

# The Effects of Job Stress on Job Outcomes of Employees

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## ABSTRACT

*In recent years, stress has become worldwide phenomenon and people from almost every walk of life have face it. To increase the performance level of employees various efforts are made by the organizations to provide them good and sound working environment. However, it has been noticed that employees and organizations are not always going in the same direction. Majority of the employees want to have minimum work while the employer always tries to achieve the optimal performance by maximizing their workload. In either case, performance of the employees is affected. This study was conducted to determine the perceived levels of occupational stress, its effects and its relation with employee's performance, Job satisfaction, workload pressure among the various employees and identification of the sources of job stress were focused. Data was collected through the structured questionnaires from various employees. Stratified Random Sampling method was used to select the respondents in order to obtain a proportional allocation. The sample size of 110 employees was selected from three universities located in Malakand division. To investigate the statistical measures frequency, percentage, correlation, and linear regression were used for analysis. Cronbach's alpha was 0.7 which showed that the data was reliable. Results shows job stress has bearing on job satisfaction, employee's job satisfaction and performance. It has been concluded from this research studies that there is empirical correlation between job stress and performance, job satisfaction and workload pressure.*

**Keywords:** Job Stress; Employee Performance; Job Satisfaction and Workload Pressure

## INTRODUCTION

Now-a-days, with the emergence of information technology, an organization becomes more and more diverse. Every organization whether bigger or smaller, the main objective is to achieve competitive position in the market. Malta (2004) define "occupational stress is any discomfort which is felt and perceived at a personal level and triggered by instances, events or situations that are too intense and frequent in nature so as to exceed a person's coping capabilities and resources to handle them adequately".

According to Lazarus and Folkman (1984) "job stress takes place when job demands exceed the person's adaptive resources". Therefore job stress refers to the temporary adaptation process that is accompanied by mental and physical symptoms, and is caused by a disturbance in the equilibrium between job demands and the ability of the worker to respond to the demands. When job demands are too high to cope with, job stress reactions are likely to occur. Job stress is one of the most common problems for employees working an organization. Stress is a universal element and persons from nearly every walk of life have to face stress. Job stress can have negative effects on both the employee and the organization. It is a Latin

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word 'stringere' which mean the occurrence of bodily adversity, starvation, suffering and tenderness. Selye Hans, a pioneer in professional stress research, has defined, "Job stress is the body's nonspecific reaction to any demand made on it". The commonly acknowledged meaning of occupational stress today is the relations connecting the circumstances and the person. Job stress is the mental and bodily situation which occurred when the resources of the human being are not adequate to deal with the load and pressures of the environment.

## **Background**

There has been a great deal of work linking working conditions of a particular job to physical and mental health. Korn hauser (1960) suggest that poor mental heath was related to unpleasant work conditions, the necessity to work fast and to expend a lot of physical effort and to excessive an inconvenient hours. Further, it must be noted that the more important stressors for managers than working conditions is work overload. In the workplace, job stress can affect performance. Individuals under too little job stress may not make enough effort to perform at their best levels, while those under too much job stress often are unable to concentrate or perform effectively and efficiently. The relationship between job stress and performance is complex. Employers, however, have primarily been concerned about the rising costs of over stressed employees. Relationship demands, physical as well as mental health problems, pressure at workplaces, traffic signals, meeting deadlines, growing-up tensions which leads job stress. Beehr and

In the present scenario, the world become global village, organizations face many different types of stressors. Some are biological (toxins, heat, cold), some psychological (threats to self-esteem, depression), others sociological (unemployment, death of a loved one, birth of a child), and still others philosophical (use of time, purpose in life). Work-related stress is a pattern of reactions that occurs when workers are presented with work demands that are not matched to their knowledge, skills or abilities, and which challenge their ability to cope. There is increasing evidence indicating that sever, prolonged job stress is related to the diseases that are leading causes of death coronary hearth disease, hypertension, cancer, emphysema, diabetes, and cirrhosis ; job stress may even lead to suicide. Some signs that may indicate problem include impaired judgment and effectiveness, rigid behavior, medical problem, increase irritability, excessive absences, emerging addictive behavior, lowered self-esteem, and apathetic behavior.

## **Problem Statement**

The current study address the contents that add job relating stress. Therefore, to attain the desire targets, the organization need to find out the causes of job stress and factors relevant to each employee and then focus on these factors to reduce the job stress effects as low as possible for optimum outcomes. The organization was mainly affected by the job stress in terms of, 1) Increasing absenteeism. 2) Decreasing commitment to work 3) Increasing staff turn-over 4) Increasing complaints from clients and customers 5) Increasing unsafe working practice 6) Damaging the organization image both among internally and externally. The main focus of this study is to find out the effects of employees performance, job satisfaction and workload pressure on Job Stress

## **Objective of the Study**

The main objectives of the study are:

1. To investigate the effect of job stress on employees performance.
2. To find out the effect of job stress on job satisfaction.
3. To determine the effect of job stress on workload pressure.

## **Hypothesis**

Based on the above discussions, statement of hypothesis is as follows:

H0: There will be no significant effect of job stress and employee performance.

H1: There will be significant effect of job stress and employee performance.

H0: There will be no significant effect of job stress and job satisfaction.

H2: There will be significant effect of job stress and job satisfaction.

H0 : There will be no significant effect of job stress and workload pressure.

H3: There will be significant effect of job stress and workload pressure.

## **Scope of the Study**

Job performance is the end result of three factors working together: skill, effort and the nature of work conditions. Skills include knowledge, abilities and competencies the employee brings to the job; effort is the degree of motivation the employee puts forth toward getting the job done; and the nature of work conditions is the degree of accommodation of these conditions in facilitating the employee's productivity. However, the provision of suitable remuneration, recognition of the performance, giving rewards, providing of training and career development have been ignored. Since it is the most significant component of any organization, and need to develop competences in order to improve corporate competitiveness and performance., it is particularly conducted in Khyber Pakhtunkhwa and is limited to the University Employees of Malakand Division.

## **LITERATURE REVIEW**

### **Causes of Job Stress**

Environment, at all level play a crucial role and sustain the vital impact on an employee's overall job satisfaction and wellbeing. When we notice the environment it is essential to perceive at the role of job stress. Job stress may come from the environment, consequently having an influence on both the physical and psychological welfare of an employee.. Lazarus (1993) points out that there is clear distinction between psychological and physiological stress. Physiological stress refers to the impact the physical environment may have on the body, this may include influences on blood pressure, musculoskeletal problems, and eye strain.

Considering the above discussion, it is further simplified that there are two basic sources of job stress, external and internal sources. First, job stress could be caused from external factors

like environment, job, family studies etc. Secondly, job stress could be self induced in relation to a person's personality, temperaments, level of self control or the degree of physical and mental health of the person. Tharakan (1992) studied on occupational stress and job satisfaction among working women. He observed that professional women experienced greater work related stress than non-professional women.

### **Job Stress and Performance**

McNeese and Smith (1997) defined Performance as "the contribution toward an organizational end result in relation to the amount of resources consumed. Cascio (2006) defined performance as the level up to which an organizational member is carrying out the work related activities assigned to him/her. Morse and Reimer (1967) concluded in their study that employees' participation in decision making enhances their productivity, participative decision means. Cutler and Waine (2000) studied that when pay is linked to performance, any equality is undermined because there is inevitably a judgmental aspect that makes this equal relationship obsolete.

Armstrong (2000) conducted a research study and found that performance means both behavior and result. Behavior comes from the performer and transforms performance from concept to action. Not just the instrument for result, behaviors is also outcomes in their rights the product of mental and physical effort applied to task and can be judged apart from the result. Bates and Holton (1995) have pointed out that performance is a multidimensional construct, the measurement of which varies depending on a variety of factors. Armstrong (2000) a more comprehensive view of performance is achieved if it is defined as embracing both behavior and outcomes..

Banjoko (1995) noticed participative management as an essential move from the traditional autocratic or hierarchical management style to an approach in which subordinates are allowed to participate in the wider aspects of their work environment. This means that the organization can secure employee's co-operation and commitment through their contribution in the organization's decision making process. Anderson (1996) argues that greater performance and employee satisfaction can attained better in a system which sees the employers as partners in the decision making process rather than one which alienates them. Tennenbaun (1966) argued that increased employee participation in decision making in an organization increases the acceptability of management's ideas, enhance morale, and reduce labor turnover, absenteeism, grievances, tension and job stress.

### **Effects and Symptoms of Job Stress**

Das and Singhal (2003) explored the effect of job autonomy upon occupational stress among managers, 300 male managers were selected for the study. The findings of the study revealed that the managers with high job autonomy show less stress as compared to managers with low job autonomy.

Melgosa (1997) gave a list of the symptoms of psychological stress as loss of intellectual capacity, irritability, insomnia, anxiety, inhibited sexual desire and depression. All these situations affect negatively workers productivity in an organization when there is too much job stress the person exhibits, the following; difficulty in concentrating on a demanding

activity, frequent loss of attention, short term and long term memory decrease, problems which need and immediate and spontaneous response are solved in haphazard and unpredictable ways, problem which require logical thinking are solved with a higher than normal number of error, the mind is unstable to accurately analyze and evaluate present situation or to project them into the future, illogical and incoherent thought patterns .

### **Job Satisfaction and Job Stress**

Judge et al (2001) conduct a research study on the effect job satisfaction and employee's performance and explained that it is important to note that job satisfaction has a tenuous correlation to the performance of a person. Further, it has been found that the satisfaction and performance of an individual depends on the nature of job, which is multidimensional. In short the satisfaction and productivity may be influenced by a number of factors that's why it is narrated that a happy worker is a more productive.

An alternative approach is that proposed by Sousa-Poza and Sousa-Poza, based on the assumption that there are basic and universal human needs, and that, if an individual's needs are fulfilled in their current situation, then that individual will be happy. This framework postulates that job satisfaction depends on the balance between work-role inputs - such as education, working time, effort - and work - role outputs wages, fringe benefits, status, working conditions, intrinsic aspects of the job. If work-role outputs ('pleasures') increase relative to work-role inputs ('pains'), then job satisfaction will increase.

### **Workload Pressure and Job Stress**

According to Cain (2007) there is no clear universal definition of workload, however it seems aspects of workload fall into three categories, loosely, the amount of work and number of things to do; time and the particular aspect of time one is concerned with; and, the subjective psychological experiences of the human operator. Farmer & Brownson (2003) argued that task demands are the task requirements that need to meet by an employee; effort is the conscious mental processing of resources towards the task, while performance may act as a measure of workload.

The perception regarding workload is vary from one employee to others, thus it is a perceived workload by the employee. If this perception about workload is negative, in other words if the workload is perceived to be awesome, this can be classified as a stressor. A study conducted by Krantz, Berntsson & Lundberg (2005) assessed how paid work, unpaid household tasks, childcare and work-childcare interactions, as well as perceived work stress, are associated with reported symptoms in male and female white-collar employees.

## **RESEARCH METHODOLOGY**

### **Research Frame Work**

The plan of this research topic was to find out, whether job stress affects the job outcome of employees or not. Primary data was used for this study and data was obtained through structured questionnaires.

### Universe of the Study

This study guides us to determine how job stress of employees influences their job outcomes in the selected organization i.e University of Malakand, University of Swat and Shaheed Benazir Bhutto University, Sheringal. University officer, faculty members and supporting staff of these Universities represent the universe of the study. The data was collected from all the departments through the designed questioners.

### Sampling Design

Element: Faculty members, Officer and Supporting Staff of UoM, UoS & SBBU  
Unit: Teaching departments, Establishment Section, Examinations Section, Finance Section & Works Department

### Sample Procedure

In the sampling method, respondents were selected for this study using stratified random sampling method. Stratified random sampling technique is generally applied in order to obtain a representative sample or proportional allocation. Though the overall data for this research study was heterogeneous, thus the collected data was divided into three strata i.e. employees of University of Malakand, University of Swat and Shaheed Benazir Bhutto University, Sheringal. To find out the proportional allocation the data was further divided into another strata i.e. teaching staff, administrative staff and supporting staff, which is internally homogeneous.

### Sample Size

There are approximately 1000 employees working in different units of these organizations. Sample size of 110 respondents was selected as a sample of this study using stratified sampling method as under:

$$n_i = \frac{n}{N} \times N_i \dots\dots\dots(1)$$

$n$  = sample size

$N$  = size of population (number of employees)

$N_i$  = number employees in the  $i$ th organization.

$n_i$  = number employees sampled from  $i$ th organization

Assuming equation (1), the number of employees that were selected from each of the organization is shown in Table 1.

**Table 1**

**Number of sampled employees in the selected organizations.**

S.NO. Organization's Name	Employees (Population)	Sample Size
1. University of Malakand	600	$110/1000 \times 600 = 66$
2. University of Swat	200	$110/1000 \times 200 = 22$
3. SBBU, Sheringal	200	$110/1000 \times 200 = 22$
Total	1000	110

### Variables of the Study

A variable is an object; event, idea, feeling, time period, etc can take on different and varying values. There are two types of variables-independent variables was employee's job stress while dependent variables was Employee Performance, Job Satisfaction and Workload - pressure.

### Data Collection

Structured questionnaires was used as the instrument for this study. The required data was collected through designed questionnaires from the various respondents of the selected organizations. It includes eight questions on job stress, four on Employee Performance, six on Job Satisfaction and seven on Workload - pressure. And it was measured through 5-point Likert scale.

### Data Analysis

The collected data was analyzed through a Statistical Package for Social Science (SPSS) V.16. Since the study used qualitative variables the results were interpreted as counts and percentages. To find out the association between the variables, Correlation technique was used. To determine the causes and effects between these variables Regression analysis was used.

### Theoretical Model of the Study

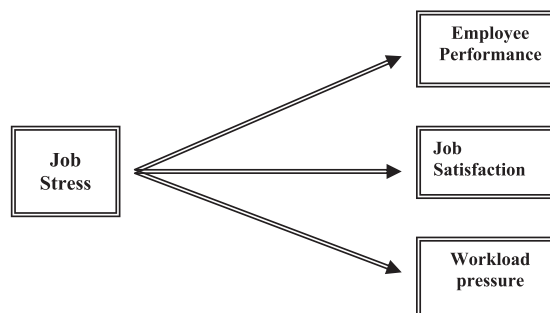


Fig. 1

### Allocation of respondents regarding the demographic variables

The required data was collected from a total of 110 respondents from the different University employees of Malakand Division. The classification of frequencies and percentages the of the demographic variables are explain below in table 2 and 3

Table 2 presents the allocation of the respondents on the basis of Age, Qualification, Monthly Income, Designation, Experience and Department. Whereas table 3 presents the allocation of the respondents based on Gender and Marital Status. The highest age group of respondents fell from 31-40 years with a highest percentage of 60.9 %, although the age group of 41-50 years only presents .9 % respondents. Most of the respondents have Master degree in order of qualification with the highest percentage of 73.6 % while 17.3 % has M.Phil / Ph.D on the other hand only 7.73% hold Bachelor degree.

The monthly earning capacity of most of the respondents comes in the range of Rs.51, 000 to Rs.70,000 with 33.6%. On the other hand, only 10.9% were earning between Rs.10,000 to Rs.20,000 and only 2.7 % respondents earning monthly 71,000 to 1,00,000 and above. With respect to the data collected, results explained that 36.4 % were faculty members, 39.1 % 24.50 % represents the officers and supporting staff. About the experience, 61.8% of the respondents had highest experience between 1 to 3 years followed by 19.1 % of respondents which had experience of 4 to 6 years and 7 to 10 years.

Regarding the working departments, highest percentage of 37.3 % respondents belongs Teaching department, 22.7 % from Establishment section, 13.6% from Works department and Exams Section and only 12.7 % respondents from Finance section.

**Table 2**  
**Frequencies and percentages of demographic**

Age		Qualification		Income	Designation		Experience			Department	
Group (Years)	No (%)	Group	No (%)	Group (Rs)	No (%)	Job title	No (%)	Group (years)	No (%)	Department title	No (%)
18-30	(38.2)	Intermediate	(1.8)	10000 - 20000	(10.9)	Faculty	(36.4)	1-3	(61.8)	Establishment	(22.7)
	42		2		12		40		68		25
	67		8		28		27		21	Teaching	41
31-40	(60.9)	Bachelor	(7.3)	21000 - 30000	(25.5)	Officer	(24.5)	4-6	(19.1)		(37.3)
	1		81		4	Supporting Staff	43		21	Exams Section	15
41-50	(0.9)	Master	(77.6)	31000 - 40000	(3.6)		(39.1)	7-10	(19.1)		(13.6)
	0		19		25		0		0	Finance Section	14
50-60	(0)	M.Phil / Ph.D	(17.3)	41000 - 50000	(22.7)		(0)	11-15	(0)		(12.7)
	0		0		37		0		0	Works	15
61 -70	(0)		(0)	51000 -70000	(33.6)		(0)		(0)	Department	(13.6)
	0		0		3		0		0		0
	(0)		(0)	71000 - 100000	(2.7)		(0)		(0)		(0)
	0		0		1		0		0		0
	(0)	Other	(0)	100000 ++	(0.9)		(0)		(0)		(0)
<b>Total</b>	<b>110</b>	<b>110</b>			<b>110</b>		<b>110</b>		<b>110</b>		<b>110</b>

Table 3 expresses the division of respondents on the basis of Gender and Marital Status. According to the collected data, 85.5 % of the respondents were male and 14.5 % were female. Marital status of the 70.0 % of the respondents was single while 30.0 % were married.



**Table 3****Frequencies and percentages of male / female and marital status of respondents**

Gender	Number	Married	Single
Male	94	33	77
Female	16		
Percentage	110	30	70

### Correlations between job stress, employee performance, job satisfaction and workload pressure

Table 4 represent the Pearson's co-efficient of correlation of the variables under study. Pearson Correlation was used in order to compare the means of Job Stress, Employee Performance, Job Satisfaction and Workload Pressure at a confidence interval of ( $P < 0.01$ ). The results explained a significant correlation among the four variables.

**Table 4****Pearson's Correlation of job stress, employee performance, job satisfaction and workload pressure**

Variables	Job stress	Employees Performance	Job Satisfaction work load
Job Stress	1		
Employee Performance	- 0.235*	1	
Job Satisfaction	- 0.427**	- 0.278**	1
Workload Pressure	0.202*	0.854**	- 0.266*

\*, Correlation is significant at the 0.05 level (2-tailed). \*\*, Correlation is significant at the 0.01 level (2-tailed).

### Correlation Matrix

The correlation matrix shows variation among the variables of the study. As it is clear from the table that there was significant but negative correlation between job stress and employee's performance in the selected organizations (- 0.235 (\*),  $*p < 0.05$ ). These results signify that the employee performance in the mentioned universities is greatly affected by job stress. The results suggested that as the job stress level change, the employee performance would also change. If job stress increases the employee performance will decrease and vice versa. Similarly the association between job satisfaction are also negatively correlated with job stress as its clear from results (- 0.427 (\*\*),  $**p < 0.01$ ). Job satisfaction is a measure to gauge the performance of an individual at the work place. The employee's satisfaction and productivity may be influenced by a number of factors that's why it is narrated that a happy worker is more productive. The results illustrate that significant and positive correlation between job stress and workload pressure as the result showed (0.202 (\*),  $*p < 0.05$ ). Findings suggested

that both an abrupt decrease (High to Medium) and increase (Low to Medium) in workload could result in impaired job stress which directly affects the performance of employees. Hence the overall performance is greatly affected by the job stress in the selected organisations.

### Reliability Analysis

Table 5 exhibits the results of the variables under study. The Cronbach's alpha value in the table is clarify the four variables is reliable with respect to data collection. Cronbach's alpha is used to determine if items in a scale are interrelated. According to Crosby, Di Clemente, & Salazar (2006) Cronbach's alpha has a range of 0 to 1 and a score of 0.70 or higher is sufficient evidence of reliability. Cronbach (1951) noted that the value of Cronbach's alpha for every variable is greater than 70% signifying the reliability of the data. Workload Pressure showed the lowest value of reliability followed by Job Satisfaction, while Job Stress shows highest reliability. However, both of these values were greater than the specific range of reliability coefficient. On the bases of result, reliability test we can believe that the collected data to be reliable. These results provide us the grounding to encourage our aim that the collected data will provide adequate and reliable information relevant to the problem under study.

**Table 5: Reliability Measures of Variables**

Variables	Cronbach Alpha
Job stress	0.860
Job performance	0.747
Job performance	0.741
Workload Pressure	0.710

\*Any value of Cronbach's Alpha greater than or equal to 0.70 was considered to be reliable.

### Regression Analysis.

#### *Regression analysis between Job Stress and employee performance*

Tables 6 show regression analysis of job stress and employee performance. It is clear from the values obtained in the table that there is a negative and highly significant relationship between job stress and the performance has been found among the employees of the selected organizations. The value of t-ratio (2.514) is greater than 2 ( $t > 2$ ), P value 0.000 is highly significant with ( $P < 0.05$ ). The beta coefficient (Beta = - 0.235). The overall model fit for regression equation was determined by F statistics and the overall significance F-value (6.321) which is greater than 3 ( $F > 3$ ). The Co-efficient of Determination  $R^2 = 0.055$ . This statistics gives the ratio of explained variation to total variation. It was observed that the value of  $R^2$  is slightly low because the data was overall cross sectional.

**Table 6: Model Summary**

Model	t-ratio	F-value	R	$R^2$	Beta	P-value
1	2.514	6.321	0.235	0.055	- 0.235	0.000

a. Predictors: (Constant), Job Stress Means

b. Dependent Variable: Employee Performance Means

### Regression analysis between Job Stress and Job Satisfaction

Table 7 shows the regression analysis of job stress and job satisfaction. The results show a significant and a negative relationship between these two variables. The value of t-ratio was (- 4.905), which was less than 2, and P-value was 0.000 ( $P < 0.05$ ), which were highly significant. The value of beta coefficient was (Beta = - 0.427). The overall model fit for regression equation was determined by F statistics. The model was overall significant where F-value (24.058) was greater than 3 ( $F > 3$ ). The Co-efficient of Determination  $R^2 = 0.182$ . This statistics gives the ratio of explained variation to total variation. It was observed that due to the nature of data as it was overall cross sectional, thus value of  $R^2$  was measured slightly low.

**Table 7: Model Summary**

Model	t-ratio0	F-value	R	$R^2$	Beta	P-value
1	-4.905	24.058	0.427	0.182	-0.427	0.000

a. Predictors: (Constant), Job Stress Means

b. Dependent Variable: Job Satisfaction Means

### Regression analysis between Job Stress and Workload Pressure

Table 8 shows the regression analysis of job stress and workload pressure. The results show a significant and a positive relationship between these two variables. The value of t-ratio was (2.147) which was greater than 2 ( $t > 2$ ), and P-value was 0.000 ( $P < 0.05$ ), which were highly significant. The overall model fit for regression equation was determined by F statistics. The model indicate positive and statistically significant relationship, where F-value (4.610) was greater than 3 ( $F > 3$ ). The model indicates positive and statistically significant relationship between job stress and workload pressure. The Co-efficient of Determination  $R^2 = 0.041$ . This statistics gives the ratio of explained variation to total variation. The beta coefficient value was (Beta = 0.202). Though overall data was cross sectional, thus the value of  $R^2$  was noted slightly low.

**Table 8: Model Summary**

Model	t-ratio0	F-value	R	$R^2$	Beta	P-value
1	2.147	4.610	0.202	0.041	0.202	0.000

a. Predictors: (Constant), Job Stress Means

b. Dependent Variable: Workload Pressure Means

### Summary

This research study was conducted in order to find out the effect of job stress on employees performance, job satisfaction and workload pressure of the employees of three universities located in Malakand Division. It is further explained that whether job stress induce employees performance or not. To achieve the objectives of this study, primary data was collected from a sample of 110 respondents ( $n = 110$ ). Stratified Random Sampling or proportional allocation

formula was used to select the respondents for a known population size. A closed ended structured questionnaire was used to collect the necessary information from the respondents. The questionnaire for 8-items job stress was taken up from Parker, D.F., & Decotiis, T. A.(1983) , William and Anderson (1991) 4-items for employee performance, Tsui, A. S., Egan, T.D., & O' Reilly, C.A., III. (1992) 6-items scale for job satisfaction, and Caplan, R. D., Cobb, S., French, J.R.P., R., & Pinneau, S. R.(1980) 7-point scale for workload pressure. These questionnaires were circulated randomly among the employees in the selected organizations. The five point Likert scale was used to measure various views and opinion of the respondents. Cronbach's alpha was used to measure the reliability of the collected data. Correlation technique was used to find out the correlation among the variable, As the research was of qualitative nature the variables of the study were presented in the form of counts and percentages? To further justify the results, regression analysis was also calculated at 5 % level of significance.

### **Recommendations**

The following commendations were suggested which is supporting the above discussion:

1. It is recommended that various efforts should be made to minimize the job stress through lessening the troubles associated with jobs or positions. A variety of training programs related to job stress reduction, problem solving, time management and human relations should be arranged.
2. In higher education institutions, rules and policies regarding welfare of the employees should be made to minimize the job stress among the supporting staff. It is recommended that the administration take steps to identify stressors that directly affect not only the teaching staff but also the non-teaching staff. Strong measures should be taken to minimize or withdraw the causes of tension and job stress.
3. Management should recruit right persons for the right job and should identify personality features and competency required for employment in their organization. Employers should engage their employees according to their personality and competency level, which will result in job satisfaction, minimum employee turnover and minimum job stress.
4. Organization should take care to cater for their employees' domestic and financial needs because demands related to the domestic or financial matters are considered to be the main cause of additional organizational stress.
5. The organizations should keep a proper check and balance on the workload of employees so that job stress could be avoided.
6. Monetary incentives play an important role in improving employee's performance; management should establish a proper reward and benefit system in their organizations.
7. Career planning and development is also an essential part of employees. In time promotion and up-gradations can reduce the effects of job stress. .

8. Motivation is consider a key point that directly or indirectly affects the employee's performance. Motivated workers are happy from their working environment and further enthusiastic to exert their efforts for the goodwill of the organizations.

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