

Impact of Factors Causing Job Stress on the performance of the Public Sector Employees in Balochistan

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ABSTRACT

This study was designed to find impact of determinantsof job stress on the performance of the public sector employees in Balochistan. This study was quantitative survey design in nature. The population of the study comprises of 702 employees. The sample size was 260 which is approximately 35% of total population. Self-administrated questionnaire was used to collect data. Questionnaire was adopted from SPSS used to analyses data. Multiple regression was used to find the impact of the determinants of job stress on performance. The findings of the study showed that there is significant influence of health condition, workload responsibility, work hazards, physical Environment and problem at work on job performance of the public sector employees of Balochistan.in the light of result it was thus recommended to conduct similar research in other fields of life and other departments.

Keywords: Balochistan, job stress, job performance. Public sector

INTRODUCTION

Stress at job is universal and common problem among the employees of every field of life (Ekienabor, 2019).The definition of stress vary person to person and situation to situations(Fink, 2010). Selye (1936) defined stress as a detrimental force that is exposed to an employee who struggles hard to cope with the forces and sustains his real state (Folkman & Lazarus, 1986). According to International Labor Organization (2016)Now a days stress used in different meaning than the past.International Labor Organization define job stress the feeling that lead to restlessness and depression at workplace is known as job stress. Job performance is the ability of an individual to

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complete a given task subject to the average limits of complete use of the offered resources. Stress, if not properly managed, can badly damage an individual's performance and as well as his or her health (Mimura et al. 2003).

Work stress has both negative impact and positive impact on work performance of employee (International Labour Organization, 2016). Most of the researchers has come forward with opinion that stress is something harmful that affects an individual to a great extent. When a person perceives that the demands of an organization go beyond the personal and social resources that a person can provide, he or she goes under stress (Folkman & Lazarus, 1986). job stress thus it may affect the performance of the employees across occupations in public sector. Therefore, it should be taken into consideration since it may have other repercussions not only on the organization but also on the social life of the employees too. Broadly speaking, the stress management should be a prior action of the organizations because it can put hazardous effects on both the productivity of an organization and the health of the employees and consequently it may affect the whole society. Job stress has become a great challenge for the employers because the problems related to the employees such as drug abuse, hypertension and domestic violence are the ultimate consequences of the job stress and they are responsible for the low productivity and the increased absenteeism of the employees (Meneze, 2005).

Pakistan is a developing country in which there is work stress in employees. In education sector, teaching facilities suffers from work stress that adversely affects their work performance (Faisal et al., 2019). In Pakistan, the bank sector's employes suffer from job stress. that mostly arises from heavy workload and additional work timing. Bank employ mostly spend their time in bank and unable to give time to their families (Khan et al., 2011).

Balochistan province, area wise, is the largest province of Pakistan. Public sector organizations work together with other private organizations. The public sector organizations recruit employees in large number to run the system of government in the province. However, there is not any study analyzing the job stress of public sector employees of Balochistan. This study was thus designed to find that how job stress affect the ability of employees in public sector like secretariat.

Literature Review

When an employee finds his or her capabilities and the tasks assigned by the employer unmatched, he or she goes under detrimental physical and cognitive reactions, this phenomenon is known as Job stress (National Institute of Occupational Safety and Health 1999). It is generally accepted that the individual physical and mental health as well as the organizational health is under severe threats from the job stress (ILO 1986). Moreover, employees under stress more often become mentally unhealthy and their productivity decreases. In the same vein, their organizations also do not make progress in the competitive market. According to some estimates due to job stress organizations spend an enormous amount in sick pay, lawsuits, health care and lost productivity (Palmer et al. 2004).

Previous findings revealed that job stress not only harms the individual's health (Mohren et al., 2003; Ursin and Eriksen, 2004) but also influences employee's approach toward his or her organization negatively (Cropanzano, Rupp, and Byrne, 2003).

Employees' continuous exposure to job stress, if not tackled successfully, can become detrimental to both the employee's mental and physical health and his or her productivity for the organization (Maslach, 2003). Stress free physical environment guarantees the productivity of the employees. The good physical environment of office reduce job stress that ultimate result good production (Wilton, 2011).

According to Feld (1976) individuals under stress go under four psychiatric states of affairs: 1) they have depression, i.e. they frequently feel lonely, fed up, sad; they have low energy to work. 2) They mostly think to finish their existence; they are mostly anxious, dim and upset. Similarly they avoid things and are afraid or fearful of situations. 3) Such individuals have cognitive disturbance, i.e. they have low retention or concentration and most often their mind go blank. 4) The stressed individuals often get angry over petty issues and lose temper. Furthermore, they are often critical of others.

According to Dar et al. (2011) Stress in organizations is a common problem which has debilitating economic consequences both for the employee and his or her organization. According to International Labor Organization (2016) job stress though have good effects on job performance but the worse impact of job stress on productivity of employee is more

Previous studies

Dar et al. (2011) conducted a study on 143 (male 76 % and female 24%) employees among different companies and universities in Pakistan to find the impact job stress on performance of employees. His categories among the employees were as, General Manager, Asst. General Manager, Manager, Sr. Manager, Professor, Associate Professor, Assistant Professor, Lecturer, Team Leader, Supervisor and worker etc. The findings showed that the job stress puts effects on the performance of the employees.

Jehangir et al. (2011) carried out a study on 500 female nurses. This study was primarily aimed at investigating the effect of job stress on the performance of the nurses who were working currently in different hospitals of Peshawar city, Pakistan. The participants of the study were selected through convenience sampling method. The essential data was collected from the participants using the descriptive. It was found that the public sector hospitals were causing a lot of stress on the female nurses of Peshawar hospitals and ultimately their performance on decline.

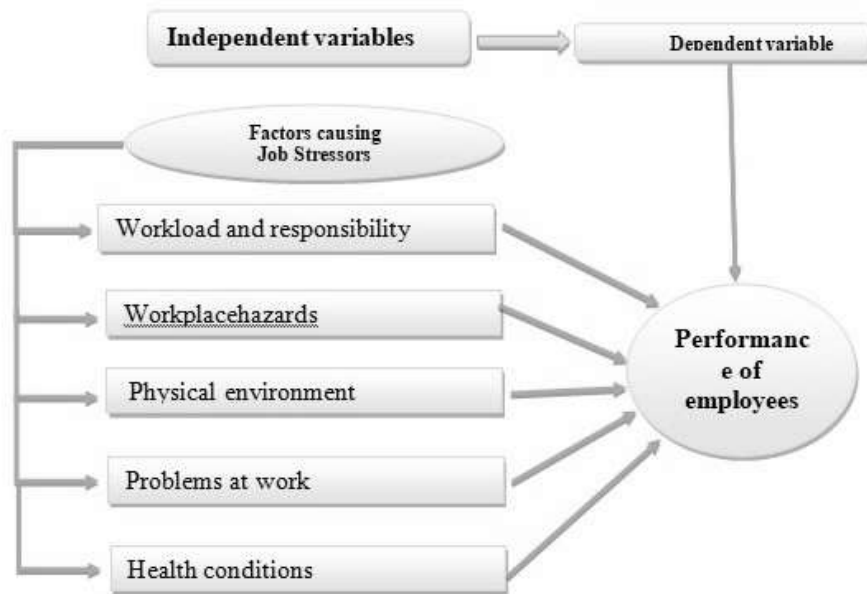
Bashir and Ramay (2010) selected the banking sector of Pakistan to conduct a study. 144 graduates, managers and other offers participated in the study. The participants were selected through convenient sampling technique. The necessary data was collected using a structured questionnaire. The findings of the study revealed that negative correlation exists between the job stress and the employees' job performance of the banking sector which means that stress reduces the performance of the employees significantly.

It can be researched whether the productivity of an employee with low level of stress increases or not. It is the general perception that employees productivity decreases if the rate of job stress increases. However, it is also researchable whether the employees' performance at very low level of job stress becomes poor or at very high level of stress, it touches the bottom. It is guessed that at both levels of job stress, i.e. low and high levels, employees may not enthusiastically be devoted and energized to their assigned works.

Conceptual Framework

In the light of previous study following conceptual framework designed. this conceptual framework guides the study to find the job stress on employee's performance

Figure 1: Conceptual Framework



Above diagram show that job stressors that affect the performance of the employees at work. Factors that casing job stress are the independent variable while performance of employee is dependent variable of study. Determinants of job stress divided into workload and responsibility, workplace hazard, physical environment, problems at work and health conditions of employee. All these stressors effect the performances of employee in any field.

2.2.1 Workload and Responsibility

Workload and responsibilities are referring to the amount of work or assignments and tasks which the employees perform at work. Workload and responsibilities are assigned to employee to perform as the part of their duties (Ali et al., 2014). Workload of employ need to be defined in term of workplace. It can be define the speed at which work manage, performed and completed(International Labour Organization, 2016). Stress produce when employees of an organization are unable to perform the tasks or responsibilities assigned to them, this produces stress among them thus it is said to be workload (Idris, 2011).

2.2.2 Workplace Hazards

Workplace hazards refer to the situations that have potential to harm the physical or mental health of the individuals of any organization at work. Kalejaiye (2003) defined the work place hazards as an unsafe working conditions or unsafe working behaviors that threat the physical or mental health of the individuals at work thus ultimately create stress among the workers and effect on their job performance. Psychological hazard is the stress produce by workplace factors (International Labour Organization, 2016).

2.2.3 Physical EnvironmentPhysical environment refers to the “noise, vibration, lighting, barotrauma (hypobaric / hyperbaric pressure), lionizing radiation, electricity, asphyxiation, cold stress (hypothermia), heat stress (hyperthermia) and dehydration due to sweating” (Evans, Head & Speller, 1994). It was found in previous studies that comfortable and suitable physical environment of workplace positively effect the mood of employees while noisy offices, dim lighting, shortage of electricity, high temperature, low temperature of offices create stress among employees that effect the job performance of workers. Usually workplace environment given less attention as a causing factor of stress though facts prove that workplace environments not only effect job satisfaction but also affect performance of employee(Vischer, 2007).

2.2.4 Problems at Work

General problems at work such as financial stress, job security, inadequate resources, poor leadership form the top management, lack of role clarity, lack of clarity about accountability, poor selection or pairing of team, out dated technology, Bullying or harassment, gossips, lack of transparency, perceived discrimination etc. can be some of the issues that put negative impact on the performance of the employees of an organization and lead to low productivity of employees. At workplace employees face heavy workload, complex and undefined duties, ineffective management and unsupportive co-workers. These all cause of job stress(Faisal et al., 2019).

2.2.5 Health Conditions

The impairing health condition of an individual can be a hampering factor for his ability to work productively. It leads to absenteeism, ineffectiveness during working hours and indifference to set goals of an organization. Poorly controlled hypertension, poorly controlled diabetes, irregular heart rhythms, poor visual acuity, poor hearing acuity, chronic back pain etc. are some of the health problems that hamper performance of the employees of an organization. Job stress affects the health of employee which negatively affects the job performance of workers (International Labour Organization, 2016).

2.3 Hypothesis

Keeping the following research framework in mind study made the following hypothesis:

H1: There is influence of health condition on job performance of the public sector employees of Balochistan.

H2: There is influence of work load responsibility on job performance of the public sector employees of Balochistan.

H3: There is influence of work hazards on the job performance of the public sector employees of Balochistan.

H4: There is influence of physical Environment on job performance of the public sector employees of Balochistan.

H5: There is influence of problem at work on job performance of the public sector employees of Balochistan.

Type of Study

This study was quantitative research in nature.

Data collection instruments: To collect primary data question was made. This questionnaire was adopted from NIOSH Generic Job Stress Questionnaire which was designed by National Institute for Occupational Safety and Health. There made certain amendments according to the need of local demands of Balochistan.

The questionnaire was though adopted yet pilot testing was conducted to test the reliability and validity of this questionnaire in Balochistan. Data from 35 from government sectors of Balochistan. Cronbach alpha was used. The

value of Cronbach alpha was 0.76 which was greater than .5. Thus questions find reliable to collect data.

Data collection techniques: data was collected using self-administered questionnaire.

Population Creswell (2012) states, “In survey research, it is important to select as large a sample as possible so that the sample will exhibit similar characteristics to the target populations” (p. 381). The population of the study comprises of 702 employees.

Sampling Procedure: Quota sampling was used to select the sample. These are gazetted and non gazetted staff of civil secretariat (finance and other department).

The sample of 260 was divided into two categories(quota) that is

1. Gazetted public sector employees of Civil Secretariat (Finance and other departments) and Accounts Departments of Balochistan.
2. Non-gazetted public sector employees of Civil Secretariat (Finance and other departments) and Accounts Departments of Balochistan.

Data analysis: the data collected using survey questionnaire. This data entered in SPSS version 25.

Sample size

The sample size has been calculated using following formula;

$$n = [z^2 * p * (1 - p) / e^2] / [1 + (z^2 * p * (1 - p) / e^2 * N)]$$

The sample determined using above formula is 260 which is approximately 35% of total population.

Table 1.1: Sample Composition

Name of Institution	Total Population	Gazetted Employees	Non-Gazetted Employees	Sample Proportion Gazetted	Sample Proportion Non Gazetted	Total
A.G. & its sub offices (Sibt. Uthal&Khuzdar) in Balochistan	181	155	26	55	12	67
A.G.P.R Sub Office Quetta	76	62	14	24	9	29
Finance & other departments of Civil Secretariat	445	219	226	81	89	164
Total	702	436	266	160	110	260

Findings and Discussions

The collected data was analyzed using multiple regression that was tool of Inferential statistic to find the impact of job stress on job performance of workers.

Table 1.2 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	4.156	.139		29.987	.000
	Health condition	-1.128	.089	-.621	-12.714	.000
	Workload+ responsibility	-.565	.053	-.550	-10.587	.000
	Work hazard	-.0261	.051	-.304	-5.120	.000
	Physical environment	-.523	.048	-.564	-10.967	.000
	Problem at work	-.002	.013	-.020	-.122	.000

According to above table the unstandardized coefficients for health condition = -1.128. This indicate that the index of health increases one unit brings -1.128 change in job performance. The unstandardized coefficients for

workload and responsibility = $-.565$ that indicates that the index of workload and responsibility increases one unit brings $-.565$ decrease in job performance. The unstandardized coefficient for work hazard = $-.0261$. It shows that work hazard increases one unit the job performance decrease by $.002$ units. The unstandardized coefficients for physical environment of workplace = $-.523$ that indicates that the index of physical environment increases one unit brings $-.523$ change in job performance. The unstandardized coefficient for problem at work is $-.002$. It shows that problem at work increase one unit the job performance decrease by $-.002$ units.

P value for health condition = $.000 < 0.05$ that indicates that health condition is statistically significant contribute in job performance. P value for workload and responsibility = $.000 < 0.05$ that indicates that workload is also statistically significant contribute in job performance. P value for work hazard = $.000 < 0.05$ that indicates that the relationship between work hazard and job performance is statistically significant. P value for physical environment = $.000 < 0.05$ thus it is prove that the relationship between workplace environment and job performance is statistically insignificant. P value for problem at work = $.000 < 0.05$ that indicates that the relationship between problem at work and job performance is statistically significant.

Table 1.3 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.304 ^a	.092	.089	.86688

In this table the value of $R = .304$ while the value of $R^2 = .092$. $R^2 = .092 \times 100 = 9.2\%$. It shows that 9.2 percent of variance in job performance are explained by independent variables namely health condition, workload and responsibilities, work hazards and problems at work. Value of adjusted R square = $.089$ this show that a model is good fit model as this value is lower than 0.60 .

Table 1.4 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.696	1	19.696	26.210	.000 ^b
	Residual	193.883	258	.751		
	Total	213	259			

ANOVAs table shows that the regression model predicts the dependent variable significant or not. In this table $P = .000 < 0.05$ and this indicates that overall regression model statistically predict the outcomes variable. Thus it can be say that it is good fit data.

$$f(1,258) = 26.210, p = .000$$

Table 1.5: hypothesis acceptance and rejection

Hypothesis	Beta coefficient	significance	Result
H1: There is influence of health condition on job performance of the public sector employees of Balochistan.	-1.128	.000 < 0.05 significant	Accepted
H2: There is influence of workload responsibility on job performance of the public sector employees of Balochistan.	-.565	.000 < 0.05 significant	Accepted
H3: There is influence of a work hazards on the job performance of the public sector employees of Balochistan.	-.261	.000 < 0.05 Significant	Accepted
H4: There is influence of physical Environment on job performance of the public sector employees of Balochistan.	-.523	.000 < 0.05 Significant	Accepted
H5: There is influence of problem at work on job performance of the public sector employees of Balochistan.	-.002	.000 < 0.05 significant	Accepted

Conclusion:

This study showed that there is significant impact of factors causing job stress on the performance of the public sector employee in Balochistan. Health issues, physical environments, work hazards, workload and responsibilities on performance of employees were the factors of job stress. These factors cause job stress. This job stress finally effect the performance of employees. it was found that health condition has a negative significant influence on employee's job performance. It was also proved that work hazard has a negative significant influence on employee's job performance. According to National Institute of Occupational Safety and Health (1999)when an workers of any office finds his or her capabilities and the tasks assigned by the employer unmatched and extra workload and responsibilities are assigned to them than he or she goes under detrimental physical and cognitive reactions, this phenomenon is known as Job stress. This affects their performance inversely. It was also proved that physical environment of workplace has a negative significant influence on employee's job performance. It was also proved that a problem at work has a negative significant influence on employee's job performance.

Recommendation:

In the light of findings and literature review following recommendation are made

- It is recommended to conduct similar research for private sectors along with public sectors.
- It recommended include more dependent variables that affect the work performance of workers.
- Impact of job stress on other aspects also should be address in future research.
- Sample should be collected from other offices and departments other than civil secretariat.

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