ABSTRACT

It is evident from observations and through research that employees in every sector of economy are going through a great deal of job stress resulting in deteriorating employee performance, thus affecting the employees themselves, their families and the organizations. Especially Industrial sector is under a great deal of stress due to many antecedents of stress. Stress in organizations is a wide-spread phenomenon with far-reaching practical and economic consequences. Job stress can be defined as an employee's awareness or feeling of personal dysfunction as a result of perceived conditions or happenings in the workplace, and the employee’s psychological and physiological reactions caused by these uncomfortable, undesirable, or threats in the employee’s immediate workplace environment. The purpose of this study is to check the impact of this stress on the performance of the employees in textile sector. In carrying out the study, random sampling technique was used to select 150 employees of different companies from the textile sector. Relevant data was collected using structured questionnaire and descriptive and correlation analysis was conducted to check the relationship between stress and performance. The findings revealed that job stress does not impact employees’ job performance.

Keywords: job stress, job performance, textile sector

I. INTRODUCTION

Now-a-days stress has become an integral part of jobs in every sector. Competition is growing day by day thus increasing the levels of stress among employees. The financial crisis and recession of 2008 around the world further contributed in mounting higher levels of stress among employees. The organizations, to make themselves efficient in utilization of resources, have gone through entire restructuring, layoffs, downsizing, and mergers. This has resulted in unstable employee-employer relationship which has caused a great deal of stress among employees and research has shown that high levels of stress seriously affect employee’s job performance and commitment towards organization.

The word ‘Stress’ originally emerged in physics and then it was taken by psychology and life science. As in physics we talk about pressure, stress or forces, all these terms can be used interchangeably; however, they have different meanings. The term stress as used in physics and now in psychology basically means that human beings are inclined to resist the
external forces acting upon them like other physical objects and bodies [1]. Pressure has a positive connotation; it helps in improving performance [2]. Stress can be distinguished as positive and negative termed as ‘Eustress’ and ‘Distress’ respectively.

_Eustress_ is the form of stress that is positive and beneficial. We may feel challenged, but the sources of the stress are opportunities that are meaningful to us. Eustress helps provide us with energy and motivation to meet our responsibilities and achieve our goals.

_Distress_ is a continuous experience of feeling overwhelmed, oppressed, and behind in our responsibilities.

It is the all-encompassing sense of being imposed upon by difficulties with no light at the end of the tunnel.

The dependent variable of this study is employee job performance, a variable which is an extensively studied area of organizational psychology. Employee performance is “the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviors and outcomes” [3].

II. REVIEW OF LITERATURE

With so many reports of stress worldwide, it seems that everyone everywhere is under stress and depression. Worldwide the jobs are getting more and more demanding. Employees are being laid off due to financial and energy crisis and the competition is increasing day by day. Truly the modern era is known as the “age of anxiety and stress” [4]. Whatever the size of an organization is, either large or small, workplace stress exists due to the complexity of today’s organizations and this significantly reduces an employee’s performance at work. In UK the organizations are trying to deal with this situation [5]. There are many antecedents of stress; however, eleven of them are most commonly used by researchers. Which include Work Overload, Role Ambiguity, Role Conflict, Lack of Feedback, Employee Participation, Keeping up with quick technological change, Responsibility for people, Career Growth, Recent Episodic events and Organizational Structure and Design. However, generally in industrial sector and specifically in textile sector certain other stressors are more at work causing a lot of stress among employees.

Job Stress:

_A. Work Overload/ Pressures at Work_

Work that creates pressure when it exceeds an individual’s capacity level [6]. It is a situation where a person feels pressure on him, or when the demands of a situation are much larger that what one can handle; and if this situation continues for a long time without any pauses or breaks, then different physical, behavioral and mental problems may arise [7].

_B. Support at Work:_

Support from supervisors and colleagues helps to reduce stress at work place [8]. Without much support from the supervisors and peers, the workers feel alone and disheartened and their pace of work and performance retards.

_C. Role Ambiguity/ Job Clarity:_

Stress is created where the employee lacks information regarding his authorities, tasks to be performed, duties and powers [9].

_D. Long Work Hour:_

An employee’s desire for performing better diminishes when he is forced to sit for long hours and his level of stress increases with increase in the hours he work [10].

_E. Job Insecurity:_

Job Insecurity includes powerlessness and threats to one’s job [11]. Threat to one’s job
includes both qualitative and quantitative aspects where quantitative aspect means threat of losing one’s job while qualitative aspect is related to a reduction in one’s job features, for instance, promotions, increments and development in career path [12].

F. Role Conflict:
When a person is exposed to contradictory demands by his supervisor or his subordinate, the person feels stress [13].

G. Family:
Family and work life is mutually dependent and interconnected with each other as one area of life is affected by experiences in other area [14]. An employee has to experience stress if conflict arises between family and work life [15].

H. Control and Decision Latitude:
Level of participation in decision making and influential power of employee over job related decisions has effect on stress level at work place [16].

I. Physical Agents:
If employee’s job exposes him to breathe fumes, dust or other potentially harmful substances then these factors can create stress in employees. Stress has also been defined as a reaction to physical agents of working environment that also have impact on employee’s performance. Stress is a reaction of employee to environmental stimulus [17].

Link Between stress and Performance:
To measure job performance and job stress, four relationships has been suggested. When performance diminishes with stress, negative linear relationship is there. Positive linear relationship is also found, when stress causes better performance. If stress initially improves productivity, and then it diminishes when feelings of distress prevails on employee, then curvilinear or u-shaped relationship is found. Sometimes, no certain relationship is found between stress and performance. Stress positively affects up to tolerable level and when it exceeds this level, it has negative impact on employee performance [18].

III. OBJECTIVES
The main objective of this study is to investigate the impact of job stress over employees work performance. Due to numerous factors in today’s working conditions, the workers stresses out. This situation further worsens in the third world countries like Pakistan because the organizations fail to be socially responsible and fails to identify the importance of their human resources, or better to say their single most precious and unique asset, their shop floor level workers and knowledge workers. When organization tend to ignore the importance of their workers, they also ignore various principles of effectively managing these unique resources, thus causing their employees to feel a lot of stress and pressure which eventually affects their performance.

IV. THEORETICAL FRAMEWORK
In this section a theoretical framework for job stress behavior is developed based on the objectives and previous literature review in this area. A model can be developed consistent with previous theory that estimates the affects of level of stress on job performance. Two main constructs are included in the proposed research model below encompassing job stress and job performance. Their relationship is illustrated in figure 1 below. The definitions of these variables are as follows:

i. Job stress can be defined as when people interact with each other during their jobs, changes occur within the people who force them to deviate from their routine functioning [19].
ii. Job performance is an activity which enables a person to successfully complete his
tasks and duties, assigned to him, when an individual is subject to utilize the
available resources under normal constraints [20].

### Conceptual Framework

![Conceptual Framework Diagram]

- Long working hours
- Job Instability
- Pressures at work
- Support at work
- Control & decision latitude
- Work & Family life
- Physical agents
- Job clarity
- Job Stress
- Job Performance
- Work Behaviour
- Work Results
- Work Efficiency

Figure 1 A Schematic diagram of the conceptual framework

On the basis of above discussions, the hypothesis of this study is as follows:

**Hypothesis:** There is a negative relationship between work stress and job performance.

### V. METHODOLOGY

For the purpose of data collection, random sampling technique was used through which
150 samples were chosen from Textile Sector of Faisalabad. Data were collected from prominent companies of Faisalabad like Masood Textile Mills Ltd., Interloop Limited, Chenab Textile Mills Ltd., and Klash Pvt. 150 questionnaires, containing demographic information and questions related to stress and performance on a five point Likert Scale ranging from highly agree to highly disagree, were sent to the samples and data were collected through ‘Drop in and Collect’ method. The data was analyzed through SPSS v. 17. A descriptive and correlation analysis of the data was done.

### VI. FINDINGS

**Job Stress:**

**A. Job Clarity**

![Job Clarity Chart]

Job ambiguity causes stress, this one antecedent of stress is not evident from the analysis as 48% people agree that they are clear about their jobs and responsibilities.
B. Support at Work

Adequate support system is present in our organizations as 49.5% employees agree that they receive the required support when they are in difficult situation.

C. Pressure at Work

46.7% people highly agree that they feel pressurized due to heavy work load which causes stress among them.

D. Control and Decision Latitude

39% people agree that they have no control over the number and time of holidays that they would wish to have.

E. Physical Agents

55.2% people agree that they are exposed to physical dangers and the noise at work causes ringing in their ears afterwards which causes stress.
F. Job Insecurity

42.9% people agree and 13.3% highly agree that they feel insecure about their jobs.

G. Long Work Hours:

40% people highly agree while 25.7% agree that they have to work for long hours and at undesirable timings which is also a source of stress.

H. Family Life:

45.7% people highly agree that they don’t get much time to spend with their families due to long job hours and high work demands which create problems in their family lives.

Job Performance:

A. Work Result:

72.4% people think that they can work and record quickly and effectively which means that although they are stressed out due to certain factors, however, their job performance is not affected.
B. Work Efficiency:

61% agree that they are willing to pay additional efforts to reach their targets which again mean that the job stress is not affecting their job performance.

C. Work Behavior:

49.5% people agree that they are capable of being a good team member and they can get along with their colleagues easily. Once again it proves that the stress is not affecting the performance of employees.

Correlation Results:

The correlation table clearly shows that no significant relationship exist between job stress and employee performance. These results are unexpected and completely negate the hypothesis that job stress is negatively related to job performance. In fact, there are higher levels of stress in the textile sector, however, due to better conditions in certain areas, for instance, control over work and support at work, the employees are able to perform well and stress is unable to retard the performance of the employees.

VII. CONCLUSION

Strikingly, the results show that the stress levels among employees in textile sector of Faisalabad is high in certain areas like work overload and long work hours, affect on family life, pressure at work, job insecurity, and physical agents, however, this kind of stress is not affecting the performance of the employees. We can conclude that the there is no relationship between job stress and employee performance. In fact, Stress is normal to human existence. A totally stress free state is death. The science of stress management therefore is to keep stress to a stimulatory level that is healthy and manageable.

REFERENCES


### Correlations

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<th>Constant Time Pressure</th>
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<th>Following standard procedure</th>
<th>Team Work</th>
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* Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed)