

## A REVIEW ON THE IMPACT OF JOB STRESS TOWARDS JOB SATISFACTION AND JOB PERFORMANCE

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### ABSTRACT

*Managing job stress is a challenging task in any companies. Failure or unable to manage and control job stress may lead to many problems in the workplace. Job stress can be considered as an unpleasant emotional situation that employee experience when the requirement of work-related or not related cannot be counter balance with the ability to resolve them. Job stress has been identified by most of the academic researches as the factor which had contributed to higher or lower job satisfaction and performance. Issues like health problems, role ambiguity, home interference as well as management role and work pressure are among the stress factors which have always been debated as most common problems. This study will examine the job stress factors that may impact the job satisfaction and performance. Therefore, the findings from this paper should be sufficient to conduct future research on the impact of job stress on job satisfaction and job performance.*

**Keywords:** Job Stress; Job Satisfaction; Job Performance; Job Stress Effect; Employees Job Performance

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### INTRODUCTION

Job stress can be considered as an unpleasant emotional situation that employee experience when the requirement of work-related or not related cannot be counter balance with the ability to resolve them (Halkos and Bousinakis, 2010). Managing job stress is crucial in order to increase job satisfaction and job performance. Job stress can be seen as positive or negative factor towards job satisfaction and performance. Job stress can act as a motivator which may create creativity and satisfaction among employees. Nevertheless, if the employee is being carried away with his or her job stress, it can result to aggressiveness and low job satisfaction.

Employee's job satisfaction and their overall performance in their work. Most of the organizations demand their employees' to produce higher productivity. Nevertheless, stress exists among various occupations which caused by quite number of factors identified by many researchers. No doubt stress brings undesirable impacts on employees through creating job dissatisfaction (Leather, Beale and Sullivan, 2003). When sources of stress increase in job environment, job satisfaction reduces. Low job satisfaction can be predicted through resources of stress such as demands of the profession and great volume of work. Job satisfaction definitely has an important role in improving the performance of employees (Antoniou, Davidson and Cooper, 2003).

Therefore, it is the intention of this study to review past literature on the effect of job stress towards job satisfaction and job performance. The factors establish from this study will be used to conduct future research.

### PAST RESEARCHES

Employees with low occupational stress have more job satisfaction than employees with high occupational stress. If a person is dissatisfied with the structure of the organization, this dissatisfaction will lead to job dissatisfaction (Johnson et al, 2005). There is a strong negative relationship between occupational stress and job satisfaction (Sweeney and Quirin, 2009; Lambert et al, 2009). Job satisfaction also has an average correlation with occupational stress (Sveinsdottir, Biering, and Ramel, 2006).

Higher level of job stress and job satisfaction has significant relationship between different age groups and employee's age has negative correlation with occupational stress but has positive correlation with job satisfaction (Chandraiah et al, 2003). The level of physiological stress can either increase or decrease employee's job satisfaction (Azman, Amy and Nek Kamal, 2009). The job stress factors such as management role, relationship with others, workload pressure, homework interface, role ambiguity and performance pressure were found to have a significant negative relationship between job stress and job satisfaction (Nilufar et al, 2009).

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 couldn't be only affected the organizational performance but also lost healthy shares in an increasing competitive market and may jeopardize their survival (Kazmi, Amjad and Khan, 2008). There were significant differences in levels of job stress, job satisfaction and job performance. Job stress has been reported to affect job satisfaction and job performance based on employee's experiences, types of organization and number of children they have (Nabirye, 2010).

Among the key stress factors in employees were performance pressures, role ambiguity and home work interface. There is a negative relationship between job stress and job satisfaction. Those employees who had high level of job stress had low job satisfaction (Muhammad and Muhammad, 2012). Stress dimensions have significant variance with gender, age and grade of the employee. There is negative correlation between stress and job satisfaction meaning that when the stress level increases among the employees it will have a negative effect on job satisfaction. Negative effect will be decrease in job satisfaction. The reason for increase in the stress level could be many like lack of clarity in their roles, overload of work, assignments, relationship conflict among the employees (Suryawanshi and Mali, 2013).

**MANAGING JOB STRESS AND JOB SATISFACTION**

Stress in the place of work has been widely recognised as a significant business concern since most of research has shown the negative impact it can have on the economy. The experience of stress occurs when the demands and pressures which individual meets are not match by that individual's ability to deal with those demands and pressures. It is also more likely to arise when an individual has insufficient control over events and inadequate support in deal with them (Lazarus and Folkman, 1984).

Stress can lead to different consequences and the effect varies among individual. The experience of stress is related with feeling of increasing distress, which leads to anxiety and depression. People experiencing stress may find difficult to make decision, to think logically and to concentrate. It may lead to tiredness and exhausted, become bad-tempered, and hard to rest and sleep. Stress can gives negative effect on physical such as headache, raised blood pressure, back pain, digestive disorder and heart diseases. Among the source of stress are long hours, unpleasant noises, sights, undue quiet, sudden shift from intense to mundane tasks, time pressure, no second chance and enclosed environment (Muhammad et al, 2011).

Job stress has a significant relationship with job satisfaction and it is viewed as an antecedent of job satisfaction (Stamps and Piedmonte, 1986; Stanton et al, 2002). There is an inverse relationship between perceived stress and job satisfaction. The lack of satisfaction can be a source of stress while high satisfaction can lessen the effects of stress which means both job stress and job satisfaction are interrelated (Flanagan and Flanagan, 2002; Sveinsdottir et al, 2006; Zangaro and Soeken, 2007). Satisfied employees are more productive compared to unsatisfied employee. Among the unsatisfied employee's problems are absenteeism and turnover intentions. It is important for any management to keep employees engaged and productive, at the same time acknowledge and educate employees on how to handle their stress. Effective stress management will not only increase job satisfaction but indirectly will improve business results (Muhammad et al, 2011).

Referring to Table 1, there are six steps in managing employee stress. It is easy to handle stress using collaborative steps. Stress is acceptable but higher stress may lead to zero productivity.

**Table 1: Steps for managing employee stress.**

Step 1	Discuss	Manager should allow some time to talk about the current situation with their employee. Manager must be a good listener and wait for the right information to be delivered.
Step 2	Identify	Manager should have information regarding social and workplace issues. Manager should be able to identify the problem that can lead to lower productivity.
Step 3	Problem Breakdown	Breaking a problem requires different views and further discussions with the people involved.
Step 4	Task Distribution and Allocation	It is also important to keep everyone involved including the stressed employees.
Step 5	Follow up	Manager must always check on the status of the problem, get feedback, register completed tasks and identify remaining tasks. Most important, manager must follow up and keep everyone updated.
Step 6	Combine and Deliver	Since the problem had been discussed before, then someone has to put it all back together. Everyone will get the picture when everything is back to normal.

Source: Rabie. M (2011)

Besides handling job stress, manager must be able to motivate employees to improve their job satisfaction. If manager want to improve their productivity, they should also concern with job satisfaction. There are numbers of ways in which managers can monitor activity and develop plans which will improve employees' performance. There are factors which can improve employee job satisfaction. Among them are professional level, relationship and communication with employee are the important and

affective sources of job satisfaction (Flanagan et al, 2002). Six facet of job satisfaction are satisfaction with work, with pay, with working conditions, with promotional chances, with interpersonal relationships and with benefit has positive effect on global job satisfaction (Zhang and Li, 2001).

### HAPPINESS ENHANCE JOB SATISFACTION

High quality job performance can be achieved if there is an increase in productivity level by the employees. Employers should provide sufficient employees opportunities for their personal growth, achievement, responsibility, recognition and reward. It is important to make all employees to be happy and satisfy with their working environment because it can improve the work forces productivity's level. Hence, it is important to reward those employees who had gone extra mile in performing their duties for better job development opportunities.

The provision of high quality service enhances customer retention rates, helps attract new customers, increase productivity, lowers staff turnover and operating costs, improves employees' morale and financial performance (Duncan and Elliot, 2004; Ranaweera and Neely, 2003; Jamal and Naser, 2003). Hence, increasing in productivity is helped by work life benefit where it is vital to provide employees with the happy and satisfy working environment.

Study on mediating effects of employee and organization service value equivalence on pay for performance (PFP) and work attitudes has been done in 2009 and found that when employees perceived a high PFP, they tend to show more positive work attitudes. This finding portray new insight into the important role that reward practices such as PFP play in the alignment of employer and organization service quality values (Chiang and Birtch, 2009). Thus, employee's satisfaction leads to customer satisfaction. When internal customers (employees) are happy, they treat external customer well. Customers will keep coming back for more. This grows the relationship and leads to customer loyalty (Federico, 1999). Employees have become primary sources in achieving a competitive environment for service oriented organizations (Luthans and Stajkovic, 1999). Due to the aligning employee behaviour with an organization's strategic values and parallel with the objectives, make available firm to success (Warech and Tracey, 2004). By giving the labour intensive nature in the industry, it is important that human capital is motivated and rewarded effectively to achieve the desired level of service quality. Thus, as a human practices, important for managers to highlighted such as compensation, reward, satisfaction of working environment and play in shaping employee behaviours and attitudes (Collins and Smith, 2006; Sun et al, 2007).

Happy and satisfy employees will able to participate in management's planning and decision processes. The employees should be the main concerned in the changing process where a wide range of approaches exists (Lauer 2010; Summers and Hayman 2005). Thus, the participation can be considered as a win-win situation where the employer and the employee should benefit from these approaches. Some of the main advantages of participation between the employer and the employee are:

1. A higher motivation of workers can be realized (Lauer, 2010)
2. As well as workers can design their working environment, thus the intrinsic motivation will rise (Dombrowski *et. al* 2010). Hence, the higher motivation in identification and commitment to tasks will increase and the productivity also may be higher (Lauer, 2010; Scholl, 2007).
3. The trust of workers in management and enterprise will rise as their needs and wishes are addressed in participation (Sojka, 1999; Summers and Hayman 2005).
4. Satisfaction of employees will make them implied in knowledge. Their creativity can be utilized to improve the production process (Scholl, 2007; Dombrowski *et. al* 2007; Grütter *et. al* 2002).

### CONCLUSION

It is important for any employers to be able to manage their employees' stress in order to increase job satisfaction and performance. There is no specific rule of thumb to gauge the rating of satisfaction among employees because it still depending on employee's motivation and how they perceive their employment conditions. The most crucial criteria to gauge the satisfaction level are the participation of the employees. Hence, the characteristics of satisfaction, the participation approaches cannot be separated beneficial and unfavourable. Some of the employees may prefer involved in the decision process about the layout of workplace while others employees may desire doing a routine job. By doing their favours job, it can boost the companies productivity.

The participation from employees may lead to higher productivity if the employees fit the tasks given. This will lead to customer's satisfaction thus the employees will feel happy on their job performance. Due to positive effects on the employee's participation, they should play an important role in the development of products and process. Besides, employees itself must know the best way how to create the processes they are working with every day which can lead to higher productivity.

Therefore, the findings from this paper should be sufficient to conduct future research on the impact of job stress on job satisfaction and job performance.

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