

# Measuring the Impact of Job Stress on Employee Performance: An Analytical Study, Uttarakhand India

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## Abstract

The purpose of this research is to study the impact of job stress on employee performance. The data was collected from the academic institutions in the Dehradun region, Uttarakhand, India. The purposive sampling was adopted for the purpose of the study. A sample size of 200 was undertaken in this study. After that, the consistency was measured initially by using Cronbach's alpha followed by a model fit check with the usage of confirmatory factor analysis, and subsequently, the causal relationship was checked by using the structural equation model. The results of the study indicated that all the independent variables are significantly related which indicates that there is an impact relatively on job performance.

**Keywords** – Stress, Job, Performance, Employee, Motivation, and Ambiguity

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## 1. Introduction

In the current era work-life balance has already been disturbed a lot because of stress, and this stress is of job basically. This job stress has become what after research points for so many researchers and they consider it as an occupational disease of the century for the mankind which has affected so many people around the world psychology and physically and as the outcome create a kind of pressurized performance on the part of employees for the accomplishment of organizational objectives (Leka, Jain, Iavicoli, Vartia & Ertel, 2011). Further, the study by (Leka et., al., 2011) stated, that there are certain common factors responsible for the stress in the workplace in the today's era, notably, the ambiguity in the role of the employees, organizational change, job demands, and the bullying and violence are a major practice which is responsible for the creation of stress in the organization and this kind of fractals supplemented and increase which resulted in certain suicides around the world. and it is aspect is further indicated by the research study by (Guarinoni, Belin, Oulès, Graveling, Crawford, Lietzmann, & Kaminskas, 2013) stated that there are certain vulnerable groups that are affected by the stress at the workplace just because of low qualification, aging, certain disabilities, migrant workers, and contractual workers. in the extended text of elaboration further mentioned by the study of (Saeed & Farooqi, 2014) that there are billions of employees who are under passing through maximum stress of the job at workplace inside the organization which is ultimately affected the overall performance of the jobs on the daily basis and ultimately the stress is simply the creator of loss to the organization in the simple terms and this stress at work is actually the failure to handle with burdens in a work, for the reason that of a deprived fit between somebody's capabilities and his/her work rations

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and settings. It is an intellectual and bodily state that upsets an individual 's efficiency, usefulness, special strength, and value of effort (Duong, Hussain & Subramaniam, 2020). The data of careers cast 2017's job streets report mentioned the most stressful jobs in 2017 in multiple domains, it states the top ten most stressful jobs, namely as-enlisted military personnel, firefighters, airline pilots, police officers, event coordinators, newspaper reporters, corporate senior executives, public relation executive, taxi driver, broadcaster. Controlling the stress in the right way is highly important and it is of utmost value in creating a healthy working environment and practicing a preventive culture towards the east in order to increase the productivity which can impart excellence in the employee's performance as a whole so that there should be the greater economy in the organization in terms of growth (Khuong, & Yen 2016). The research study (Imna & Hassan, 2015). States that the job stress is an important aspect of the negative performance of the Organisation as there are several unsatisfied employees who ultimately do not do the work properly because of work stress. Further, the research study by (Mark Dwamena, 2012). maintained that job stress has a negative impact on the job commitment which ultimately affects the overall performance of the Organisation, it further stated that the main reason for the overall negative impact on the Organisation is the mental stress of employees creates the negative job performance of the employees and ultimately it under the organization in terms of workflow. In line with the discussion, moreover, a similar kind of sketch has been drawn by the study by (Ling, Bhatti, 2014) indicated that work-related stress is highly important for organizational performance because an employee's performance if affected then it will ultimately reflect the negative organizational performance. Moreover, in the Indian context the research by (Sumaryo, Gani & Alam, 2015), maintained through their exploratory study that job stress has a negative impact on employee retention and it affects the performance of the employees badly. There are certain important factors that are generally mentioned in the extensive literature in this regard. the factors which were found in the literature review in a general sense are pressure of time, conflict in the role, motivation lackness, unclear role it creates ambiguity, fewer resources, and more harassment in working conditions. these are some factors that affect an employee's performance in the Organisation The objective of the current research study is to examine the impact of job stress on the performance of the employee. To fulfill the objective, the target respondents were undertaken from the educational institutions in Dehradun city, India across the teaching and non-teaching fraternity.

## **2. Conceptual Framework**

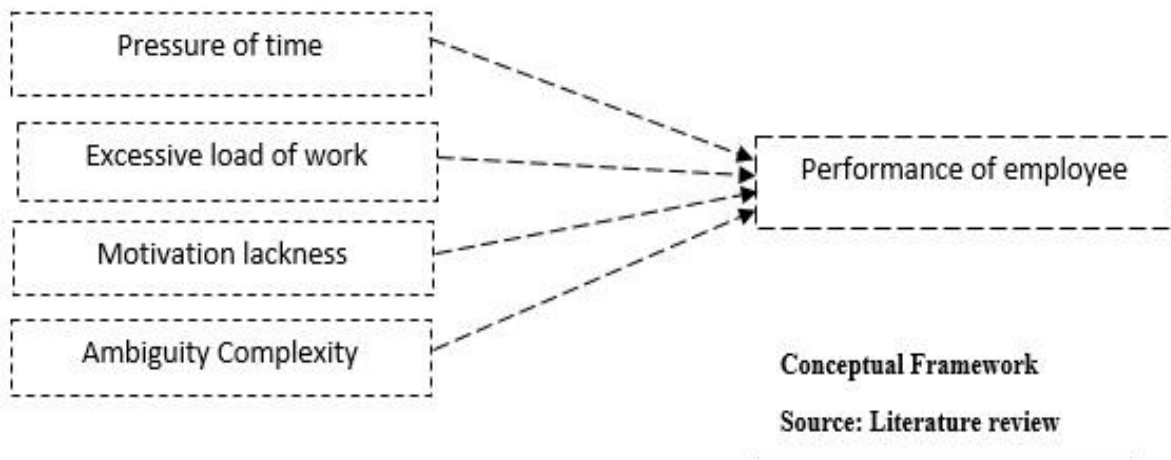
The conceptual framework comprising of the classification of the variables across the independent and the dependent variables. These variables were undertaken from the extensive literature review. (See the point 3 for the details of the variables).

### **2.1. Independent variables**

- a) Pressure of time
- b) Excessive load of work
- c) Motivation lackness
- d) Ambiguity complexity

### **2.2. Dependent variables**

- a) Performance of employee



### 3. Relevant literature

#### a) *Pressure of time*

The concept of time is very important as it makes the people committed towards the work ok and it also makes the people be professional in terms of accountability and the time poses the individuals in the organization to work with full professionalism and with accountability. (Damaske, Smyth & Zawadzki, 2014). In today's era whether a business is rising and work is increasing too much with this, the pressure of the time has become increasingly important in terms of issues towards the work, especially in the developing countries. In respect of the pressure of time, the research study of (Schreuder & Mioch, 2011) conducted one experiment, as to how time pressure and the completion of work have an impact on the existence of cognitive lockup. in this specific study in terms of experimental research, it was found that if the employees completed their task, then the likelihood of cognitive lock-up increased on the other hand employees completed their work for the second instance then the probability of cognitive lockup decreased and at the third instance, if the employees completed their task or execute their task third time then there is no effect. So, this experiment of the (Schreuder & Mioch, 2011) research maintains that it depends on person to person back to home the time pressure is creating problem to some people it is quite normal there is no pressure of time on them and to some paper, it has more impact on little impact. The time pressure creates a lead time on the individual level conceptually but it has been maintained by several researchers (Kelly et al. 2008; Kelly & Karau 1999; Kelly and Loving, 2004) that performance becomes a little faster due to the pressure of the time but at the same time there is a chance of poor quality of forgiving to the inability of completing the task in time for working systematically is little bit letting when there is a pressure of the time and the processing of the information and creating it to the decision making then also the disturbed because of the pressure of the time. Moreover, the study (Kelly & Loving, 2004) indicated that the pressure of the time increases the focus of the employees on work, and at the same time quality of work is impacted negatively and then pressure creates a negative performance of the employees, as with the pressure of the time, the employees are more susceptible to creating the errors in the in-work style.

On the basis of literature reviews undertaken following hypotheses were framed -

**Ho1:** *Pressure of time has no significant impact on employee performance*

**Ha1:** *Pressure of time has a significant impact on employee performance*

#### b) *Excessive load of work*

In this competitive era, at the organizational level, there is no choice heavy workload and it creates the job stress. the job stress due to the heavy workload is increasing day by day, and employees are just exposed to the issue of

the heavy workload regardless of the background of different industries and it is going to be highly complex in attaining the organizational objective in order to have more productivity, profitability, and more competitiveness. The employees are trying to cope with this challenge and they are trying to be fitted in every situation because there is no option available to reconcile (Bourbonnais, Brisson., Vzina, Masse & Blanchette, 2005). Further in line with the discussion towards the workload in excess, in order to operate efficiently in this situation, one is required to be systematic in defining properly the workload they should not be too high workload not too low workload as it will create a situation of systematic work and it will simply accept the overall employee performance in the organization and ultimately it will hinder the organizational performance (Zeng, Zhang, Das Gupta Vachon, Holden, & Di Prospero, 2013). The excessive workload in the today's era is connected to the workforce at the job and it is creating the mental stress for the employees to complete the task they cannot avoid the consequences of excessive force and they are exposed to certain problems but for the same, some extra benefits are provided in certain organizations but at the same time in certain organizations employees are seeking extra benefits but they are not getting the benefits with excessive workload and is it is creating kind of negative feelings which is simply creating less productivity and Incompetence in the employees and ultimately it is going to be increasing mode with the passage of time (Fournier, d'Arripe-Longueville, & Radel, 2017). On the basis of literature reviews undertaken following hypotheses were framed for the excessive load of work towards employee performance

***Ho2: Excessive load of work has no significant impact on employee performance***

***Ha2: Excessive load of work has a significant impact on employee performance***

#### ***c) Motivation lackness***

Motivation is a process that allows someone to strive toward achieving their goals, it is also an intelligence that cannot be observed directly (Seth, & Singh, 2016). Motivation is the important instrument that removes the weakness and provides the action and it activates an employee to incline towards the work though it has certain problems, the motivation basically inspires the employees to do to the best performance in the objective setting of the organization and they strive for a good performance in the organization just because of the motivation (Dobre, 2013). Instead of motivation in the organization and there are so many workshops and motivation is still they are so many employees with low working morale which creates less productivity in the organization so there should be certain thanks wherein the employee should be appreciated and motivated so that they can provide an advantage to the business in this competitive era, as all the employees are not same they have different vision, they have a different kind of psychological needs and they need motivation in order to perform better with loyalty. if the employees are not motivated towards work and if they have low morale then it will create a problem for the performance of the employees in the organization and ultimately it will generate less productivity because of less motivation and less morale (Jamal, 1990; Walumbwa, Wang, Lawler, & Shi, 2004; Luo, 1999; Khalatbari, Ghorbanshiroudi, & Firouzbakhsh, 2013)

On the basis of literature reviews undertaken following hypotheses were framed:-

***Ho3: Motivation lackness has no significant impact on employee performance***

***Ha3: Motivation lackness has a significant impact on employee performance***

#### ***d) Role ambiguity complexity***

The complexity in the today's organizational structure is role ambiguity and it is said that role ambiguity is the mirror that indicates there is the uncertainty of time, defining of tasks, guidance clarity, and further the policies of the organization, and these aspects ultimately affect the attitude towards the performance of the employees and ultimately to the organization (Cheung, Tang, & Tang, 2011). Further, it is indicated by the study by Kemery, (2006) that role of stress and satisfaction is directly associated with anxiety. The ambiguous part of role-playing occurs when there are poorly defined conditions to the work and it affects employee performance (Srikanth & Jomon, 2013). The ambiguity of the role comes into existence Due to certain contradictions in the norms and the

applied values of the business functioning and the conflicts within the role should we search that the practice should not be created and it should not go towards employees at such a level that it creates a kind of the satisfaction in the globe and ultimately lesser performance of the employees but in today's organizational structure these are highly complex and it creates the ambiguity in the role of the employees which ultimately creates the lesser output in terms of lesser employee performance (De Ruyter, Wetzels, & Feinberg, 2001; Judge & Bono, 2001).

**Ho4:** *Ambiguity complexity has no significant impact on employee performance*

**Ha4:** *Ambiguity complexity has a significant impact on employee performance*

#### 4) Research Methodology

**4.1 Population of the study:-** The entire study is based on primary data which is collected from different universities and institutes operating in Dehradun using a self-designed questionnaire through extensive literature review.

**4.2 Area under study:-** Dehradun

**4.3 Sampling Techniques:-** Purposive sampling was used to collected the responses of academics and non-academics working in the educational institutes of Dehradun where Purposive sampling, or judgmental, selective, or subjective sampling, is a form of non-probability sampling in which researchers rely on their own judgment when choosing members of the population to participate in their surveys.

**4.4 Sample Size:-** Response of 200 academic and non-academic professional was taken to conduct this study from Dehradun.

#### 5) Data analysis

##### 5.1. Reliability analysis by Cronbach's alpha

Table 5.1 (a) Case Processing Summary			
		N	%
Cases	Valid	200	100.0
	Excluded <sup>a</sup>	0	.0
	Total	200	100.0
a. Listwise deletion based on all variables in the procedure.			

Table 5.1 (b) Reliability Statistics	
Cronbach's Alpha	N of Items
.832	23

## 5.2. Confirmatory factor analysis (for independent variable - Job stress)

Table 5.2 (a)					
Fit Indices of Job stress factors					
Fit Indices			Statistics		
CMIN/DF			1.039		
$\chi^2$			60.245		
DF			58		
GFI			0.957		
NFI			0.832		
CFI			0.992		
RMSEA			0.014		
<i>p</i> -value			0.000		
Table 5.2 (b)					
Showing Unstandardized and Standardized Estimate table for Job Stress Observed variables and Constructs					
Observed Variables	Direction	Constructs	Unstandardized Estimate	Standardized Estimate	P
POT_5	<---	F1	1.000	.465	0.000
POT_3	<---	F1	.792	.365	0.000
POT_2	<---	F1	1.127	.545	0.000
ELW_5	<---	F2	1.000	.462	0.000
ELW_2	<---	F2	1.221	.538	0.000
ELW_1	<---	F2	1.047	.455	0.000
MB_5	<---	F3	1.000	.448	0.000
MB_4	<---	F3	.789	.343	0.000
MB_2	<---	F3	.943	.414	0.000
AC_5	<---	F4	1.000	.444	0.000
AC_4	<---	F4	.918	.397	0.000
AC_3	<---	F4	1.216	.539	0.000
AC_2	<---	F4	.979	.436	0.000
Source: Primary Data					

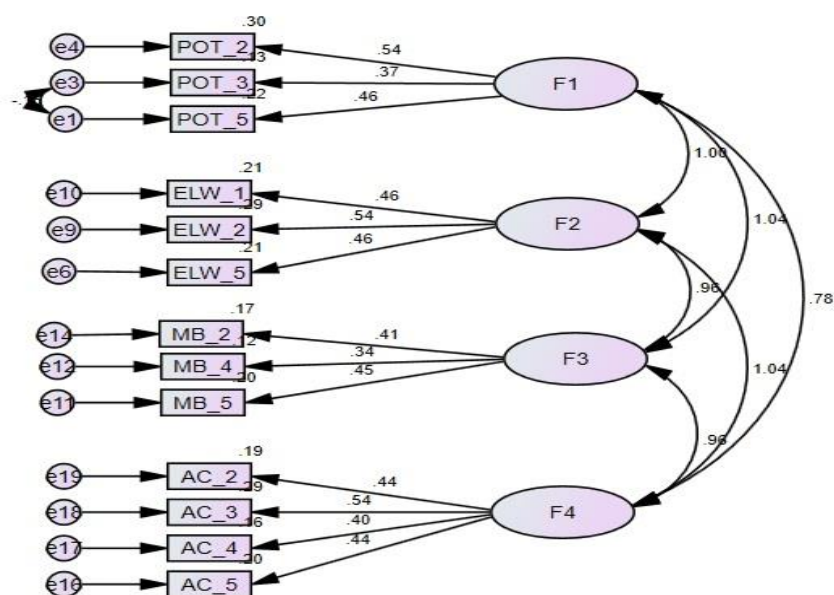
Table 5.2 (c)

## Convergent validity of Job stress factors

Dimensions	Initial number of items	Items Deleted	Revised number of items	AVE	Construct Reliability (CR)
Pressure of time Excessive load of work	5	Several items deleted on account of low factor loading	(Refer the diagram)	0.51	0.61
Motivation lackness	5			0.49	0.73
Role ambiguity complexity	5			0.48	0.74
				0.52	0.67

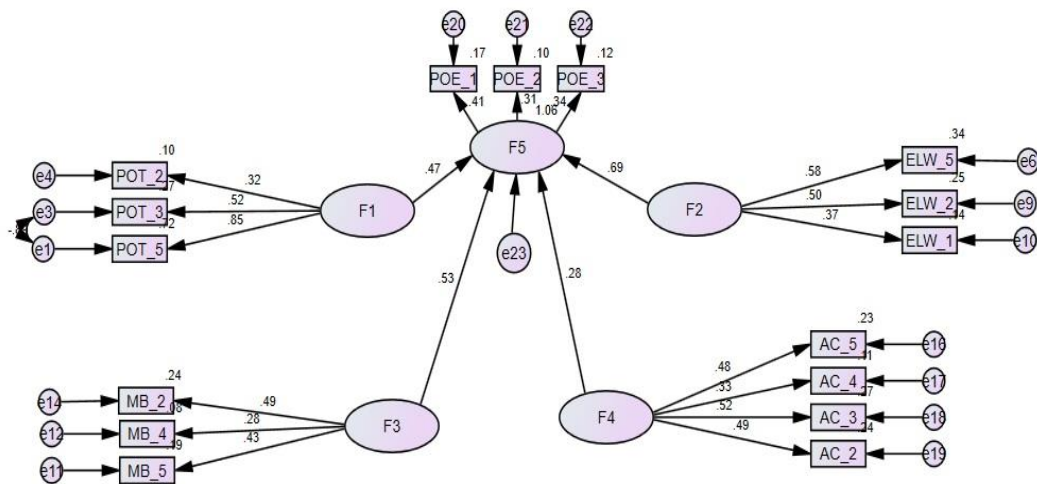
		(Refer the diagram)			
<b>Source:</b> Primary Data					

Table 5.2 (d) Discriminant validity of Job stress factors					
Constructs	Average Variance Extracted				
		Pressure of time	Excessive load of work	Motivation lackness	Role ambiguity complexity
Pressure of time	0.51	<b>1</b>			
Excessive load of work	0.49	0.268	<b>1</b>		
Motivation lackness	0.48	0.158	0.379	<b>1</b>	
Role ambiguity complexity	0.52	0.198	0.167	0.533	<b>1</b>



### 5.3. Structural equation model

Table 5.3 Showing the impact of job stress on employee performance					
Path showing causal relationship			Estimate	P	Hypothesis decision
F5	<---	F1	.470	.000	Alternate hypothesis accepted
F5	<---	F2	.690	.012	Alternate hypothesis accepted
F5	<---	F3	.535	.030	Alternate hypothesis accepted
F5	<---	F4	.280	.000	Alternate hypothesis accepted



## 6) Findings and discussions

At the initial level the reliability analysis was checked by using Cronbach's Alpha and the sample size of 200 indicated that under the case processing summary that there is no missing value in these data set and there is no restories deletion based on all the variables in the procedure as indicated in the table 5.1 (a) of the case processing summary followed by table 5.1 (b) of the reliability statistics it indicates that the Cronbach's Alpha value is 0.832 for the total number of items i.e. 23 which indicates that there is a 83.2% consistency in the data set it simply means if the data set is given to the respondents multiple times then there is a higher consistency (83.2%) that the respondents will give similar response.

In table 5.2 (a) i.e. the confirmatory factor analysis (CFA) only the independent variables were undertaken for the study the reason behind is that the dependent variable is having 3 questions wherein the CFA cannot be run. So, at the initial level as indicated in table 5.2 (a) the Fit indices of Job stress factors was undertaken. For the analysis and on the basis of certain indicators the fit analysis was conducted.

This statistic and the final statistic indicated that all the values are within the threshold limit as the chi-square minimum divided by degrees of freedom CMIN/DF is less than 3 it is 1.039 Chi-Square is 60.245 and degrees of freedom is 58. Goodness of fit indices (GFI) is 0.957, Normative fit indices (NFI) is 0.832 and Composite fit indices (CFI) is 0.992 is indicating a moderate fit as NFI is 0.832 and RMSEA value is within the prescribed limit that ranges from point 0.000 to 0.0 and P-values is significant.

Now coming to the table of estimates it is indicating that there is an estimate under the confirmatory factor analysis for the construct and its observed variables and all were found to be significant as it has been shown in the P-value of table 5.2 (b) all the observed variables were found to be significant in relation to the constructs table 2c indicates the convergent validity of the job stress factor which indicates the initial number of items were undertaken as 5 after certain deletions in the modification indices you can refer the diagram for the same the Average variance accepted (AVE) is coming within the threshold limit and construct reliability (CR) is also coming under the threshold limit so AVR and CR are within the prescribed range so it simply indicates that the convergent validity exist for the job stress factor.

Table 5.2 (d) indicates the discriminant validity of the job stress factor if you see that there are 4 constructs and the basic premise of convergent validity is the average variance extracted should be less than Squared inter-construct correlation and on comparison it was found that AVE is more than Squared inter-construct correlation so the results are indicating that discriminant validity also exists hence the discriminant validity also exists so there is a proper discriminant validity of the analysis.



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Structural equation model and Table 5.3 directs to objective wise analysis and this is basically the complex regression which was utilised for the objective wise analysis.

The objective of this study was to measure the impact of Job Stress on Employee's Performance and all four factors coded as F1 F2 F3 F4 are independent variables and F5 is simply the Employee's Performance.

Structural equation model shows that F1 indicating 47% impact on F5 which is significant so we are simply accepting the alternative hypothesis in the same way F2 is also having the positive impact of 69% which is again significant and F3 indicates 53% impact on F5 and lastly the F4 is indicating 28% impact on F5 again it is significant.

In the objective analysis in all four objectives were simply proven with the help of structural equation model which is the complex regression so we can simply say that in our study all the objectives were proved with the help of structural equation model.

Hence it is concluded that:-

- Pressure of time has a significant impact on employee performance.
- Excessive load of work has a significant impact on employee performance
- Motivation lackness has a significant impact on employee performance
- Ambiguity complexity has a significant impact on employee performance

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