IMPACT OF JOB STRESS ON EMPLOYEES' JOB PERFORMANCE IN AAVIN, COIMBATORE

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1 author:

Mathangi Vijayan
Sardar Vallabhbhai Patel International School of Textiles and Management
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IMPACT OF JOB STRESS ON EMPLOYEES' JOB PERFORMANCE IN AAVIN, COIMBATORE

Mathangi Vijayan*

Abstract *Job stress has become a common term in today's parlance. In every organisation, the main cause of low productivity appears to be stress at workplace. Employees need certain kind of motivation and job stress mitigating strategies to overcome the stress. This paper is focused to explore the major factors causing job stress and explains how it affects job performance of the employees working in Aavin, Coimbatore. There are different kinds of job stress prevailing in an employee's everyday life like workload, job security, autonomy, role conflicts, low salaries etc. In the present paper, the major factors considered are workload, job security, and shift work related to Aavin Company. The paper investigates the impact of job stress related factors, viz. workload, job security, and shift work on employees' job performance. An attempt was made to bring out the job stress mitigating strategies that can be followed by employees and the employers to overcome their job stress and to improve their performance. The management can take necessary steps to control the job stress levels of employees to increase their job performance. They may provide counselling, meditation programme, incentives etc. which improve the performance of the employees in the long run.*

Keywords: *Job Stress, Job Performance, Workload, Job Security, Shift Work*

INTRODUCTION

Job stress is an outcome or response to certain stimuli in the environment. Nowadays, job stress has become more apparent and leads to low morale of employees. The causes for job stress can be attributed to technological changes, competitive life styles and various other social factors. Job stress is a double-edged sword, it can be both productive and counter-productive. It can be productive when it helps or motivates people to work more and perform well. It will allow them to explore opportunities and leads to enhanced job productivity. It can be counter-productive when external factors create more pressure to work but doesn't lead to concrete outcome. Job stress is prevailing in every employee's day-to-day life and it impacts their job performance. The job stress can occur due to several factors like overwork, workload, low salaries, lack of incentives, motivation at work, recognition etc. Mäki *et al*. (2008) in their study titled "Work stress and new onset migraine in a female employee population" analysed the outcome of stress on health issues. They posited that female employees encountered a new migraine as a result of more stress at job. They incorporated job strain model and effort reward imbalance model, and

found around 19469 female employees with no history of migraine at study entry, to have encountered migrane. The proportion of new migraine cases was attributed to high effort-reward imbalance.

Major job stress factors affecting job performance are:

- Workload
- Job security
- Autonomy
- Role conflicts
- Shift work
- Low salaries
- Technology change
- Low morale
- Lack of recognition

These are some of the factors affecting employees' job performance. Here, the major three factors considered are workload, job security, and shift work.

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* Assistant Professor, DMSR, Coimbatore Institute of Management and Technology, Tamil Nadu, India.
  Email: mathushiva@gmail.com

Workload

Workload is one of the major factors which affect the employees' productivity and efficiency. Job stress caused by high workload has become common in today's scenario. Workload can be a result of certain constraints like time pressure, shortage of adequate and timely help, inadequate resources to accomplish a task, inefficient co-workers, role conflicts etc. The effect of huge workload will translate into lower performance levels and in turn contribute to low morale and high employee turnover in organisations. Over the past, many research studies have analysed the gender differences towards combating stress as an outcome of various organisational stressors. For instance, Dar, Akmal, Naseem, and din Khan (2011) in their study titled "Impact of stress on employee's job performance in business sector of Pakistan" analysed the effect of stress on job performance. Data was collected from 143 employees belonging to various multinational companies, universities, and banks. The findings showed that job stress brings about subjective effects such as feeling undervalued and workplace victimisation/ bullying, unclear role/ errands, work home interface, fear of joblessness, exposure to traumatic incidents at work, and economic instability among target population, resulting in poor concentration, mental block and poor decision-making skills. The results revealed a negative relationship between job stress and employees' job performance and that job stress significantly reduces the employees' job performance. Furthermore, the study explores the employees' job performance with demographic variables, resulting that male employees are highly stressed vis-à-vis their female counterparts. Likewise, Collins (2008) highlighted that healthy or unhealthy coping strategies have gender difference and the importance of support in various forms within the work setting, whereas mutual group support accompanied by individual differences are linked to good self-esteem, personal hardiness and resilience.

Job Security

Nowadays, job security is a major factor which yields to high employee turnover in companies around the world. Most of the companies fail to recognise the immense potential of skilled manpower. On the other hand, those companies which value their employees as assets will gauge their impending requirements by way of provision of pension, motivating to grow in their career and also fostering a conducive environment for career growth. One of the prime responsibility of companies is to motivate their employees and retain them in the longer run. Viljoen, and Rothmann (2009) investigated the relationship between occupational stress, ill health, and organisational commitment. The study results postulated significant health complications and low organisational commitment as a result of organisational stressors. Moreover, stress about job security was a major contributor to both physical and psychological ill health.

Shift Work

Job stress is a result of shift and night work in most of the companies of varied domains especially IT, IT-enabled services, manufacturing etc. In the backdrop of globalisation, increased competition and new technological developments, the working time of people in many organisations has changed. It is quite inconvenient for the workers to adjust to the different shift timings on a periodical basis. The effect of adapting to shift timings could take a toll on health and create physiological and psychological distress. It is high time companies realise the need to extend support to the shift workers by proper interventions. Sang, Dainty, and Ison (2007) explored in their study titled "Gender: a risk factor for occupational stress in the architectural profession" about gender differences in occupational health and well-being. The results of this study revealed female respondents to have a significantly lower job satisfaction which translated into difficult work-life conflict, turnover intentions and health issues. Kazmi, Amjad, and Khan (2008) found a negative relationship between job stress and job performance. Male employees were found to be more affected than their female counter parts. Job stress can be a game changer in certain times and also be a destructive weapon leading to more physical and mental health problems like heart diseases, obesity, headaches, depression, premature death etc. Organisations which do not address the rising job stress levels in their employees will see more employee turnover and depreciated productivity. Thus, it is better to plumb into the depths of job stress related causes and try to mitigate it at the earliest both for the welfare of the organisation and the employees.

LITERATURE REVIEW

Job stress has a profound impact on the performance and productivity of the employees. It affects the health of the employees in a drastic way (Mimura & Griffiths, 2003). Rana and Munir (2011) analysed the relationship between work stressors like role ambiguity, workload pressure, home-work interface, performance pressure, relationship with others, role conflicts, and job performance with motivation as a mediator. The study revealed "role conflict" and "role ambiguity" to have a positive correlation with stressors. However, there was a negative relationship between other stressors and job performance. Nagesh and Murthy (2008) in their study titled "Stress management at IT call centres" (2008) analysed five factors that contributed to workplace stress like job demands, control over work, co-operation

received from colleagues and management, role clarity, and organisational change. They had suggested measures in the form of training to facilitate organisations and individuals to manage stress at workplaces. Warraich, Ahmed, Nawaz, and Khoso (2014) found that workload, role conflict, and inadequate monitory reward as the prime reasons of causing job stress in employees that leads to reduced employee efficiency.

Robertson, Cooper, Williams and Williams (1990) analysed the sources of stress in relation to job satisfaction and well-being of employees. They found occupational stress inducers (OSI) to have a negative correlation to employee job satisfaction. Likewise, Shah *et al.* (2012) in their study explored the impact of stress on employee job performance among teaching faculty and found a negative relationship between organisational structure and employee efficiency, whereas rewards were found to be positively correlated to employee efficiency as expected. Ahmed and Ramzan (2013) too found a negative correlation between stress and job performance i.e. as the stress increases the job performance goes down and vice-a-versa. Michie and Williams (2003) analysed personality factors which portrayed more inclination towards job stress, anxiety, and other occupational health outcomes in different areas of medicine, and these factors eventually contributed to feelings of job dissatisfaction and job stress.

Seibt, Spitzer, Blank, and Scheuch (2009) stated that job stress is always present among employees, however it can be reduced by improving the working conditions and quality of benefits in the companies. Meneze (2005) advocated that rising job stress has become a challenge for the employers and higher level of job stress results in low productivity, increased absenteeism and collection to other employee problems like alcoholism, drug abuse, hypertension and host of cardiovascular problems.

Garg (2010) postulated that job or occupational job stress is an outcome of mismatch between the individual capabilities and organisational demands.

STATEMENT OF THE PROBLEM

Job stress in an organisation has a profound impact on performance of employees and has extensive practical and economic consequences. Various studies have examined the relationship between job stress and job performance. There are various job stressors in the workplace like workload, job security, role conflicts, autonomy, shift work, low salaries, technological changes etc. There is an impending need to analyse the major and most common factors related to job stress like workload stress, job security stress, and shift work stress and analyse how it affects the employees' job performance. Organisations have been facing high employee turnover as an outcome of delayed control of these stressors affecting organisational productivity in profound way.

OBJECTIVES

1. To determine the effect of demographics on employees' workload, job security and shift work.
2. To analyse the relationship between the factors contributing to job stress and examine its impact on job performance.

CONCEPTUAL FRAMEWORK

In light of wide exploration of similar research work, the conceptual framework has been designed. Moreover, the past studies analysed the relationship between stressors like workload, role conflict, work-life balance, relationship between peers, job security, time pressure etc. and job performance, with motivation as a mediating factor. This study focuses on analysing the impact of most common stressors - workload, job security, and shift work on job performance. In order to achieve the research objectives, the study tests the conceptual model presented in Fig. 1.
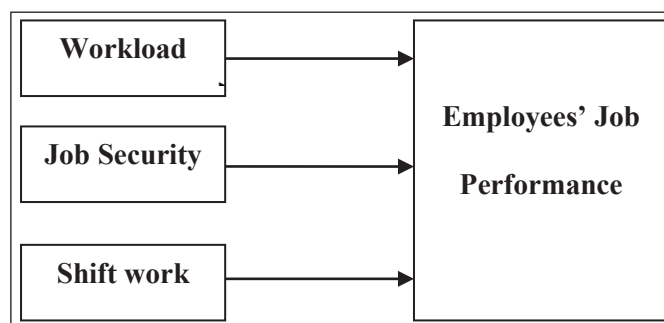

Fig. 1: Conceptual Model

HYPOTHESES

Based on the objectives, the following hypotheses were put forth.

1. There is no significant difference in the selected constructs with respect to demographics.
2. There is no significant interrelationship between factors of the study constructs.

COMPANY PROFILE

Name of the company: Aavin, Coimbatore

Aavin is the trademark of Tamil Nadu Co-operative Milk Producers' Federation Limited, a Tamil Nadu-based milk producer's union. Aavin procures milk, processes it and sells milk and milk products to consumers. It is owned by the Government of Tamil Nadu. In the year 1958, the Dairy Development Department was established in Tamil Nadu to oversee and regulate milk production and commercial distribution in the state. The Department took over control of

the milk cooperatives. Later in the year 1981, it was replaced by the Tamil Nadu Cooperative Milk Producers Federation Limited. On February 1, 1981, the commercial activities of the cooperative were handed over to Tamil Nadu Co-operative Milk Producers' Federation Limited which sold milk and milk products under the trademark "Aavin". Tamil Nadu is one of the leading states in India in milk production with about 14.5 million litres per day.

RESEARCH METHODOLOGY

The study was based on quantitative approach. The population of the study was the employees of Aavin, Coimbatore. Descriptive research design is used and a sample of 100 respondents selected using simple random sampling. The data used in this study is primary data and it was collected with the help of a structured questionnaire. Different types of statistical tools were used such as percentage analysis, T-test, Chi-square, correlation and regression. Analysis was carried out with the help of SPSS version 21.

Measures

Job performance is the dependant variable in this study and it was measured using three dimensions - workload, job security, and shift work. Workload was measured by the parameters like shortage of help at work, inefficiency of co-workers, limited time for completing the work, multiple responsibilities. Likewise, job security was measured by the parameters such as fear of being laid off, low wage, lack of motivation for career growth, poor pension. Shift work was measured by parameters like chronic effects on mental health, uncomfortableness compared to other shift workers, work-life balance and social disruptions. All these parameters were measured on a 5-point Likert scale ranging between "never" to "constantly".

RESULTS AND DISCUSSION

Demographic Analysis

Table 1: Percentage of Demographic Factors

Category		Frequency	Percentage
Gender	Male	65	65
	Female	35	35
Age Group (in years)	Below 25yrs	14	14
	26-35yrs	33	33
	36-45yrs	29	29
	Above 45yrs	24	24
Marital Status	Single	20	20
	Married	80	80
Educational Qualification	No Formal Education	8	8
	SSLC	26	26
	HSC	15	15
	Diploma	17	17
	Graduate	34	34
Designation	Workers	43	43
	Staff	37	37
	Executive	18	18
Monthly Income (in Rs.)	Below 10000	20	20
	10001-15000	29	29
	15001-25000	25	25
	Above 25000	26	26

Table 1 depicts that 65% of the respondents were male and 35% are female. From the age wise distribution, it can be inferred that 14% were in the age group of below 25years, 33% in the age group of 26-35years, 29% are in the age group of 36-45years, and 24% in the age group of above 45years. It is also inferred that 20% of the respondents are single and 80% of the respondents are married. It is interpreted that 8% of the respondents didn't have formal education, 26% of the respondents have completed SSLC, 15% of the respondents have studied HSC, 17% of respondent were diploma holders, and about 34% were graduates. Further, it is also inferred that 43% of the respondents were workers, 37% were staffs and 18% were executives. In the category of monthly income of the respondents, it was inferred that 20% were in the category of below Rs.10,000, 29% in the category of Rs.10,001-15,000, 25% in the Rs.15,001- 25,000, and 26 % were in the category of above Rs.25,000.

T-test - Demographics vs Selected Constructs

The mean values of selected constructs across gender and marital status are compared using T-test in order to find out whether these constructs differ significantly with gender.

Gender vs Selected Constructs - T-test Analysis

Hypothesis 1a: There is no significant difference in mean values of the selected constructs with respect to gender.

Table 2: Gender vs Selected Constructs - T test Results

Constructs	Gender				t value	P value
	Male		Female			
	Mean	SD	Mean	SD		
Workload	3.14	.704	2.89	.758	1.44	0.705
Job Security	2.71	.931	2.23	.731	4.612	0.034*
Shift work	2.68	1.324	2.31	.963	10.479	0.002*

*Note: significant at 5% level

From Table 2, it can be interpreted that the constructs such as job security and shift work have reported t-value that are significant at 5% level. Therefore, hypothesis 1a is rejected which implies that there is significant difference in mean values of the above-mentioned constructs with respect to gender.

Marital Status vs Selected Constructs - T-test Analysis

Hypothesis 1b: There is no significant difference in mean values of the selected constructs with respect to marital status.

Table 3: Marital Status vs Selected Constructs - T - Test Results

Constructs	Marital Status				t value	P value
	Single		Married			
	Mean	SD	Mean	SD		
Workload	2.50	.688	3.19	.677	.299	0.586
Job Security	2.30	.657	2.60	.936	6.209	0.014*
Shift work	2.70	1.302	2.51	1.201	.524	0.471

*Note: significant at 5% level

From Table 3, it can be interpreted that the construct, job security has reported t-value that is significant at 5% level. Therefore, hypothesis 1b is rejected which implies that there is significant difference in mean values of the above-mentioned construct with respect to marital status.

ANOVA Analysis

Age Group vs Selected Constructs - ANOVA Analysis

Hypothesis 1c: There is no significant difference in mean values of selected constructs with respect to age group.

Table 4: Age Group vs Selected Constructs - ANOVA Results

Constructs	Age Groups (in years)				F value	P value
	Below 25 Mean (SD)	26-35 Mean (SD)	36-45 Mean (SD)	Above 45 Mean (SD)		
Workload	2.29 (.726)	3.09 (.579)	3.28 (.702)	3.17 (.702)	7.522	0.000**
Job Security	2.43 (.756)	2.30 (.810)	2.97 (.944)	2.42 (.881)	3.435	0.020*
Shift Work	2.57 (1.222)	2.55 (1.201)	2.66 (1.173)	2.42 (1.349)	0.165	0.919

* denotes significant at 5% level
**denotes significant at 1% level

From Table 4, it can be interpreted that the constructs such as workload and job security have reported F values that are significant at 5% level. Therefore, hypothesis 1c is rejected which implies that there is significant difference in mean values of the above-mentioned constructs with respect to age group. Further, it can be understood that age group from 36 yrs to 45 yrs have rated workload and job security higher than other age groups. Therefore, 36 to 45 yrs age group respondents are more concerned about workload and job security as stressors.

With respect to the construct, shift work, hypothesis 1c is accepted which implies that there is no significant difference in mean values of the constructs with respect to age group.

Educational Qualifications Vs Selected Constructs - ANOVA Analysis

Hypothesis 1d: There is no significant difference in mean values of selected constructs with respect to educational qualifications.

From Table 5, it can be interpreted that the constructs such as workload, job security, and shift work have reported F values that are significant at 1% level. Therefore, hypothesis 1d is rejected which implies that there is significant difference in mean values of above mentioned constructs with respect to educational qualifications.

Table 5: Educational Qualifications vs Selected Constructs - ANOVA Results

Constructs	Educational Qualifications					F value	P value
	No Formal Education Mean (SD)	SSLC Mean (SD)	HSC Mean (SD)	Diploma Mean (SD)	Graduate Mean (SD)		
Workload	3.50 (.535)	2.62 (.752)	3.33 (.488)	2.88 (.781)	3.24 (.654)	5.317	0.001**
Job Security	4.00 (.756)	2.77 (.710)	3.20 (.676)	2.24 (.664)	1.88 (.478)	26.044	0.000**
Shift Work	3.50 (.535)	2.62 (1.023)	3.33 (1.175)	2.76 (1.480)	1.82 (.936)	7.512	0.000**

** denotes significant at 1% level

Designation vs Selected Constructs - ANOVA Analysis

Hypothesis 1e: There is no significant difference in mean values of selected constructs with respect to designation.

Table 6: Designation Vs Selected Constructs - ANOVA Results

Constructs	Occupation			F Value	P value
	Workers Mean (SD)	Staff Mean (SD)	Executive Mean (SD)		
Workload	2.88 (.731)	3.05 (.705)	3.33 (.686)	2.941	0.037*
Job Security	3.02 (.886)	2.32 (.747)	1.89 (.583)	10.860	0.000**
Shift Work	3.67 (1.009)	2.14 (1.206)	2.33 (1.283)	6.143	0.001**

* denotes significant at 5% level

** denotes significant at 1% level

From Table 6, it can be interpreted that the constructs such as workload, job security, and shift work have reported F values that are significant at 5% level. Therefore, hypothesis 1e is rejected which implies that there is significant difference in mean values of above mentioned constructs with respect to designation. Further, it can be understood that worker respondents have rated job security and shift work higher than workload, at the same time, executives and staff respondents have rated high for workload.

Monthly Income vs Selected Constructs - ANOVA Analysis

Hypothesis 1f: There is no significant difference in mean values of selected constructs with respect to monthly income.

Table 7: Monthly Income vs Selected Constructs - ANOVA Results

Constructs	Monthly Income(Rs)				F Value	P Value
	Below 10,000 Mean (SD)	10,001-15,000 Mean (SD)	15,001-25,000 Mean (SD)	Above 25000 Mean (SD)		
Workload	2.70 (.801)	3.10 (.489)	3.16 (.800)	3.15 (.784)	2.009	0.118
Job Security	3.10 (.852)	2.69 (.660)	2.48 (1.046)	2.00 (.693)	7.269	0.000**
Shift Work	3.00 (.918)	3.17 (1.002)	2.20 (1.225)	1.85 (1.190)	8.650	0.000**

** denotes significant at 1% level

From Table 7, it can be interpreted that the constructs such as job security and shift work have reported F values that are significant at 1% level. Therefore, hypothesis 1f is rejected which implies that there is significant difference in mean values of the above-mentioned constructs with respect to monthly income.

With respect to the construct, workload, hypothesis 1f is accepted which implies that there is no significant difference in mean values of the constructs with respect to monthly income.

Interrelationship between Factors Influencing Job Performance - Correlation Analysis

Hypothesis 2: There is no significant interrelationship between factors influencing Job Performance.

Table 8: Interrelationship between Factors influencing Job Performance - Correlation Analysis

Factors	Job Performance	Workload	Job Security	Shift work
Job Performance	1	.447**	.400**	.493**
Workload	-	1	.113	.151
Job Security	-	-	1	.393**
Shift work	-	-	-	1

** Correlation is significant at the 0.01 level (2-tailed)

From Table 8, it could be interpreted that there exists a statistically significant and moderate positive relationship between workload and job performance (r = 0.447). Likewise, there exists a statistically significant and moderate positive relationship between job security and job performance (r = 0.400). Further, there exists a statistically significant and moderate positive relationship between shift work and job performance (r = 0.493).

Regression Analysis - Impact of Selected Constructs on Job Performance

Regression is the determination of statistical relationship between two or more variables. In simple regression two variables are used. One variable (independent) is the cause of the behaviour of another one (dependent).

Table 9: Impact of Selected Constructs on Job Performance - Regression Analysis

Variables	Unstandardised co-efficient	SE of B	Standardised co-efficient	t value	P value
Constant	0.635	.260		2.438	0.017*
X_1	0.344	.073	.369	4.708	0.000**
X_2	0.168	.064	.221	2.619	0.010*
X_3	0.196	.047	.351	4.148	0.000**

**Note: significant at 1% level

*Note: significant at 5% level   Multiple R value: 0.653

R Square value: 0.426   F value: 23.780

P value : <0.001**

Based on standardised coefficient, workload (0.369) is the most important factor to extract job performance score, followed by job security (0.221) and finally by shift work (0.351). The impact of workload is very high on job performance while compared to job security and shift work.

FINDINGS

There is a significant difference between age, education, designation, and monthly income and stress related factors like workload, job security, and shift work. Male respondents are more concerned about job security and shift work while married respondents are more concerned about job security. In case of shift work, there was no significant difference among the respondents of age groups. In case of workload, there was no significant difference among the respondents of monthly income. There is a significant interrelationship between the selected constructs such as workload, job security, and shift work. The selected constructs are positively correlated to each other and have a greater impact on employees' job performance.

SUGGESTIONS

The findings from the research suggest the following recommendations.

The workload of employees in the organisation can be reduced and management can take efforts to delegate the work efficiently. Employees can be allocated alternate shift timings which may lead to a healthy work-life balance. A job stress audit can be initiated at periodic basis in order to ascertain the job stress area and mitigate the same. Seminars and workshops for a holistic work-life balance can be organised by the company.

IMPLICATIONS FOR FUTURE RESEARCH

A larger population can be studied to analyse the impact of job stress on employees' job performance. Various other parameters such as role conflicts, autonomy, low salaries, technological change etc. can be explored which can focus on the job stress-free management of work-life balance and remedies for job stress mitigation.

CONCLUSION

The research paper focused on the impact of job stress on employees' job performance. Among the major factors considered in this study, workload impacts job performance in more significant way. On the whole, it could be clearly seen that job stress has a significant impact on employees' job performance. The result of the study reveals that both male and female employees are experiencing job stress in their work place. Majority of the employees in all the age groups opine that job stress affects their performance. An organisation has to try to mitigate and sort out ways to help employees overcome job stress. It must recognise their potential as an asset to the organisation. It is the utmost responsibility of the management to create a conducive organisational climate to work stress-free on a day-to-day basis. The management can take proper steps to control the job stress levels of employees leading to high morale and productivity among them. As a measure of job stress mitigation, counselling, meditation programmes, and more incentives can be provided which will improve the performance of the employees.

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ANNEXURE

Personal Profile:

a. Name   :

b. Gender   : ☐ Male   ☐ Female

c. Age   : ☐ Below 25yrs   ☐ 26yrs-35yrs
                                            ☐ 36yrs-45yrs   ☐ Above 45yrs

d. Marital Status   : ☐ Single   ☐ Married

e. Designation   : ☐ Workers Staff   ☐ Executive

f. Income   : ☐ Below 10000   ☐ 10001-15000
                                            ☐ 15001-25000   ☐ Above 25000

g. Educational Qualification : ☐ No formal Education   ☐ SSLC
                                            ☐ HSC   ☐ Diploma   ☐ Graduate

Survey Questions:

Kindly state your opinion regarding the following statements under various factors given below:

Scale: 1- Never   2- Rarely   3- Occasionally 4- Usually   5-Constantly

S. No.	Statement	5	4	3	2	1
	Workload Stress:					
1	Shortage of help at work					
2	Co-workers are inefficient					
3	High levels of time pressure					
4	Responsible for too many people / projects					
	Job Security Stress:					
5	Fear of being laid off / fired					
6	Concerned about low wages					
7	Worry about poor pension					
8	Need 'PULL' to get ahead					
	Shift Work Stress:					
9	Feel chronic effects on mental health					
10	Shift work affects the family life					
11	Shift works leads to social & domestic disruptions					
12	Feel uncomfortable while comparing other shift workers					
	Job Performance:					
13	Does work overload affect your job performance?					
14	Lack of training affects the job performance					
15	Is your job performance decreases due to shift works?					
16	Does job insecurity affect your job performance?					