

Impact of Stress on the Employee Performance: A Case of Pharmaceutical Industry of KPK

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Abstract

Every individual experiences stress whether it may be in family, business, study, any work, or any other social and economic activities. In organizations employees feel stress which hinder their job performance. The factors that cause stress in employees at their work place are called as job stressors. There are two dimensions of stressors; one is challenge stressors and second is hindrance stressors. Employees working in these organizations need to be very attentive and efficient because the products are directly related with human health. Any carelessness or defect in these products can take someone's life. This makes it important to study the level of stress among the employees working in pharmaceutical industry and its impact on their performance. Overall purpose of the study was to find the impact of challenge and hindrance stressors on employee performance. Using simple random sampling technique, data was taken from 213 employees of three well known pharmaceutical companies of Peshawar KPK. Using simple linear regression analysis, it was found that role overload, role ambiguity and role conflict has negative affect on employee performance while level of responsibility has positive impact on overall employee performance.

Keywords: *Stress, Job Performance, Challenge Stressors, Hindrance Stressors*

1. Introduction

It was calculated in South Africa that R500 million had been depleted annually through loss of productivity and absenteeism as the outcomes of stress (“Executive Stress”, 1991). Stress not only affects economically rather it has a greater effect on the physical and psychological well beings too. Forshaw (2002:1) closely defines health psychology as “the study of how thoughts, feelings, and behaviors commences, collaborates, or cause, physical or mental efficiency, efficacy, comfort and wellbeing”. Stress can be managed in everyday life. Only individuals need to learn how to relax and enjoy life. Avoiding stressful event, situation can be the best choice. The other perfect option to reduce stress is to substitute the stressful situation, reduce stress and make life easy. Corporations all over the world lose large amount of money to deal with stress on individual level which causes physical and psychological wellbeing of the employees. Luthans, (2002) restate

that the President of the American institute of stress at the New York Medical College estimated a loss of 200\$ to 300\$ billion annually in the US workplace by stress to cause absenteeism, employee turnover, direct medical cost, compensation and other legal costs including diminished productivity, accidents etc and it is diffused throughout the corporation from the mailroom to the executive suites. The International Labor Office Geneva stated that extreme pathological job stress can be seen as a plague from which no job or country can be saved (Schell, 1997).

The word stress firstly derived from the Latin word ‘Stringere’ and it means physical deprivation, suffering, pain, and psychological/physical torture. The concept of stress in management sciences was first introduced in 1936 by Selye. He defined stress as “the nonspecific response of the body to any demand placed upon it”. Later adding to his early definition, he further defined stress as “any external event or internal drive which threatens to upset the organismic equilibrium”. In organizations employees feel stress which hinder their job performance. The factors that cause stress in employees at their work place are called as job stressors. Job stressor is an issue, situation, or guise in working environment concerning the staff members making headway to change in psychological, physiological or behavioral response resulting to cause fluctuation from normal routine work (Beehr & Newman, 1978). “A stressor is any stimulus, which the individual perceives as a threat” (Cotton, 1990).

In a more appropriate manner to develop this concept Cavanaugh et al., (2002) produced two dimensional frame work for studying work stressors, identified as challenge stressors and hindrance stressors. LePine et al., (2004, p.883) found the challenge stressor as improving and promoting mastery, personal, growth and development or future gains, whereas hindrance stressors does not reveal the same grow. Another study by Podsakoff et al., (2007, p.438) determines the factors containing the challenge stressors are like “high work demand, job scope, and responsibility” whereas the factors concerning to hindrance stressors are “role ambiguity, organizational politics, and job insecurity”. Cavanaugh et al. (2000) disclosed that the feeling of stress corresponding to challenging or job satisfying resulting in a different way to work outcomes than the feelings of stress associated with hindering or restraining job experience.

Prior studies representing the relationship of stress and employee performance on many sectors but with the best of research efforts, I could not find a single study that would address this relationship in Pharmaceutical industries of KPK, Pakistan. Pakistan is a developing country and its industrial infrastructure still is in the stage of development (Farooqui, Ahmed, & Lodi, 2008). Pharmaceutical industries play vital role for providing quality health care. Employees working in these organizations need to be very attentive and efficient because the products are directly related with human health. Any carelessness or defect in these products can take someone’s life. This makes it important to study the level of stress among the employees working in pharmaceutical industry and its impact on their performance. In addition to this, due to heavy workload, increased employer expectations and uncertain economic and job market situations, employees of the organizations feel stress at their jobs. In race of staying in the organizations and to remain on top, put high challenges on employees which may increase the level of stress (McCoy & Evans, 2005).

Stress at work arises from stressors at workplace that may include work overload, job insecurity, role ambiguity, role conflict, high level of organizational politics, poor leadership styles (Ivancevich et al. 2006), lack of performance feedback, slow career development, sexual harassment (McShane et al., 2008). These stressors have a negative relation with the employee performance and less productivity that is why there is a need to find the impact of job stress because it leads to employee turnover, increased absenteeism, health issues, less productivity, and less motivation to work, Cynicism (Elogovan 2001, Allen; Hurst, Bruck & Sutton, 2000; Kossek & Ozeki, 1998).

It was calculated in South Africa that R500 million had been depleted annually through loss of productivity and absenteeism as the outcomes of stress (“Executive Stress”, 1991). Ironically negative effects are the outcome of hindrance stress whereas challenge stress is associated with the personal gain and growth. Hence objective of the study is to find the impact of challenge and hindrance stressors on employee performance. This will contribute to our knowledge and perception about the relationship of the stress and employee performance. According to the prior research study we come to know that stressors have a momentous effects on employee performance. Prominently in the pharmaceutical sector the mentioned elements in this research regarding the relationship that is important to study to get the effective employee performance.

2. Literature Review

According to different studies on stress we come to know that stress can be found everywhere. Bloona (2007) described stress as a threat for the welfare of organization and employees. Almost every individual is facing it and has its consequences as depression and tension which further demoralizes various activities at work and person’s health. Stress arises when there is an interaction between the person and the work environment that is stressful and perceived as overburdened and overreach sufferance of the person. Stress takes its roots when confronted with an opportunity, constraints and, a demand. As a further matter it depends on the persons bearing capacity who perceives it (Robbins, 1999).

Selye in 1956 gave his views that “Stress is not necessarily something bad – it all depends on how you take it. The stress of exhilarating, creative successful work is beneficial, while that of failure, humiliation or infection is detrimental”. There are two states of stress; Eustress that is positive stress with outcomes like feeling of excitement, motivation, encouragement, and individual remains tranquil, mild, and productive (Deshpande & Chopra 2007) whereas, Distress is a negative stress with outcomes like emotional disturbance, psychological problems, physical unfit, lack of control over activities and circumstances, upset cardiovascular and nervous system and least interest in work (Hans Selye 1974).

According to Robbins (2003), stress demonstration can be categorized into three major aspects that is psychological, physiological and behavioral. Psychological illustration represents stressors that refers to those threats which stimulates the individual’s internal reactivity like thoughts, irrational beliefs, poor self-esteem, anxiety, lack of concentration, low job satisfaction and low motivation are the culmination of stress.

Physiological demonstrates the accumulative harm that stress has on the individuals’ body. Stress spoils the immune system of the human body which makes us more unsafe to viral and bacterial infections. Mostly people suffers from headache, high blood

pressure, ulcers, back pain, tension, and coronary heart disease. These physiological illnesses are featured to muscle contractions that occurs when people are confronted to stressful events. For studying the consequences of stress Wardwell, Hyman & Bahson (1964) found that cardiovascular diseases, hypertension, migraines, ulcers and accident proneness which later on in life leads to premalignant tumors were highly correlated to individuals who experienced stress.

Behavioral exposition of stress is attributed by obesity, eating disorders, sleep disorder, and increase in drinking, smoking, drug addiction, caffeine addiction, and rapid speech (Robbins, 2003). Increased rate of accidents, low productivity and missed targets, internal conflicts, taking longer over tasks, and committing more errors than normal are also part of behavioral consequences of stress. When the situation is completely unbearable then individual may leave the organization and may find work elsewhere or may sink or despair at home (Cole, 2005).

2.1 Challenge and Hindrance Stressor

The transactional model advises that the employees evaluate workplace stressor either positively or negatively (Folkman et al. 1986). When the employee consider the stressor in positive manner or the employee is getting chances for development and growth, ultimately the stressor will result in positive performance or behavior like commitment to work (Simmons & Nelson, 2001). Contrary when employees take the stressor as negative or find the risk of damages and loss then such kinds of stressors will result in negative responses (Lazarus et al. 1985). The researchers who have laid the foundation of transactional model proposed that workplace stress either classified as challenge related or hindrance related (LePine et al. 2005). Both the forms of the stress are the sources of stress varying in the association with the performance of the employee in one way or another (Podsakoff, LePine, & LePine, 2007).

A study addressed the challenge stressor as positive because employee perceive it to be a challenging task, mastery/skillful work, development and personal growth will be resulted (Cavanaugh et al. 2000) Moreover they concluded that the employees perceive it as challenge stress when they find these demands as obstacles to get the succession and learning. Identically those demands may be different among the employees, and those requirements are often thought to result from time pressure, job scope, intense workload, responsibility and complications (McCauley, Ruderman, Ohlott, & Morrow. 1994).

The factors that support the hindrance stressor are organizational politics, role ambiguity, interference and red tape, considered by employees as personal threat or hindrance (Ivancevich, 1986; Ivancevich, Matteson, & Preston, 1982), also include demanding organizational culture, poor leadership styles which can create abrasion; augment dysfunctional competition among employees and hence increase stress (Ivancevich et al. 2006). Moreover lack of performance feedback, scanty chances of career development, violence at work place, sexual harassment, and inconsistency in remuneration and benefits have added causes to hindrance stressor and create hurdles to work efficiently (McShane et al. 2008). These causes are thought to be expected as unfavorable restrictions annoying the employee's abilities to achieve their goals. As challenge and hindrance stress are supposed to augment demand by employees, the welfare of employees will be reduced. Researchers have found the relation between hindrance stressor and performance in a negative direction (Cavanaugh et al. 2000):

LePine et al. 2005; Podsakoff et al. 2007) Lazarus & Folkman (1984) identified that the change in responses is different due to the individual discrepancy, resulting the way individual evaluate and manage stressors.

2.2 Sources of Stress

It is predominant to lookout the stressor of the stress to understand the sources of stress completely. There are various stressors of organizational stress that reduces employee's performance; for all that, below are the few of them that are most commonly used by the researchers. Despite all, there are some other workplace stressors that causes more stress among employees generally in industrial sector and specifically in pharmaceutical sector.

- **Work Overload/ Pressure at Work**

Work that causes pressure when exceeds an individual level of bearing capacity (J.J, 1972) .Work overload gives birth to the situations when an individual feels pressure on him, or when the situation is more demanding than usual activities that an individual is unable to handle, and if this kind of circumstances for a long time without any break or pauses, then it causes mental, physical and behavioral problems (Health and Safety Executive, 2001).

- **Support at Work**

Supervisors and Colleagues support other employees in order to help in reducing stress at work (INDJ281 Rev 2001). When the supervisors and peers resist to support other employees, the worker feels disserted and alone with no back up from the subordinates and their work and performance decline

- **Role Ambiguity/ Job Clarity**

Stress takes birth when the employees do not know regarding their role to be performed, his authorities, and responsibilities and powers (Stamper L.C., & J. 2003). Role ambiguity means that the employee lacks clarification of work objectives, the expectations of the colleagues, and the level of their authority. When the individuals are confronted with new situations like taking foreign assignments, joining new branch or organization, individual may experience role ambiguity (McShane et al. 2008).

- **Long Work Hour**

The level of stress increases when the individual is asked to sit for more hours than normal working hours and this reduces employee's desire for performing well (Kahn, R. L. 1964).

- **Job Insecurity**

It is the fear of losing a job and you have no power to protect yourself (Ouyang, Y. 2009). There are two types of aspects of job insecurities; quantitative aspect refers to the threat of job loss, qualitative aspect illustrates the features of the jobs that are in threat like promotion, benefit, career development (De Witte, H. 2005a). Research has revealed that an employee knows beforehand of his perceived job insecurities which is bad for the wellbeing of the employees and organization which leads to absenteeism from work due to faking illness (Kivimaki et al, 1997:870) moreover other effects are less motivation and low morale (Worrall & Cooper, in Sparks, Faragher, and Cooper, 2001:490).

- **Role Conflict**

The person undergoes stress when contradictory demands are imposed on an employee by his supervisor or his subordinate (Beehr, T. 1976). Deshpande & Chopra (2007) demonstrate role conflict as occurrences of two or more tasks at the same time which

gives birth to the pressurizing forces and make it difficult to comply with one task to the other. Role conflict's emotional cost can be seen in less job satisfaction, decrease in confidence and increase in job tension.

- **Family**

Family and work life are mutually dependent and interconnected with each other as one's life is affected by experience in another area (Sarantakos, S. 1996).

- **Control and Decision Liberty**

The employees' authority and participation in making decision at work place effects the stress level (Kasl, S. 1973). Ganster and Fusilier (in Sparks, Faragher, Cooper, 2001: 498) demonstrated that the employees have a perceived control over work and their environment, it may be direct or indirect, the control may be more gratifying or less vulnerable. Perceived control refers to the work environment in which employees are permitted to determine how to achieve the task or set goals (Theorell, 2002:204).

- **Physical Forces**

Research has shown that physical factors such as dust, fumes, or other harmful substances can create stress and disturbs employee performance. Environment is the stimulating factor to a person's stress (Kahn, R. L. 1964). Selye in 1956 illustrated the three stages that human body deals with the harmful environment circumstances such as alarm, resistance and exhaustion that creates stress.

2.3 Employee Performance

Employee performance is the dependent variable of this study. It has elongated wings in the study area of industrial/organizational psychology. Over a large range it is accepted by researchers and institutions that employee's performance is the key to organizational success (Vroom, 1964) and consistently Otley (1999) has the same view that organizational success is dependent on factors like employee's performance, and the environment of the organization. There are different aspects that determines employee's performance. According to Ramlall (2008), proposed employee's innovation, commitment and creativity are the factors that leads to employee's performance. Moreover Hunter and Hunter (1984) illustrated five factors including Skills, Knowledge, Abilities, Personality and, Experience to represent the employee's performance. The combined effects of skills, the nature of work, and the efforts are known as job performance (Levey, 2001). Skills denote the comprehension and abilities of an individual, whereas, the motivation required by an employee to complete the job defines effort, and the level of adjustment reveals the actual results of the employee's performance under said situations.

Motowidlo in 2003 stated employee's job performance as "the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard period of time". In past few decades the job performance got consideration values among the psychologists (Arvey & Murphy, 1998; Borman & Motowidlo, 1993; Motowidlo & Van Scotter, 1994). After 1980's the focal point was on the development of the evaluation scales for better recognition to observe the performance of employees (Arvey & Murphy, 1998). Recently, Motowidlo has marked different classes to study the domain of job performance. The elementary distinctions made in these categories are between in-role performance and extra-role performance. In-role performance and its expected behavior are directly related to the job requirement, and all those extra role

performance are indirectly related to the job tasks but both behaviors effect the organizational outcomes. Whereas, the researcher Borman & Motowidlo in 1993 proposed an important development in this area by creating differential between the task/performance and the contextual performance in regards to the behavior that is expected to the job requirement and those behaviors that adds up to the organizational output and not related to the core job performance respectively.

According to Babin & Boles (1998, p.82) employee performance is the productivity level of the individual employee, relative to his/her subordinates, on various job related behaviors and results. Performance is significant for a reason that “the major contribution of an employee’s worth to the organization is through work behavior and their performance” (Arvey & Murphy, 1998, p.142). Performance is the observable thing that we can observe in people’s behavior and that is important to achieve the organizational goals (Campbell, McHenry, & Wise, 1990, p.314). Work behavior comprehension leads to understanding the work context (Frederiksen, 1972). A report by Deming (1986) concluded that according to his experience the complications and feasibility for improvement has some proportions that is 94% of performance depends upon the management, and only 6% of performance is dependent on the individuals. Although Deming was not the only researcher to identify the potential significance of these factors, rather he conceivably the confident person to illustrate that the individuals are responsible for only 6% of their work related outcomes.

Neely (2001) testified that the management can take the requisite actions in case of deviation to obtain the desired performance of an organization, which can be measured by having the performance management tool. Similar in views of Sharman (1955) there is a need of proper strategies to be implemented by using required control mechanism to achieve the desired goals. Armstrong and Murlis (1988) regarding performance management focused on the development of the culture of the organization in such a way that employees acquire accountability for continuous improvement. Efficiency of employees depends on the level of stress. If the level of stress is bearable, the employee performance will be achieved but if the level of stress exceeds from the level of tolerance then the performance declines. From the individual perspective stress has manifest effects on employee performance. Researches have shown that stress has been the pivot cause on employee performance. There are two kind of stress, positive stress and negative stress. The relationship between the stress and employee performance is unpredictable because the positive stress leads to high performance whereas negative stress decreases employee performance.

Similarly, it was found that there are two aspects which lower the scores on features related to stress assessment. In the first aspect the challenge stressors are Pressures at work, time limitation, job range, high responsibility which are more stressful for managers because these become obstacles in the way of learning. The second aspect is the Hindrance stressors in which the effective factors are red tape, uncertain roles, organizational politics and job security. This comprises of personal development and goal achievement but with undemanding and uncomfortable ways. According to the regression results challenging stressors were positively related to job satisfaction and negatively related to job search and vice versa for hindrance stressors (Cavanaugh et, al. 2000). There is a marked difference among stressors as per expectancy theory (Vroom 1964)

and the study of (Lazarus & Folkman 1984) also predicted different relationships with employee performance. It depends on the individual how he takes it whether it is a personal development, threat or gain. Similarly described by Cavanaugh et, al (2001).

Challenging stressors are related to personal development and give rise to positive emotions and aids in solving problems. Whereas, hindrance stressors have adverse effects on personal development, problem solving and give birth to negative emotions. According to the research of Laiba (2011) the relationship of stress and employee performance depends upon following four suggested aspects;

- Negative linear relationship occurs when performance lessens with stress.
- Positive linear relationship takes place when stress causes good performance.
- Curvilinear or U-shaped relationship is found when at the beginning stress improves performance and then it declines when distress prevails over the employee. Newstrom in 2007 mentioned the inverted U pattern relationship, and gave logic that moderate level of stress invigorate the body and improves performance. Contrary to, too low or too high stress affects performance badly. Moreover U-pattern also determines stress intensity when it is for long period of time (Robbins, 2003).
- Stress depends on the level of tolerance. When the level of stress exceeds it decreases the performance of the employee and it is better when the stress is tolerable.

Although, challenge stressors should be the cause of great stimulation. As people think that challenge stressors play a supreme role in attempts made for gaining and probability of acquiring the demands. On the basis of this admirable results can be achieved and the following hypothesis have been formulated.

2.4 Work Load and Performance

In prior studies it has been found that the workload in different occupations varies with the amount of work that the individual has to confront (Huey & Wickens, 1993). According to Ojukuku and Ilesnami in 2010 conducted a research in Nigeria and found that stress was negatively correlated to performance. They interviewed 135 individuals having managerial positions, reported long working hours and work overload as being most stressful. Another study revealed that work overload, lack of communication in organization, inadequate resources, doubts about the future and conflicts are the major stressors and they have detrimental effects on performance of employees like lower efficiency, low motivation, high turnover, and increased expenses on health care (Ongori & Agolla, 2008). Moreover a study also demonstrated that size of work load, complex tasks and responsibility are the major forces of stress factors and the cause of annoyance are dally in career progress and a gradual eating away of status among the managers (Fulcheri et al. 1995).

Peculiarly little study has been made on the time pressure stressor in organizations. According to Pelz and Andrews in 1966 there are two sets of verdict on time pressure in organizations which overshadowed the Hall and LaMer findings. One set demonstrated that engineers and scientists were low performers when there is less coordination and high autonomy in work environment. In these situation the work pressure could be expected to be less. Pels and Andrews illustrated that when there is low performance it might be because of low stimulation and motivation. The idea seems to be fallen by Hall

and LaMer, they also mentioned that there is a relationship between pressure and performance due to motivational factors. Another set of findings revealed by Pelz and Andrews that the performance of scientist and engineers is greater when they work for nine to ten hours a day on average, whereas those who work eight or eleven hours a day have low performers. This study manifested that the working hours are imposed by time pressure and they recommended curvilinear relationship between time pressure and performance. Time pressure can enhance different qualities of scientists' performance like innovation (Andrews & Farrisa, 1972). Supplement to the high performing scientist inclined to desire large amount of time pressure. When the desired pressure is too high or too low then the actual pressure, the performance deteriorated.

2.5 Level of Responsibility and Performance

Manager are susceptible for high levels of work stress (Sparks, Faragher & Cooper, 2001 : 501) because they are responsible for making decisions and carrying them out. When changes like merger occur within the organization they are made responsible for these changes (Campbell-Jemison, Worrall & Cooper, 2001: 46). In an investigation of a power company that had been privatized felt disappointed because the trust that had existed between them and the management had been broken. Although this was out of control of management. The overall environment of the organization became high stressed and the employees felt bitter, aggressiveness, overworked, under pressure and hurt by the organization.

Employee wellbeing is effected due to the high managerial pressures (Spark, Faragher, Cooper, 2001: 501). Managers and supervisors have different managerial style, whether intentionally or unintentionally they might cause stress which might affect their subordinates. A selfish management style contributed to the increased job pressure in employees (Buck, in Spars, Faragher, Cooper 2001: 501). An oppressive management style played a vital role when managers were in high pressure (Hoel & Cooper, in Sparks, Faragher & Cooper 2001: 501). In the study of 5000 employees it was concluded that the managers who were tyrants caused 75% of employees to be victims of torture, affecting their wellbeing.

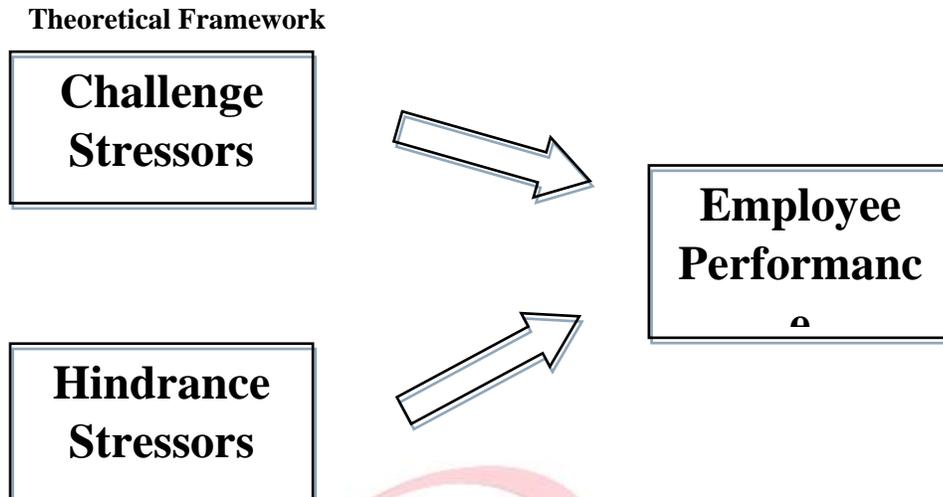
When the work environment is perceived as stressful and challenging the capabilities of the individual which may have distressing affects for the individual wellbeing and performance. According to Seibert, Silver & Randolph in 2004 mentioned that the work unit accredit was related to work unit performance of the employees. Greenberg and Baron (2007), formulated that high responsibilities at work causes greater stress. Greater responsibilities are the reason to risk health of employees, foremost the managers are captured between the need to raise the outcome of the organization while maintaining the budget which creates stress. According to Lepine et al, (2005), role overload has both positive and negative effects on performance. Role overload can be reviewed as a hindrance stressor because it puts more demands on employees who are not having lack of resources which effect the performance negatively. Whereas, role overload may increase the performance of the employees when they are motivated to take more tasks and responsibilities to perform in a better way. In this case the role overload represents as challenge stressor. Upadhyay and Singh (1999) differentiated the level of occupational stress experienced by 20 college teachers and 20 executives. The teachers showed low level of stress as compare to the executives who had more role overload. Work overload

is a condition when employees are expected to do more work than they can complete in a specific time period. According to khanka (2007), In Japan Karoshi is a name of a common problem causes death from over working.

The conception of role ambiguity allude to the unpredictable behavior of the individual (Kahn, Woite, Quinn, Snoek, & Rosenthal, 1964). Although the most prevalent assessment of role ambiguity is the unfavorable input from the environment to manage behavior (Rizzo, House, & Lirtzman 1970, pp. 155-156). A research data collected from 370 employees of South Eastern University in USA found a correlation between role ambiguity , role conflict and performance and revealed that the high level of job dissatisfaction which affected turnover intentions. Therefore stress negatively affects performance of the employees and organization (Kemery et al, 1987). Role ambiguity is considered to be a more like hindrance stressor as it is less challenging because it is difficult to remove its negative effects (King & King, 1990). It is very difficult for employees to complete the job tasks as they feel incapable to change them due to the ambiguous roles which are not clear to them (Lazarus and Folkman 1984).

When the individual has insufficient knowledge about his role at work causes role ambiguity. Role ambiguity comprises of clarity about work objectives, colleagues expectations and level of authority. Employees experience role ambiguity when they confront new situations like foreign assignments or joining new organization for which they are not well prepared (McShane et al., 2008). There are various factors matched to the individual's capacity of bearing stress related to organizational life, his personal life like his career, his needs, his personality traits, role features. Individuals keeps on dealing to maintain their state of equilibrium which got disturbed due to the factors affecting him. This process accumulates stress for individuals. Every individual is a part of system in which he/she has to fulfil their responsibilities. Those systems are their family, society, organization. And the desired level of roles are obligatory to keep these systems satisfied from individuals which brings new situations and circumstances that an individual can bear and may not bear resulting in formation of stress (Dharwad, July 2008).

Role conflict can be seen when there are inharmonious conditions between expected job demands and job requirements, and the employee is unable to meet the job demands and the other job requirements associated with it (Kahn et al., 1964; Rizzo et al., 1970; Karatepe et al., 2006; Arnold et al., 2009). Stress has a number of considerable stressors in working organization. Sources of stressors are work, role, personal development, interpersonal relations, and organization climate described by Pestonjee (1992). There is a term production line hysteria caused by boredom on the job due to repetition in job routine, task, and lack of effective communication with other workers which promotes low job satisfaction (Gidarno, Everly & Dusek, 1990). Manual work endures more stress to the individuals working there.



Hypothesis 1: Challenge stressors have positive impact on employee performance.

Hypothesis 2: Hindrance stressors have negative impact on employee performance.

3. Methodology

This study contains two variables and conducted in Peshawar Pakistan on Pharmaceutical sector. One is independent variable that is stress and the other one is dependent variable that is employee performance. The purpose of the taken variables is to understand the interconnected relation of stress on employee performance as it has its effects on overall performance of the industry. Stress has its powerful impact on employee performance in Pharmaceutical sector because this sector directly deals with the health issues and the medicines are for curing rather than endangering life, that is why employees are restricted to expected behavior of performance which directly effects the level of stress in employees.

The study was carried out on the pharmaceutical sector of KPK, Pakistan. Sample was collected from employees of three well known pharmaceutical companies of Peshawar KPK in the pharmaceutical sector. The sample was obtained using Simple Random Sampling technique for data collection. Employee's lists were requested from the HR managers and the structured questionnaire were requested to be distributed to every 3rd employee mentioned in the lists. The data was collected from the pharmacists, managers of different departments like quality control, management, finance, & production. The chosen level of respondents are mostly males working in the above mentioned departments. Participants were instructed to complete the questions, seal and maintain the confidentiality of the questionnaire. Respondents were instructed to return the questionnaire within 7 days to the HR manager. The questionnaires were then collected from HR managers for analysis.

Total number of employees in each company was 673 and 80 questionnaires were distributed among them in each of the three companies from which 213 responses were chosen for the analysis and could not get the remaining responses due to busy schedule and shortage of time at their disposal. Most of the respondents were between the ages of 26-35 years (51.9%), in which males were (74.7%) and most of them were married

(68.8%). The respondents of this study were having the work experience between 5-10 years (41.6%) and having master degree level of education (64.7%).

Table 2: Means, standard Deviations, correlations and Reliabilities

| Means, standard Deviations, correlations and Reliabilities | | | | | | | | | | | | | |
|--|----------------|-------|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|
| | | Mean | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 1 | Gender | 1.4 | 0.302 | - | | | | | | | | | |
| 2 | Age | 2.1 | 0.873 | .32** | - | | | | | | | | |
| 3 | Education | 2.05 | 0.534 | 0.32 | 0.034 | - | | | | | | | |
| 4 | Experience | 2.91 | 0.878 | .241** | .554** | 0.042 | - | | | | | | |
| 5 | Marital Status | 1.6 | 0.511 | .227** | .342** | .218* | .331** | - | | | | | |
| 6 | LR | 2.43 | 1.324 | 0.167 | 0.075 | 0.307 | 0.122 | 0.432 | (.85) | | | | |
| 7 | RO | 2.56 | 1.981 | 0.078 | 0.076 | -0.534 | 0.112 | -0.043 | .129** | (.81) | | | |
| 8 | RA | 2.64 | 1.232 | 0.434 | 0.026 | -0.432 | 0.085 | 0.035 | .178** | .213** | (.92) | | |
| 9 | RC | 2.75 | 1.108 | 0.531 | 0.037 | -0.032 | 0.05 | 0.02 | .454** | .323** | .392** | (.76) | |
| 10 | JP | 2.144 | 1.262 | 0.21 | 0.331 | 0.239 | 0.46 | 0.321 | 0.221 | -0.313 | -0.34 | -0.219 | (.71) |

N= 213; Cronbach's Alpha presented in parenthesis

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

* . Correlation is significant at the 0.05 level (2-tailed).

In this study challenge stressor includes the role of responsibility as a challenge stressor whereas, hindrance stressor includes role overload, role ambiguity and role conflict as hindrance stressors. The above table 2 reveal a significant positive correlation between level of responsibility and employee performance ($r= 0.221$, $p<0.01$), and it supports the hypothesis no.1. There is significant negative correlation with role overload and employee performance ($r= -0.313$, $p<0.01$) supporting hypothesis no.2. Similarly, the results of correlation for role ambiguity and role conflict were negatively correlated with employee performance ($r= -0.34$, $p<0.01$) and ($r= -0.219$, $p<0.01$) respectively supporting hypothesis no. 2.

3.5 Regression Analyses

| | Employee Job Performance | | | |
|-------------------------|--------------------------|----------------|--------|-------|
| | B | R ² | t | p |
| Level of Responsibility | 0.179 | 0.26 | 10.214 | 0.000 |
| Role Overload | -0.23 | 0.051 | 11.124 | 0.001 |
| Role Ambiguity | -0.19 | 0.24 | 12.315 | 0.000 |
| Role Conflict | -0.312 | 0.151 | 10.731 | 0.002 |

N = 213, ns= not significant

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

* . Correlation is significant at the 0.05 level (2-tailed).

The above table 2 mentions the stressors relation with employee performance.

The coefficient (**b**) reveals that one unit change in independent variable will cause B unit change in dependent variable. The coefficient value is 0.179 where $p=0,000$. The above table shows the R² value (0.26) which means that 26% of the model is fit for population. Simply we can say that there is 26% variation in total population. Whereas, t statistics states the acceptance or rejection of the hypothesis and in the above table t value is 10.214 which means that the hypothesis is accepted. The coefficient value of role overload is -0.23, where $p=0.001$. The negative sign shows that the role overload and employee performance are negatively related to each other. The value of R² (0.051)

shows that the model is 5% fit for the population. The t statistic value is 11.124 determines the negative relation between role overload and employee performance. The coefficient value of stressor role ambiguity is -0.19, where $p=0.000$, states that the relation of role ambiguity and employees performance is negative. The results of R^2 (0.24) specifies that the model is 24% fit for the population. The t significance is 12.315, mentions that the hypothesis is accepted. The coefficient value of role conflict shows -0.312, where $p=0.002$, points out that there is a negative relation between role conflict and employee performance. The statistics of R^2 (0.151) denotes that the 15% of the model is fit for population. The t value is 10.731, proves that the hypothesis is accepted.

4. Conclusion

The main objective of the report was to find out the relationship between stress and employee performance. The conceptual argument is that average levels of stress are more suitable to stimulate individuals to work hard and achieve more. Stress has positive effects when situation is challenging and demanding leading to high performance (Welford, 1973). In line with his findings it is found that level of responsibility has positive impact on overall employee performance. According to Buck, Sparks, Faragher, and Cooper, (2001), when stress pertains, due to oppressive management style leads to high pressure on employees which declines their performance. Findings of our research also supported their view and reported that role overload, role ambiguity and role conflict has negative affect on employee performance and among these hindrance stressors, role conflict emerged as the most influential factor that hinders employee performance at most. Managers should specifically focus on the fact that while assigning responsibilities to their employees, employee must not lacks clarification of work objectives, the expectations of the colleagues, and the level of their authority so that their performance may not be suffered.

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