

A Study on Job Stress and its Impact on Job Performance in Leather Goods Manufacturing Companies

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Abstract

In recent days, Stress has become a prevalent state in everyday human life especially among employees, at various levels of job and positions. On one hand, stress is the motivational force and on the other side it is the cause of depression. In fact the lack of stress is the end of life, as there is no enthusiasm towards the accomplishment of goals. When an employee is at the work place there are different stressors that are having a direct impact upon the performance of employees. Work stress factors such as role ambiguity, role conflict, job insecurity, increased work load, improper work schedule, and lack of supervisory support, unhealthy work environment and imbalanced work-life policies may affect the employees' job performance in leather goods manufacturing companies in Chennai.

Keywords: Job Stress, Job Performance, Role Ambiguity, Role Conflict, and Leather Goods Manufacturing Companies.

Introduction

Stress can also be a cause of inspiration for an employee that helps them to efficiently perform their job. Moreover, stress is a universal factor that continuously disturbs the life of an individual either directly or indirectly. Every individual of the society is facing stress with its different forms and impacts. Stress causes the imbalance in one's life; it may improve the efficiency of the individual or badly affect the health, attitude and performance of the individual. Stress is considered as the external stimulus that initiates the strain within the person and such a stimulus may bring a positive or negative effect upon the performance of an employee on the job (Kazmi, Amjad, and Khan, 2008). Job stress can be described as a feeling in which the individual cannot adjust his/her capabilities, resources, and demands with the job needs (Harrisons, 2005). The workplace stress or job stress appears when employees detect the workplace demands for adaptation and adjustment beyond their capabilities and resources (Hit et al., 2006). The job stressors are divided into two types: Organizational stressors and Managerial stressors (Human Resource Management, 2005 and Ivancevich et al., 2001).

Objectives of the Study

- To elaborate the job stress and job performance
- To analyze the effect of role ambiguity and role conflict
- To show the relationship between these variables.

Literature Review

Stress can be defined as an emotional, cognitive, behavioral and physiological response to the aggressive and harmful aspects of work, work environment and organizational climate. It is a condition characterized by feelings of helplessness in solving tasks. In other words, work-related stress is people's reaction when they

have to face some demands or special tasks that are out of their abilities or knowledge.

Many researchers identify in several ways the definition of stress such as, “a change in one’s physical or mental state”, in other words disturbance or imbalance from normal state Stress is caused by disturbed events in work environment, social environment, and in routine life (work, family and social life). It is and also caused by emotional, psychological, mental and physical illness” (Kazmi, Amjad, and Khan, 2008). Moreover, “Stress comes from any situation or circumstance that require behavioral adjustment, any change either good or bad is stressful or whether it’s positive or negative change, the physiological response is same” (Colligan and Higgins, 2010).

Types of stress

The main types of stress can be considered as follows:

Eustress is derived from the Greek word “Eu” that means good or positive (Selye, 1980). Eustress can develop one’s energy, creativity or competitive spirit and can offer the strength for achieving performance. Some of the examples of eustress are birth of baby, job promotion, making investment, purchasing land etc.

Distress occurs when something affects one’s routine for a short period of time. (Colligan and Higgins, 2010) discussed that in these forms of stress there is motivation for the employees and increase in productivity due to better job performance is reported. On the other hand there is also a negative impact of the stress that results in employee’s mental and physical sickness that results in the poor performance of employees. It has a negative impact on people and it contains the following categories of stress: acute stress and chronic stress.

Acute stress appears when a change transforms one of the usual works that a person does. Although it seems to be an intense type of stress, it passes very quickly. The symptoms to that kind of stress are: headaches, hypertension, and rapid heartbeat and stomach problems.

Chronic stress is the most serious type of stress and can be very harmful for people’s health. It occurs when something changes the routine for a long period of time, from weeks to years. This kind of stress appears when facing several work or personal failures.

Employee’s efficiency is reported in terms of one’s performance at workplace. Job performance is the individual productivity in both quantitative and qualitative aspects of the job. It shows how well a person is doing his job and the extent to which the employee is meeting the job duties and the policies and standards of his organization while doing his job. Job performance depends upon the atmosphere of office, work settings and the social interactions (Coetzer and Rothmann, 2006). Job performance can be measured by the collaboration of three factors: skills, struggle and work environment. Skills include one’s education, know-how and the specialties towards his job, struggle includes the level of enthusiasm towards achieving his goal, and work environment is the extent to which the working atmosphere facilitates the employee in performing their job up to the standards (Kazmi, Amjad, and Khan, 2008)

The stressors are also comprised of job flow components, Human resource development, rewards, participation, and minimum implementation of resources, supervising manner, and organizational structure. Managerial stressors are comprised of role ambiguity, role conflict, workload pressure, quality pressure, job sensitivity, development and promotion, accountability for employees' performance,

time pressure, and job-relating technology (Human Resource Management, 2005 and Ivancevich et al., 2001). In this research, the effect of two managerial factors on job stress has been investigated: role ambiguity and role conflict. Role conflict occurs when a set of job expectations accepted by a person is in conflict with another set of expectations. The studies of job stress researches on work-family conflict and have often considered the top managers and white collars (Grzywacz et al., 2007 and Panatik et al., 2012). The current study examines the effect of role conflict and role ambiguity in place of work, and job stress considering the important role of work family conflict.

Job Stress

Stress affects the employees performance that indirectly affects the organization survival, because if employees reduce their work efficiency and can't work best for their organization, this situation could not only affect the organization performance, but also loses healthy shares in an increasing competitive market and may expose their survival (Kazmi, Amjad, and Khan, 2008). There were significant differences in levels of job stress, job satisfaction and Job performance based on employee's experience, types of organization and no. of children they have (Nabirye, 2010)

The impact of role ambiguity on employees' job stress

Role ambiguity takes place when a person does not know what he/she should exactly do and is confused with formal and informal situations as well (Schulz & Auld, 2006). (Wall et al. 2002) indicated that role ambiguity disturbs the job stability and independence. Despite the importance of this issue, few studies have been accomplished surrounding the impact of ambiguity as well as the impact of role ambiguity on various individual and organizational variables (Cordery et al., 2010). One of the important variables, which may be affected by role ambiguity, is the employees' job stress (Arnold et al., 2009; Cavanaugh et al. 2000) were the first to classify the job stress into two kinds: challenging and preventing stress. They suggested that preventing stress also called destructive stress results from factors such as role ambiguity, role uncertainty, and organizational policies, and decrease both the individual and organizational performance; where as challenging stress will result in satisfaction, loyalty, trust, and even employees' creativity. According to (Tubre and Collins2000), the individual's role perception has an effect on his/her organizational performance. Furthermore, (Harris et al. 2006) concluded that the role conflict and role ambiguity are two influencing factors of job stress. The key stress factors in employees are performance pressures, role ambiguity and homework interface. There is a negative relationship between job stress and job satisfaction. Those employees who have high level of job stress have low level of job satisfaction (Muhammad and Muhammad, 2012)

The effect of role Conflict on employees' job stress

Role conflict is defined as "facing of a person with conflicting expectations". These conflicting and usually unreasonable expectations are generated because of intra- and extra-role conflict. Intra-role conflict is a state where the person should sometimes do conflicting tasks in similar situations, and extra-role conflict also called inter-role conflict, is a state where the person suspects he/she should do a special task while the supervisor or co-workers expects his/her to do a different task (Wallace, 2005). When a person is faced with conflict in his/her job or role, intra-role conflict leads to his/her confusion in distinguishing the boundaries of work and family duties from each other, and finally leads to work-family conflict. Extra-role conflict as well, may result from exposure to the managers and

coworkers expectations and family members' expectations and cause work-family conflict in terms of his/her decisions (Wallace, 2005; Panatik et al., 2012).

Relationship of Job Stress on Employees' Job Performance

(Jackson & Schuler 1985; Abramis 1994), and (Tubre, Sifferman, and Collins 1996) conducted meta-analysis on the results of research that examined the relationship between role stressors and subjective indicators of performance. These findings suggest that there is considerable variation among the correlations across these studies. Stress exists in every organization either big or small, and organizations have become so much complex due to its existence. Work place stress has significant effects over the employees' job performance (Anderson, 2003).

Therefore, this study is to elaborate the stress and job performance and to determine the type and direction of the relationship between role conflict, role ambiguity, work-family conflict, and job stress.

Methodology and Design of Questionnaire

The objectives of this study is to examine the level of job stress, job performance and determine the relationship between stresses and role conflict and role ambiguity. Under this study 50 questionnaires have been provided and each respondent had to answer a number of 22 questions regarding job stress and the result will be presented as below in this paper. The data is entered in statistical package for social sciences (SPSS). The following tests were conducted and to know about the employee's background, the descriptive analysis -frequency has been used. one -way anova are obtained to determine the relationships between the age and the work load, improper work schedules of the respondents in workplace and this analysis support the null hypothesis. The below graphic representation highlights the main stress factors of the respondents. Reliability analysis and the cronbach's alpha coefficient shows the result of two factors, with 5 items and other items are discarded to measure the reliability of role ambiguity and role conflict and finally T-Test table shows the relationship between the i) gender of the employees and the work in the organization is not related to the employees interest ii) gender of the employees and the employees not having enough people to work in the work place. The most important factors are being considered for analyzing the stress of the employees who are engaged in the leather goods manufacturing companies in chennai.

Analysis and Data Interpretations

Table -1 below explain the background of the respondents. 60% respondents were male. In addition, a 66% of for age group of the respondents which were 21-30 and 34% of for age group of the respondents are 31-40. And then, 58% of the respondents were married. Job tenure shows the 52% are 5 -10 years of and 6% are only more than 10 years. And 42% respondents are operators and 38% of the respondents are supervisors and 20% of respondents are like helpers, inspectors, and trainees. Finally the education level must be 60% of respondents are 12 & above and 40% of the respondents are up to 10std only.

TABLE-1: Respondents Background

		Frequency	Percentage
Gender	Male	30	60.0
	Female	20	40.0
	Total	50	100.0
Age	21-30	33	66.0
	31-40	17	34.0
	Total	50	100.0
Status	Married	29	58.0
	Single	21	42.0
	Total	50	100.0
Job Tenure	Less than 1 year	1	2.0
	1-5 years	20	40.0
	5 -10 years	26	52.0
	more than 10 years	3	6.0
	Total	50	100.0
Position	Operators	21	42.0
	Supervisors	19	38.0
	Others	10	20.0
	Total	50	100.0
Education	8th to 10th	20	40.0
	12 & above	30	60.0
	Total	50	100.0

One Way Anova

Variance between Samples

Variance within Samples

Sum of Between = SSC= Total SS between – Correlation factor (SSC-CF)

Sum Square with in = SSE= Total SS-Total SS between (SST-SSC)

Correlation factor = T^2/N (Total Square / N)

Relationship between the Age and the Employee Psychological Factors

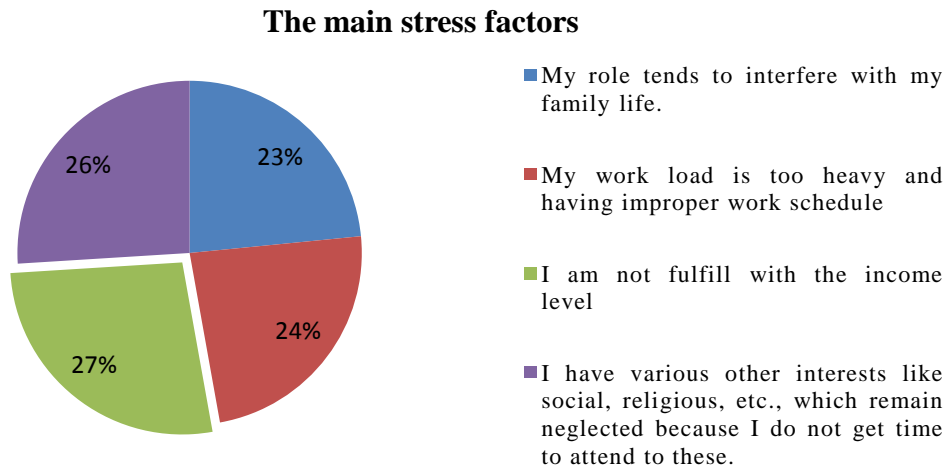
TABLE :2 – One Way- Anova

Source of Variation	Factors	Sum of Squares	df	Mean Square	F- Cul	F. Limit (5%)	F. Tab
SS Between Groups	Work Environment	169	C-1 (3-1)=2	169/2 = 85	F= 85/23 =3.69	(2,3) =3.69	(2,3) = 9.55
SS Within Groups		70	N-C (6-3)=3	70/3 = 23			
SS Between Groups	Not able to use of my training & expertise in my role	109	C-1 (3-1)=2	109/2=55	F= 55/30 =1.83	(2,3) =1.83	
SS Within Groups		90	N-C (6-3)=3	90/3=30			
SS Between Groups	I am having too much responsibility	113	C-1 (3-1)=2	113/2=56.5	F= 57/16 =3.56	(2,3) =3.56	
SS Within Groups		48	N-C (6-3)=3	48/3=16			
SS Between Groups	There is not enough supervisory support on my job	243	C-1 (3-1)=2	243/2=121.5	F= 243/66 = 5.54	(2,3) =5.54	
SS Within Groups		66	N-C (6-3)=3	66/3=22			
SS Between Groups	I have not had right training for my job	135	C-1 (3-1)=2	135/2=67.5	F= 68/14 =4.85	(2,3) =4.85	
SS Within Groups		28	N-C (6-3)=3	28/2=14			

The simple form of analysis of variance is one-way model, which we use with simple random samples in order to compare the offer of a single independent on the dependent. The various elements of one way ANOVA analysis are variance between sample and variance with in sample. The above table – 2 the calculated value of the factors lower than the table value 5% of level of significance with the degree of freedom being $V_1=2$, $V_2= 3$ this analysis support the null hypothesis. This indicates there is no significant relationship between age and work load, improper work schedules of the respondents in workplace through f-test (ANOVA).

FIGURE-1: The Main Stress Factors

According to the figure- 1: to a large extent (27%) respondents are considered that income level is the main source of stress in their lives. And then (26%) respondents are not having enough time to attend the social and religious activities. And (24%) respondents are sensitivity on too much of work load and improper work schedules. Finally (23%) respondents are having family life problems because of their role.



Reliability Analysis

The Table-3 shows the reliability analysis and the cronbach’s alpha coefficient for two factors like role ambiguity and role conflict were by choose 5 items and other items are discarded to measure the reliability of role ambiguity and role conflict that the scale is 0.719. Referring to the rule of thumb, the variable indicates that the reliability test is in “acceptable” range.

Table-3: reliability test for role ambiguity and Role conflict

	Factors	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Reliability
Factor 1 Role Ambiguity	I am not clear on the scope and responsibilities of my job.	7.2400	5.329	-.017	.822	0.719
	Several aspects of my role are vague and unclear.	7.2800	3.675	.545	.644	
Factor 2 Role conflict	I am not able to satisfy the conflicting demands of various people above me.	7.1600	3.443	.639	.602	
	I am not able to satisfy the conflicting demands of my peers and juniors.	7.1200	3.332	.680	.583	
	Many functions that should be part of my role have been assigned to some other role.	7.2000	3.510	.583	.626	

Independent Sample Test (T-Test)

H₀: There is a no relationship between gender and the work I do in the organization is not related to my interests.

H₁: There is a relationship between gender and the work I do in the organization is not related to my interests.

TABLE-4: Independent Sample Test for Gender * the Work I Do In the Organization Is Not Related To My Interests

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
The work I do in the organization is not related to my interests.	Equal variances assumed	1.297	.260	-1.244	48	.219	-.25000	.20091	-.65396	.15396
	Equal variances not assumed			-1.250	41.523	.218	-.25000	.19997	-.65370	.15370

*significant at .05 level

The table -4 output for the Independent-Sample T Test. This output consists of two major parts: Group Statistics and Independent Samples Test. With respect to group statistics the gender of the employees and independent samples consist the work I do in the organization is not related to my interests, as a results the (Sig. 2 tailed) of t test for equality of means the significance level is greater than .05, in “Equal variances assumed” and “Equal variances not assumed,” respectively. Independent samples test output provides 95% confidence intervals for the difference between the group means. H₁ argues that there is a positive relationship between gender and the work I do in the organization is not related to my interests.

H₀: There is a no relationship between gender and I do not have enough people to work with me in my job.

H₁: There is a relationship between gender and I do not have enough people to work with me in my job.

TABLE-5: Independent Sample Test for Gender * I Do Not Have Enough People to Work with Me in My Job

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
I do not have enough people to work with me in my job.	Equal variances assumed	.650	.424	-1.121	48	.268	-.21667	.19328	-.60527	.17194
	Equal variances not assumed			-1.120	40.784	.269	-.21667	.19340	-.60731	.17398

*significant at .05 level

The table - 5 output for the independent-sample T test. This output consists of two major parts: group statistics and independent samples test. With respect to group statistics the gender of the employees and independent samples consist thatnot having enough people to work in the work place, as a results the (Sig. 2 tailed) of t test for equality of means the significance level is greater than .05, in “Equal variances assumed” and “Equal variances not assumed,” respectively. Independent samples test output provides 95% confidence intervals for the difference between the group means. H₁ argues that there is a significant relationship between gender and not having enough people to work in the organization.

Suggestions and Future Discussion

In this study, the research has considered two crucial factors of the job stress and examined the associations between “role ambiguity” and “role conflict”. The participation from employees may lead to high productivity, if the employees fit the tasks given. This will lead to customer’s satisfaction, thus the employees will feel happy on the job performance. The leather goods manufacturing are continuously influenced by the social, cultural, technological, political and legal changes around them on both strategic and tactical terms in the global arena. So the employer must keep up with the changes around, in order to survive and compete against its rivals through their employees.

It is important for an employer to be able to manage their employee’s stress in order to increase job satisfaction and performance. With respect to the robustness of research methodology, the data gathered from the mentoring research literature and the survey questionnaires may lead to analyzing the reliability of stress and using statistical techniques mentioned in the data interpretations sections. This study still require in depth analysis as well as large number of respondents to analyze more accurate findings on the job stress and its impact on job performance. This may be carried out for the future researcher to study with a large sample size at leather factories.

Conclusion

The main aim of this paper was to validate a scale of employees on job stress on job or at workplace. From this study the impact on job performance were identified as follows: too much of responsibilities, lack of supervisory support, lack of involvement in job, unrelated job etc. Furthermore, these findings indicate that 50% of the respondents not have sufficient income which may also leads the employees towards stress and affects the performance of the employee. Lower income influences the employees to find jobs elsewhere, which prevents core knowledge through the increase in pay system. Providing monetary and non-monetary benefits facilitates the employees to be retained within an organization.

In general, it can be conclude that in job stress is associated with job performance because of role ambiguity and role conflict. On the other hand, role conflict, occurs due to interference of a person's different roles in the workplace and family, has greater effect on job stress. Finally if ambiguity and conflict is not managed properly and the individual is not supported by his/ her family and supervisors, job stress affects his / her performance destructively. The main conclusion is that, even if our job itself is seen as a stressor, there are other important factors that can produce stress such as: - family problems, personal problems or social problems.

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