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Influence of job stress on work performance: Evidence from Block Development and Panchayats Officers (BDPOs)

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Abstract: *The purpose of this study is to examine the influence of dimensions of job stress on work performance. We used a structure questionnaire to collect the responses of block deployment and panchayats officers (BDPOs). In addition, we use multiple-regression methodology to detect the relationship between job stress and work performance. Using a sample of 480 respondents, our findings reveal that workload-related stress, job-related stress, conflict with peers related stress, ambiguity-related stress, individual-related stress, organization-related stress and decision making stress are significant predictors of work performance. Furthermore, workload-related stress, job-related stress, conflict with peers related stress, ambiguity-related stress, individual-related stress, organization-related stress and decision making stress are responsible for weak work performance. In the modern era, employers need to provide a health and stress-free work environment to employees. A stress-free environment could help to increase work performance.*

Keywords: *Job Stress, Work Performance, BDPOs.*

I. INTRODUCTION

Today's society has made stress a global phenomenon that manifests itself in different ways at every place of employment. In the modern workplace, employees typically put in longer hours because of the increased responsibility levels that force them to work harder to achieve rising standards of work performance. People must deal with stress in practically every part of their lives because it is a common component of all types of work. Over the years, stress has been described in a variety of ways. According to Robbins and Sanghi (2006), "A dynamic condition in which an individual is confronted with an opportunity, constraints, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important".

An employee spends almost one-third of his or her life at work, and occasionally, the stress of the job is really high. Over the past ten years, the nature of the job has undergone significant changes, and those changes are still happening quickly. Nearly all professions, from senior levels to those directly involved in manufacturing, are now affected by workplace stress. The effects of occupational stress ultimately have an impact on both mental and physical health. Over the years, stress has been described in a variety of ways. Any human who encounters an opportunity or demand that is connected to their desires and for which the outcome is seen to be both unclear and significant is said to be in this position. Numerous research projects, including surveys, have been carried out by academics around the globe to recommend better ways to handle stress. Among the potential causes of occupational stress are: interpersonal factors, role and task demands, organisational structure, leadership philosophies,

organisational work cultures, etc. When employees experience an unsupportive work environment or hear personal remarks from coworkers, interpersonal causes at work are to blame.

Over the past few decades, the nature of employment has altered significantly in numerous industries. Today's firms view employee job satisfaction and job stress as two crucial workplace challenges. According to recent studies, 50–60% of all missed workdays are attributed to occupational stress. When there is a mismatch between the demands of the job and the employees' abilities, resources, or needs, it is thought that workers will experience detrimental physical and emotional reactions that are referred to as work-related stress. The majority of researchers concur that stress at work can be influenced by workplace circumstances. Hazards that are physical and psychosocial are separated among these elements. Therefore, in this article, we attempt to examine the influence of job stress on work performance using the sample of Block Development and Panchayats Officers (BDPOs) in the state of Haryana. The rest of the article is organized as follows. Section 2 and Section 3 deal with review of literature and research methodology, respectively. Section 4 shows the result of study. Section 5 concludes the findings.

II. LITERATURE REVIEW

Workers report a moderate amount of stress, according to Sundaram and Kumaran (2012), Ojwang (2012), and Tashi (2014). Vokiü and Bogdaniü (2008) and Dewa et al. (2011) claimed that middle managers were more likely than low-level managers to experience severe job stress. However, Thanh (2014) asserted that workers with comparatively lower occupational status are more likely to experience work-related stress. Numerous studies have shown that workplace stress has a detrimental impact on employee performance when taking into account a variety of elements like incentives, time constraints, organisational change, and workload. Ahmed and Ramzan (2013) provided evidence of a negative relationship between workplace stress and worker performance as a result of workload and time restraints, which supports this. According to a study by Noor et al. (2020), stress brought on by workload has a stronger link with job performance than stress brought on by time constraints and skill discretion. The study discovered that employees had less stress when they were given sufficient work, a deadline to meet, and the appropriate combination of skills to complete the assignment. Levin (2013) also pointed out that feeling overwhelmed and burnout are two of the most typical signs of stress. He also stressed that since such feelings frequently come with emotional and physical tiredness that businesses, who implement stress policies and procedures, should assist employees in managing their stress if it affects their performance. Because it lowers motivation and performance, job stress can have unfavourable effects on both the person and the business (Montgomery, Blodgett, and Bames, 1996). There is always stress in a company. It exists as a result of workplace complexity. Significant effects of stress on employees' effectiveness at work (Anderson, 2003). Rose (2003) asserts that time plays a significant influence in the development of high levels of stress and that longer workdays reduce employees' motivation to perform at their highest level. While trying their best, employees struggle at work due to excessive workloads and long hours (Ahmed and Ramzan, 2013).

III. METHODS

Our research is based on original information gathered through suvery. The target population must be determined before collecting data from responders. Block Development and Panchayats Officers (BDPOs), who were recruited in the state of Haryana, were hence the article's intended audience. These people are the ideal target group for research on job stress in Haryana's government sector. A sample size of between 100 and 200 observations is sufficient, according to MacCallum et al. (1999), "assuming communalities are large, variables are well established, and convergence to a good solution is attained". Therefore, the BDPOs who reside in the state of Haryana's border are included in this study. More than 600 questionnaires were issued to Block Development and Panchayat Officers (BDPOs) within Haryana's border in order to gather the data. Respondents returned 428 surveys. According to a five point Likert scale, from strongly disagree to strongly agree, all responses to each item were recorded. We used multivariate analysis to investigate the influence of job stress on work performance of Block Development and Panchayats Officers in this paper (BDPOs).

IV. EMPIRICAL RESULTS

4.1 Demographic profile of respondents

Table 1 shows the gender of Block Development and Panchayat Officers (BDPOs). Our results provide that 88.32% of respondents were male followed by 11.68% of respondents were female. Therefore, our results reveal that majority of respondents were male.

Table 1: Gender of BDPOs

Variables	Category	Frequency	Percent
Gender	Male	378	88.32
	Female	50	11.68
	Total	428	100

Source: The survey.

Table 2 shows the age of Block Development and Panchayat Officers (BDPOs). Our results reveal that 18.69% of respondents are below the 35 years while 36.21% of respondents belongs to 35-45 years age group. In addition, Table 2 shows that 29.44% of respondents belongs to 45-55 years age group while rest of 15.65% of respondents were more than 50 years old.

Table 2: Age of BDPOs

Variables	Category	Frequency	Percent
Age	<35	80	18.69
	35-45	155	36.21
	45-55	126	29.44
	>50	67	15.65
	Total	428	100.00

Source: The survey.

4.2 Job stress and work performance

Table 3 shows the model summary for regression model. The value of R-Square and Adjusted R-Square was found 0.253 and 0.240, respectively. The adjusted R-Square value was found 0.240 which indicate that independent variables are responsible for 24% variance in dependent variable.

Table 3: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.503 ^a	.253	.240	.56735
a. Predictors: (Constant), WRS, JRS, CRS, ARS, IRS, ORS, DRS				
b. Dependent Variable: WP				

Notes: WRS=Workload-related stress; JRS=Job-related stress; CRS=Conflict with peers related stress; ARS=Ambiguity-related stress; IRS=Individual-related stress ORS=Organization-related stress, DRS=Decision-making-related stress; WP=work performance.

Table 4 shows the value of ANOVA which is used for fitness of regression model. Further, F-value is 20.304 which is significant at 5% level of significance for regression model.

Table 4: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.749	7	6.536	20.304	.000 ^b
	Residual	135.191	420	.322		
	Total	180.940	427			
a. Dependent Variable: WP						
b. Predictors: (Constant), WRS, JRS, CRS, ARS, IRS, ORS, DRS.						

Table 5 reveals the outcomes of regression model. We found constant coefficient positive and significant ($\beta=6.662$, $p<0.05$), implied the value of dependent variable will be positive in absence of other independent variables. Then, the coefficient of job-related stress (JRS) is negative and significant ($\beta=-0.076$, $p<0.10$), indicates that one unit increase in Job-related stress (JRS) cause -0.076 unit decrease in work performance. Moreover, the coefficient of organization-related stress (ORS) is negative and significant ($\beta=-0.086$, $p<0.05$), indicates that one unit increase in Organization-related stress (ORS) cause -0.086 unit decrease in work performance. Furthermore, the coefficient of individual-related stress (IRS) is negative and significant ($\beta=-0.089$, $p<0.05$), indicates that one unit increase in individual-related stress (IRS) cause -0.089 unit decrease in work performance. In addition, the coefficient of ambiguity-related stress (ARS) is negative and significant ($\beta-0.356$, $p<0.01$), indicates that one unit increase in ambiguity-related stress (ARS) cause -0.356 unit decrease in work performance. Then, the coefficient of Conflict-related stress (CRS) is negative and significant ($\beta-0.059$, $p<0.01$), indicates that one unit increase in Conflict-related stress (CRS) cause -0.059 unit decrease in work performance. Moreover, the coefficient of decision-making-related stress (DRS) is negative and significant ($\beta-0.092$, $p<0.10$), indicates that one unit increase in decision-making-related stress (DRS) cause -0.092 unit decrease in work performance. In addition, the coefficient of workload-related stress (WRS) is negative and significant ($\beta-0.060$, $p<0.05$), indicates that one unit increase in workload-related stress (WRS) cause -0.060 unit decrease in work performance.

Table 5: Coefficients^a

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.662	.353		18.849	.000
JRS	-.076	.043	-.080	-1.758	.079
ORS	-.086	.034	-.111	-2.514	.012
IRS	-.089	.031	-.128	-2.853	.005
ARS	-.356	.035	-.436	-10.112	.000
CRS	-.059	.036	-.075	-1.660	.098
DRS	-.092	.048	-.088	-1.905	.057
WRS	-.060	.029	-.087	-2.060	.040

Notes: Dependent Variable: WP=work performance. WRS=Workload-related stress; JRS=Job-related stress; CRS=Conflict with peers related stress; ARS=Ambiguity-related stress; IRS=Individual-related stress ORS=Organization-related stress, DRS=Decision-making-related stress;

V. CONCLUSION

The purpose of this study is examine the influence of dimensions of job stress on work performance. Using the sample of 480 respondents, our findings reveal that workload-related stress, job-related stress, conflict with peers related stress, ambiguity-related stress, individual-related stress, organization-related stress and decision making stress are significant predictors of work performance. Furthermore, workload-related stress, job-related stress, conflict with peers related stress, ambiguity-related stress, individual-related stress, organization-related stress and decision making stress are responsible for weak work performance. Our findings provide relevant implications for policy makers and stakeholders. In modern era, employers needs to provide health and stress free work environment to employees. The stress free environment could help to increase the work performance.

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Personal Profile

Name (Optional).....

1. Age group:

Less than 35 years..... 35 to 45 years..... 45 to 55 years.....
Above 55 years.....

2. Gender:

Male.... Female.....

JOB STRESS [Srivastav and Singh (1981)]

Following are the statements which show the level of stress related to your job. Please specify your opinion based on your experience in the current job using a five-point scale where,

One (1) is strongly disagree (SD), two(2) is disagree (D), three (3) is neutral (N), four (4) is agree (A) and five (5) is strongly agree (SA).

S.N.	Job Stress parameters	SA	A	N	D	SD
1	I have to do a lot of work in this job					
2	My assignments are of monotonous nature					
3	I get less salary in comparison to the quantum of my labour / work					
4	Some of my assignments are quite risky and complicated					
5	I often feel that this job has made my life cumbersome					
6	It becomes difficult to implement all of a sudden, the new dealing procedures and policies in place of those already in practice					
7	I am not getting ample opportunity to develop my aptitude and proficiency properly					
8	I do my work under tense circumstances					
9	Working conditions are not satisfactory here from the point of view of our welfare and convenience					

10	Employees attach due importance to the official instructions and formal working procedures					
11	I bear the great responsibility for the progress and prosperity of this organization					
12	My suggestions and co-operation are not sought in solving even those problems for which I am quite competent					
13	My colleagues do not co-operate with me voluntarily in solving administrative and industrial problems					
14	Sometimes it becomes complicated problem for me to make adjustment between political / group pressures and formal rules and instructions					
15	My decisions and instructions concerning distribution of assignments among employees are not properly followed					
16	My higher authorities do not give due significance to my post and work					
17	I have to work with persons whom I like					
18	Higher authorities do not care for my self-respect					
19	Officials interfere with my jurisdiction and working methods					
20	My different officers often give contradictory instructions regarding my work					
21	The available information relating to my job-role and its outcomes are vague and insufficient					
22	The objectives of my work-role are not clear and adequately planned					
23	I am unable to perform my duties smoothly owing to uncertainty and ambiguity of the scope of my jurisdiction and authorities					
24	I am not provided with clear instructions and sufficient facilities regarding the new assignments trusted to me					
25	It is not clear that what type of work and behavior my higher authorities and colleagues expect from me					
26	I have to do some work unwillingly owing to certain group / political pressures					
27	In order to maintain group-conformity sometimes I have to do produce more than the usual					
28	I am compelled to violate the formal and administrative procedures and policies owing to group / political pressure					
29	Some of my colleagues and subordinates try to defame and malign me as unsuccessful					
30	There is no sufficient mutual co-operation and team-spirit among the employees of this organization / department					
31	My suggestions are not heeded and implemented here					
32	My co-operation is not frequently sought in solving the administrative or industrial problems at higher level					
33	My suggestions regarding the training programmes of the employees are not given due significance					
34	My opinion is not sought in changing or modifying the working system, instruments and conditions					
35	My opinions are not sought in framing important policies of the organization/ department					
36	Our interests and opinion are not duly considered in making appointments for important posts					
37	I am seldom rewarded for my hard labor and efficient performance					
38	Owing to excessive workload I have to manage with insufficient number of employees and resources					
39	I have to dispose of my work hurriedly owing to excessive workload					
40	I am unable to carry out my assignment to my satisfaction on account of excessive load of work and lack of time					
41	The responsibility for the efficiency and productivity of many employees is thrust upon me					
42	I am responsible for the future of a number of employees					

Work Performance

Following statements shows your work performance. Kindly tick your response based on your experience with your current job using a five-point scale where one (1) is strongly disagree (SD), two(2) is disagree (D), three (3) is neutral (N), four (4) is agree (A) and five (5) is strongly agree (SA).

S.N.	Work Performance parameters	SA	A	N	D	SD
1	Achievement of target assigned					
2	Punctual in job and come at time					
3	Manage my work on time and in best way					
4	Finish my work on time					
5	Resolve work related problem on time					
6	Very rarely I take leave					
7	Always seek for higher efficiency					
8	Completely enthusiastic and confident in doing work					
9	Keen to learn innovative ways to do job					
10	Correct my mistakes and improve work outcome					
11	Fully dedicated and concentration					
12	Fully confident to perform my job					
13	Well preparation for next day at job					
14	Always willing to do extra work					
15	Never mind to work for extra hours					
16	I focus on work without time limits					
17	Complete work at home also					