

Impact of Stress on Employee's Performance: A Study on Teachers of Private Colleges of Rawalpindi

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Abstract: The purpose of this research is to investigate the stress issues associated with the college teachers and the effect of stress on their performance in scope of organizational performance. The results show that the stress is affected by the reward system that significantly and positively affects the efficiency of employee similarly organizational structure clearly has valuable effects on the efficiency of employee too. Stress is vital part to examine in case of employees and organizational structure where rewards has great influence on the stress factor of employee.

Key words: Employee efficiency, employee performance, administrative support, organizational performance, organizational structure, stress, rewards structure

INTRODUCTION

Teaching is always marked as vital significant profession of whole world as all the professions takes their roots and nourishment from the said profession (Hanif, 2004).

Hanif (2004) declared stress as a universal element which employees around the globe are experiencing as a matter of routine. He also concluded it as the most lethal and deadly silent killer for an employee especially in the times of depression. Kyriacou and Chien (2004) concentrated on the issue of stress in the primary school teachers of Taiwan. The emphasis and expectation from teachers on part of government and school authorities to take some fundamental steps to mild out the issue (Kyriacou and Chien, 2004).

In such a way, in scope of the 3rd world countries the stress opt to be the key issue so far, moreover in these countries people working in the organizations didn't care for the effect of stress on their performance that contributes dangerous administrative predicament with efficiency losses. Giga and Hoel (2003) gave conclusion remarks as; those factors like booming charges of "mergers and acquisition due to globalization have changed the work over last few decades resulted in time pressure and problematic customer relationship" termed as reasons of stress. Sharpe *et al.* (2002) explains about an interesting phenomenon of current time story of having engaged more time with the job to survive than before and so the efficiency decreases as less time remains to relax.

According to Pakistan each year more than fifty thousand graduates want jobs in various fields; however

a booming change has arrived over past few years in which student get involved in teaching field as employers. Therefore in this research paper the targeted area for research is focused on teachers stress effect on their performance.

Hanif (2004) pointed out that the inability of the workers of coping with the stress situation even in the very familiar situations. This further aggravates and makes the situation more chronic and further deteriorates the employee's efficiency.

Teaching is the profession which develops the minds and tames the thinking of the nation. It is the driver for the growth of a country not only on the basis of economic considerations but also on the basis of improved and tolerant sociology, culture and civilization. In the context of Pakistan it becomes imminent to happen to deal with the stress issues in order to gains its advantage and to halt it to become monstrous and injurious for the economic health of the motherland. But in the same time, it must also be kept in mind that stress can't be eliminated fully from work place however it can be reduced, in short stress should be administrated properly to reduce the level of stress rather than to eliminate totally.

Objective of study: In developing country like Pakistan, how stress undermines the employee-efficiency and growth. Our target is the private commerce colleges of the vicinity of Rawalpindi/Islamabad. As high inflation and poor law and order condition in the country has severely hit the salaried staff in particular and teachers of private colleges are no exception of it. The current international crisis not only hit the wealthiest states of the

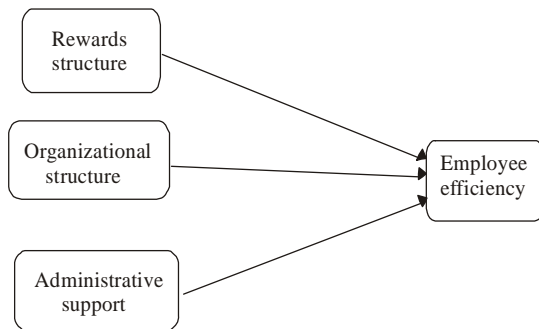


Fig. 1: Framework of study

world but also kept the poorer nations deprived of than before. We got specific in order to materialize the full fruits from the study.

LITERATURE REVIEW

Hanif (2004) criticized and found out the difference between the terms “Stress” and “Teacher Stress”. Many people of the age between 26 to 35 years old working in organization complains that their supervisors didn’t concerned for their career advancements goal therefore employees similarly don’t get concerned to perform their duties well and this comprises to have vast ranking of stress in the minds of employees.

Meneze (2005) explained this phenomenon as eccentric in scope of the company; similarly employees perceive themselves as they have less participation in making decision so these factors are found to be the reasons of high stress. Furthermore uncontrollable working surroundings, character mannerism, huge amount of rest and indefinite laws and regulations impact the performance of people working in organization. On the other hand people who are managed properly in an organization always marked as vital talent for the company and if their nervous tension level is overlooked then factors like motivation and low moral will be seen (Meneze, 2005).

Stress is always present among employees however it can be reduced by improving quality of benefits in companies and providing employees with the best working environment (Seibt *et al.*, 2008). Stress is present in every phase of life and the infections are the upper and lower level managers even CEO’s are affected by it too. Furthermore according to one research 100 million working days are infected by stress and fifty to seventy percent medical problems are due to stress (Bashir, 2007). Moreover stress is increasing day by day and every employees has to face this, no matter whatever company employee working for and whether employees is male or female stress is always present (Bashir, 2007).

Definition of stress according to one research is basically a internal as well as external stimuli developed in person towards the surrounding around him, moreover these stress are related to individual as well as skillful life of person too (Khuwaja *et al.*, 2002). Caplan (1994) has focused on stress from the medical point of view and targeted doctors and finds out that stress among doctors and junior doctors are high in number as doctors have to undergo with a lot of problems and have to save life of patients so high stress is found out in doctorial profession too. On the other hand (Dowell, 2001) has found out that negative relation exists among stress on the job versus job performance (Kazmi, 2007). Furthermore stress on the job impacts negatively on the performance of the company (Elovainio *et al.*, 2002).

Stress has significant impact on company and people performance and terribly effects health of employees (Mimura and Griffiths, 2003). Similarly factors related to character of individual have symptoms of increased stress and other medical problems related to medicine and these factors results in high stress among individuals (Michie and Williams, 2003).

In scope of stress it has been made a topic to discuss in public sector but not in private sector to reduce stress for betterment of the organization (Rolfe and Tylee, 2005). Performance of employee has always in line with the amount of stress and benefits given to employee and make the employee satisfied and on the other hand if employee is not provided with good benefits then low morale can result in stress (Giga and Hoel, 2003).

In the above scenario it becomes important and necessity of the time to study stress arousing causes (variables) to determine the cause and effect in shape of efficiency losses and economic damages.

FRAMEWORK OF STUDY

Hypothesis (Fig. 1):

- H1:** Monetary rewards has a positive relationship with Employee efficiency
- H2:** Administrative Support has a positive relationship with Employee efficiency
- H3:** Organizational Structure has a negative relationship with Employee efficiency

METHODOLOGY

There are four variables in total in the model where there are three independent variables and one dependent variable. Independent variables are:

- Monetary rewards
- Organizational structure
- Organizational support and one dependent variable is
- Employee efficiency

Table 1:

Constant	Monetary reward	Organizational structure	Administrative support	R ²	F
	(IV1)	(IV2)	(IV3)		
1.984	0.562	-0.138	-0.074	0.519	52.480
(0.263)	(0.047)	(0.055)	(0.053)		
[7.532]	[12.077]	[-2.499]	[-1.390]		
0.000	0.000	0.014	0.167		0.000

Survey was conducted in the year 2010 consists on total sample of 150 teachers of Punjab group of colleges in the vicinity of Rawalpindi/Islamabad in Pakistan. The sampling technique used in this study is convenient sampling due to various limitations, so the study has less generalizability and therefore scope of the study becomes narrow. The technique for analysis used is Multiple Regression Analysis and SPSS 16.0 is used to serve the purpose. The questionnaire consists of 5 point likert scale. For each variable, there were five questions (items/elements), which were developed keeping in view the questionnaire-filling-culture and understanding of the population. The questionnaire is the combination of adaptation and self-development of items. The demographic data was also part of the questionnaire.

RESULTS AND DISCUSSION

Key:

- Co-efficient
- Stand error in parenthesis
- T-value in brackets
- Significance vale (P) in italics

Table 1 shows that a positive relation lies between the independent variable monetary reward and dependent variable employee efficiency. However there is a negative relation between the independent variable Organizational structure and dependent variable employee efficiency. However no significant relationship is observed between the independent variable Administrative support and dependent variable employee efficiency. These results are consistent with the research of (Bashir, 2007; Caplan, 1994; Dowell, 2001). Furthermore R² 0.519 shows that the model is a fit one and 51.9% deviation is observed caused by the independent variables in the model.

Whole analysis shows that the variables monetary reward and organizational support which are the independent variables regresses the dependent variable and provides considerable outcome where significance value (P) is less than 0.050, F value is equal to 52.480 and the value of R square is greater than 0.50 while less than 1 value is observed for the standard error.

RECOMMENDATIONS

For further studies, it is recommended to use the three variables, organizational environment, personal/family

problems and individual personality as a mediating or moderating variable. It would give a better idea of the phenomenon if organizational environment is used as a mediating variable with organizational support and organizational structure. Personal/family problems and individual personality can also play a role as an independent variable. But they can also be used as moderating variables. Finally it will be a great idea if the culture of the society and organization is also studies along with other variables. In the MNCs and even in small or domestic firms, the culture is the main reason for success or failure either internal culture of the organization or employee's culture.

Study in this area can also be further enhanced on the basis of demography attributes.

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