



The Impact of Job Stress on Employee Job Satisfaction: A Study on Private Colleges of Pakistan

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Abstract

Our paper aims to examine the impact of job stress on employee job satisfaction. A sample of 150 employees from the private colleges of Pakistan was used for this analysis. Job stress has been measured by workload and physical environment. Prior study indicate that the stressor workload, physical environment negatively affect the employee job satisfaction. This study results contradicted that stress is positively related to employee's job satisfaction which don't support Caplan (1991) and Keller (1975) and Mansoor&sabtain(2011) study on stress. This study reinforces the importance of employee job satisfaction which is essential for successful firm in modern current era.

Keywords: Job stress, academic staff in private colleges, work load, physical environment.

Introduction

Stress is the body's reaction to a change that requires a physical, mental or emotional adjustment or response .stress can come from any situation or thought that makes you feel frustrated, angry, nervous or anxious. Stress is caused by an existing stress-causing factor or "stressor".

"Stress is a condition which happens when one realizes the pressure on them or requirements of situation are wider than they can handle, and if these requirements are huge and continue for a long period of time without any interval, mental, physical or behavioral problems may occur."

Job stress is one of the most important workplace health risks for employees in developed and developing countries (Paul, 2002; Danna and Griffin, 2002). Stressors concern interpersonal relationships at work, such as conflicts with the behavior of supervisors, conflicts with colleagues, conflicts with subordinates and conflicts with management policies (Paul, 2002). Job

satisfaction has been the most frequently investigated variable in organizational behavior (Spector, 1997). Job satisfaction means how much people feel positive about their job and the different of their jobs (Spector, 1997). Low job satisfaction can be an important indicator of decrease in employee production and can result in behavior such as absenteeism (Martin & Miller, 1986) and turnover intentions (Dupre & Day, 2007). The previous studies suggest that higher level of job stress causes less job satisfaction (K. Chandraiah, S.C. Agrawal, P. Marimuthu & N. Manoharan 2003).

The private colleges of Pakistan are one of the growing sectors of economy. Human resource specialists, supervisor and workforce itself are involved in exploring the ways that how the job satisfaction can be improved. Because job satisfaction has a significant relationship with the performance of the work force, overall productivity and profitability of the organization (Santhapparaj and Alam, 2005; Bloch, 2009). So there is a need to find the impact of job stress on job satisfaction in private colleges of Pakistan. We hope that finding of this study will add value in research in terms of sample from a developing world country like Pakistan.

Research Questions

What is the impact of workload on employee's job satisfaction?

What is the impact of physical environment on employee's job satisfaction?

Theoretical Framework

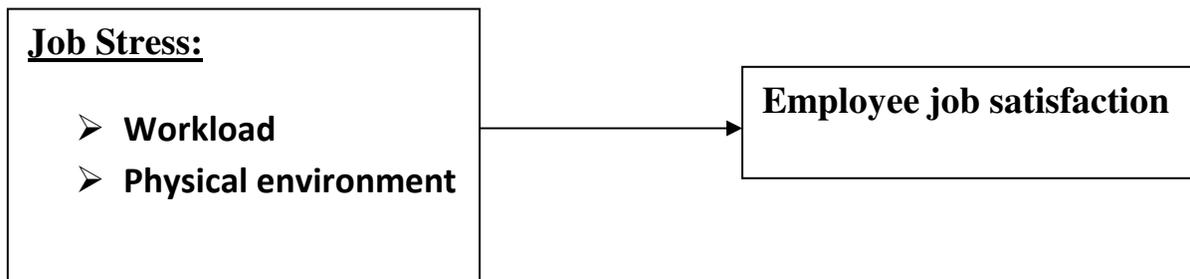


Figure1: job stress and employee job satisfaction.

Independent Variable: Job Stress

Dependent variable: Employee job satisfaction

Hypotheses:

H1: There is a positive relationship between workload and employee job satisfaction.

H0: There is negative relationship between workload and employee job satisfaction.

H2: There is positive relationship between physical environment and employee job satisfaction.

H0: There is negative relationship between physical environment and employee job satisfaction.

Literature Review

Numerous studies found that job stress influences the employees' job satisfaction and their overall performance in their work. Because most of the organizations now are more demanding for better job outcomes. In fact, modern times have been called as the "age of anxiety and stress" (Coleman, 1976). The stress itself will be affected by number of stressors. Nevertheless, Behr and Newman (1978) had defined stress as a situation which will force a person to deviate from normal functioning due to the change (i.e. disrupt or enhance) in his/her psychological and/or physiological condition, such that the person is forced to deviate from normal functioning. From the definition that has been identified by researchers, we can conclude that it is truly important for an individual to recognize the stresses that are facing by them in their career. Some demographic factor may influence the way a university academic staff act in their workplace.

Workers in an organization can face occupational stress through the role stress that the management gave. Role stress means anything about an organizational role that produces adverse consequences for the individual (Kahn and Quinn, 1970). Role related are concerned with how individuals perceive the expectations other have of them and includes role ambiguity and role conflict (Alexandros-Stamatios et. al., 2003).

Family and work are inter-related and interdependent to the extent that experiences in one area affect the quality of life in the other (Sarantakos, 1996). It asks about whether home problems are brought to work and work has a negative impact on home life (Alexandros-Stamatios G.A et al., 2003). Home-work interface is important for the workers to reduce the level of work-related stress.

Several studies have highlighted the deleterious consequences of high workloads or work overload. Workload stress can be defined as reluctance to come to work and a feeling of constant pressure (i.e. no effort is enough) accompanied by the general physiological, psychological, and behavioral stress symptoms (Division of Human Resource, 2000). Al-Aameri AS. (2003) has mentioned in his studies that one of the six factors of occupational stress is pressure originating from workload. Alexandros-Stamatios G.A. et al. (2003) also argued that "factors intrinsic to the job" means explore workload, variety of tasks and rates of pay. Rapidly changing global scene is increasing the pressure of workforce to perform maximum output and enhance competitiveness. Indeed, to perform better to their job, there is a requirement for workers to perform multiple tasks in the workplace to keep abreast of changing technologies (Cascio, 1995; Quick, 1997).

The ultimate results of this pressure have been found to one of the important factors influencing job stress in their work (Chan et al., 2000). A study in UK indicated that the majority of the workers were unhappy with the current culture where they were required to work extended hours and cope with large workloads while simultaneously meeting production targets and deadlines (Townley, 2000)

Role ambiguity is another aspect that affects job stress in the workplace. According to Cords & Dougherty (1993), Cooper (1991), Dyer & Quine (1998) and Ursprung (1986) role ambiguity exists when an individual lacks information about the requirements of his or her role, how those role requirements are to be met, and the evaluative procedures available to ensure that the role is being performed successfully. Jackson & Schuler (1985) and Muchinsky (1997) studies found role ambiguity to lead to such negative outcomes as reduces confidence, a sense of hopelessness, anxiety, and depression.

Methodology

Sample

This study is a cross sectional field survey in design and of the 140 questionnaire distributed in employees of private colleges of pakistan, 133 questionnaires were yielded. seven questionnaires out of 140 were disqualified due to in complete. The sample consists of 66% male and 74% female. The 80% respondents are single and 60% are married. The 90% of employees are under category of 5 years experience. 10% respondents have more than 5 year experience .100% of respondents is master.

Instruments

The satisfaction has been measured by 20 item scale short form of 5 item likert scale of Minnesota Satisfaction Questionnaire (MSQ). While Ohio (NOISH) job stress questionnaire has been used to measure job satisfaction. Our research consists of two sections to measure two facets of stress taken in this study. The reliability score (cronbach's alpha) of workload was 0.598.

Results

In Table 1 R square is 32.7% variation is occur in the dependent variable due to independent variable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.572 ^a	.327	.317	.57508

a. Predictors: (Constant), physicalenviornment, workload

In Table 2 model of fitness (ANOVA) value of F 33.67% at a significance level of 0.000 is giving model a god fit. In Table 3 T-statistics shows that value of the constant is 0.238 with $P < 0.05$ while coefficient of workload (beta) is 0.710 with $P < 0.05$.and physicalenviornment (beta) is 0.530 at statistically significant level of 0.000 supporting our H1 that workload is positively related with employee job satisfaction and H2 that there is positive relationship between physical environment and job satisfaction.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.238	.445		.534	.594
workload	.710	.095	.528	7.484	.000
physical environment	.530	.220	.170	2.406	.017

a. Dependent Variable: satisfaction

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.004	2	11.002	33.267	.000 ^a
	Residual	45.309	137	.331		
	Total	67.313	139			

a. Predictors: (Constant), physical environment, workload

b. Dependent Variable: satisfaction

Conclusion

Our study shows contradictory with many studies in the literature (Caplan 1991; Keller, 1975), our findings of the present study also criticize the (Mansoor, Sabtain, Saima Nasir, Zubair 2011). There is positive relationship between workload and employee satisfaction and there is positive relationship between physical environment and employee satisfaction. In first case the null hypothesis is rejected because there is poverty in Punjab and in private colleges employees demand extra work and they want to increase their salary. So our point of view the economic condition of the country people most important in the determination of satisfaction that why in developing countries satisfaction result shows the positive relationship with stress.

Limitations

A bigger sample would be needed to represent the general population. We have assumed only workload and physical environment as a predictor of employee job satisfaction. We can use many other factors to measure the employee job satisfaction. We can assume many other variables e.g. role conflict, pay satisfaction etc but we choose workload and physical environment for employee job satisfaction.

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