin, Annual review of psychology