

Employees' Stress and Its Impact on Their Performance in District Secretariat – Jaffna.

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ABSTRACT

The level of stress is an important factor that may have impact on the employees' behavior. Undesirable level of stress affects overall performance of the organization. In order to getting the work done effectively, organization or manager should properly manage the level of stress.

For my research, one of the most important factor the "stress" is taken and to know how they affect on the employees performance. In order to conduct this study effectively, District Secretariat Jaffna was selected.

In this research, the main problem is that whether employee' stress affects their work performance. In order to analyse this problem, data was collected form the employees of District Secretarial Jaffna by questionnaire, records and observation. The gathered data was analyzed based on the statistical tools such as correlation analysis, regression analysis, F test and T test.

In my research, three factors were viewed that determine the stress level of employees such as, job related factors, organizational factors and individual factors.

According to the analyzed data, it was proved that there is negative relationship between employees' stress and their performance. That is when employees' stress level increase their work performance will decrease and vive- verse.

Hypotheses were tested by correlation-regression analysis F test and T test. According to the testing of hypotheses, hypothesis (H2) has been accepted.. That is, employees' stress has an impact in their performance. At the same time, hypothesis (H1) also has been accepted in my research based on the percentage analysis. That is high level of stress exist among employees

in District Secretariat Jaffna. Most of the employees experience low level stress. It is also a problem, because at the low level stress, performances of the employees are also low level. It has been proved in the data analysis.

Therefore stress level of employees should be managed at optimum level. The optimum level of stress will lead to high level of performance.

Keywords- Individual factors, Job related factors, Organizational factors, Performance and Stress

01.INTRODUCTION

To make the best use of people as a variable resource of the organization, attention must be given to the relationship between staff and the nature and content of their jobs. The work organization and the design of jobs can have a significant effect on staff. In this connection, the level of stress is also an important factor that may have impact on the employee's behavior

Stress is a complex and dynamic concept. This means that undesirable level of stress affects overall performance of the organization. Further, from the employees' point of view employee's stress is caused by not only organization but also their family such as family problem, death of the family member etc.

In order to getting the work done effectively, organization or manager should properly manage the level of stress. In order to achieve organizational objectives all the factors which is determined in achieving organizational objectives should be properly managed.

Identification of the problem

In this research, the main problem is that employees' stress affect on their work performance. All the employees working in an organization experience stress. This stress has a great impact on the performance. Researcher can clearly understand this problem from the following research question.

Whether employees' stress affects their work performance?

Objectives of the Research

The research has the following objectives.

- To identify level of stress that exists among the employees in District secretariat Jaffna.
- To examine the factors that determines stress level.
- To give some ideas in order to properly manage the stress level.
- To identify possible relationship between stress level and the performance.

Hypothesis of this study

A research problem was identified in District secretariat Jaffna. The problem is whether employees' stress affects their work performance? So, the identified problem will be analyzed based on some Hypothesis.

Following hypothesis are formulated for the purpose of this study.

H1:- High level of stress exists among employees in District secretariat Jaffna

H2:- Employees' stress has an impact on their performance

02.LITERATURE REVIEW

Introduction:

The term 'stress' has been used widely and with varying meanings stress involves an interaction of person and environment; something happens 'out there' which presents a person with a demand, a constraint or an opportunity for behavior.

Definition of stress:

There are numerous definitions and much debate about the meaning of job stress.

Ivanceich and Matteson define stress simply as "the interaction of the individual with the environment," but then they go on to give a more detailed working definition, as follows: "an adaptive response, mediated by individual differences and/or psychological processes, that is a consequence of any external (environmental) action, situation, or event that places excessive psychological and/or physical demands upon a person."

Beehr and Newman define job stress as “a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning”.

Taking these two definitions, It is also important to point out what stress is not:

- Stress is not simply anxiety.
- Stress is not simply nervous tension.
- Stress is not necessarily something damaging, bad or to be avoided.

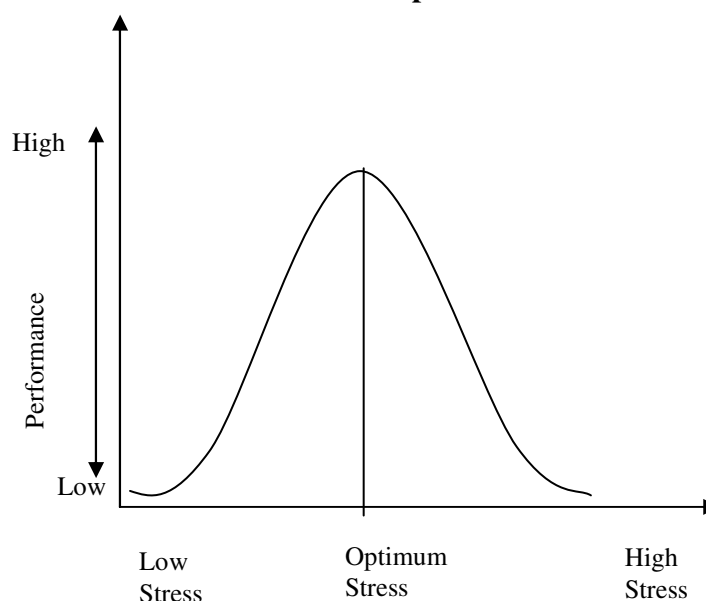
Performance

Success of the organization depends on the performance of the employees. A manager’s success is depends on the performance of those individuals working for the manager. The above introductory statement was made by Fredrick W. Taylor. Many managers do not understand the basic factors that determine an individual’s performance and also, many managers either do not know how refuse to measure performance and thus distinguish between high and low performance. Even managers become aware of and avoid both the above problems.

The Relationship between Stress and Performance.

The following figure presents a stress performance model that shows the relationship between stress and job performance.

Figure 1: Stress and Performance relationship



(Source:- Prof. Nirmal singh, Organizational behaviour concepts Theory and practices – 2001 page 406)

When there is no stress, job challenges are absent and performance tends to be low. As stress increases, performance tends to increase, because stress helps a person call up resources to meet job requirements. It is a healthy stimulus that encourages employees to respond to challenges. Eventually stress reaches a plateau that corresponds approximately with a person's top day – to – day performance capability. At this point additional stress tends to produce no more improvement. Finally, if stress becomes too great, performance begins to decline, because stress interferes with it.

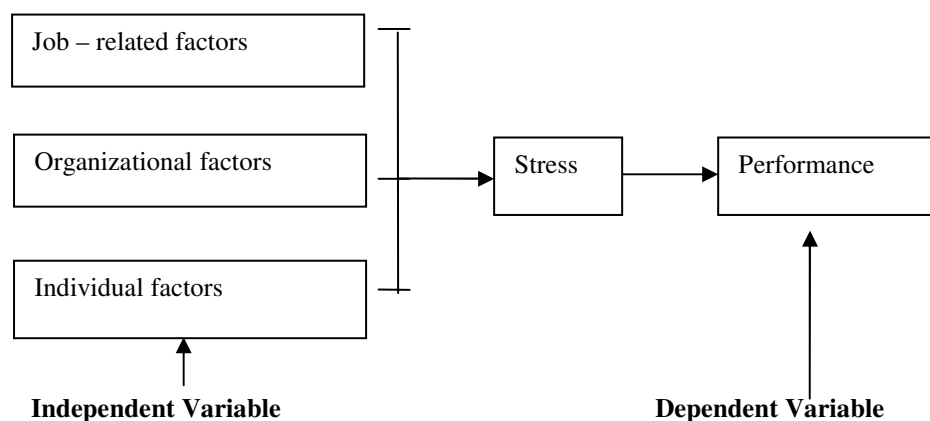
03.METHODOLOGY

In this chapter, conceptualization and operationalization, Research sample, data collection techniques and method of analysis are mainly viewed. The relationship between stress and performance, and determinants of stress are explained based on the conceptual model. Research sample explain how to select a sample from the research population. Further various techniques used to data collection and method of data analyzing are described under this chapter.

Conceptualization of the Research problem

In this research the main problem is that employees' stress affect on their work performance. This problem could be conceptualized based on the factors assumed that can cause for this problem.

Conceptual Framework

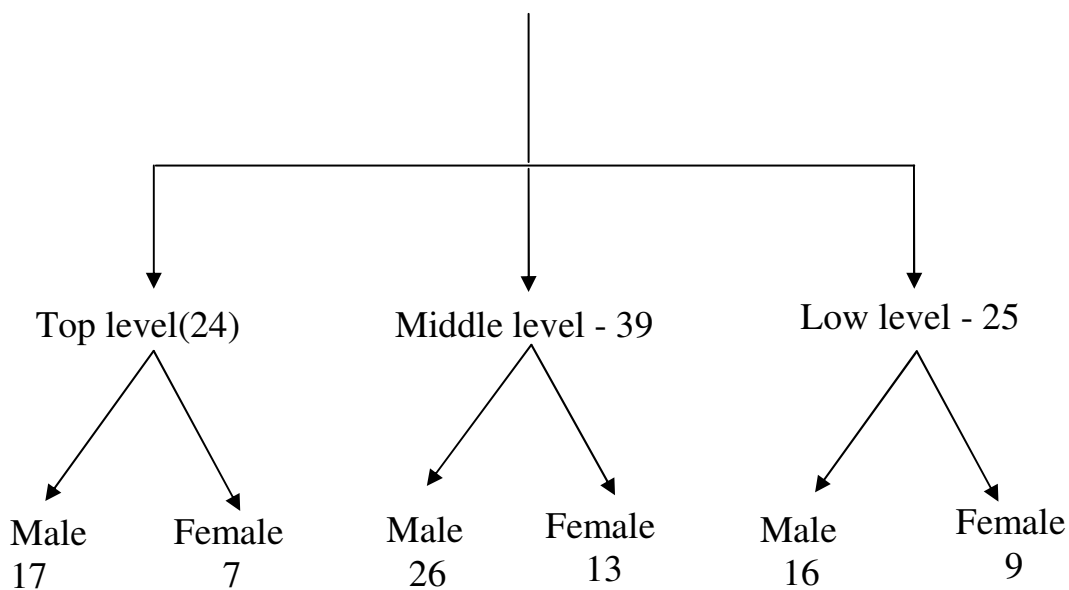


The key concepts and variables used in this conceptual model are explained for this research as given below

Research Sample

This study is concerned with employees' stress and their performance. The problem of employees' stress may affect most of their performance. Therefore, it facilitates to select several organizations, but it was decided to study only one organization, Jaffna district secretariat.

There are 176 employees working, out of this only 50% of the sample is selected randomly at various levels. Here, the number of employees selected as sample for the research is shown in the following chart.



Data Collection Techniques

After the sample selection, Data collection step starts. For this research purpose, Data has been collected from the selected sample. The collected data would be used to test hypothesis of this research recognize truth ness of the research problem. For the data collection, various techniques are used. Generally they are

1. Primary data collection techniques and
2. Secondary data collection techniques

In this research, if primary data have to be obtained, primary data collection techniques are used. The following primary data collection techniques are used for this research purpose.

04.DATA PRESENTATION AND ANALYSIS

Presentation of data on stress

Employees' stress is compared in different stress levels such as low level, moderate level and high level with age, sex, civil status, managerial level and experience.

Age

Table 1: Stress relate with Age

Rating	Age Stress level	Below 35		35 - 45		45 above	
		No of employees	%	No of employees	%	No of employees	%
1 – 19	Low	23	57%	19	59%	9	56%
20 – 30	Moderate	16	40%	12	37%	7	44%
31 - 40	High	1	3%	1	4%	0	0%

Source:- Survey data

From the above tabulation, in below 35 age group 57%, 40% and 3% of employees experience low level, moderate level and high level stress respectively. In 35 – 45 age group, 59%, 37% and 4% employees experience low level, moderate level and high level stress respectively. In the Age group 45 above 56%, 44% of employees experience low level and moderate level respectively. Particularly 45 above age group does not experience high level stress. At the same time 35 – 45 age group experience high stress than other age group. The above data can be shown in the following combined bar chart.

Sex

Table 2: Stress relate with sex

Rating	Sex Stress level	Male		Female	
		No of employees	%	No of employees	%
1 – 19	Low	39	66%	12	41%
20 – 30	Moderate	19	32%	16	55%
31 - 40	High	1	2%	1	3%

Source: Survey data

From the above tabulation 66%, 32% and 2% of male experience low level, moderate level and high level stress respectively. But 41%, 55%, and 3% of female experience low level, moderate level and high level stress respectively. Mostly high level of stress is experienced by female than male. At the same time, female than male also mostly experiences moderate level stress. Therefore male highly experiences low level stress than female.

The above data can be shown in the following combined bar chart

Civil status

Table 3: Stress relate with civil status

Rating	Civil status Stress level	Married		Unmarried	
		No of employees	%	No of employees	%
1 – 19	Low	37	63%	14	48%
20 – 30	Moderate	21	35%	14	48%
31 - 40	High	1	2%	1	4%

Source:- Survey data

According to the above tabulation, most of the unmarried employees experience moderate level stress. That is, 63%, 35% and 2% of married employees experience low level, moderate level and high-level stress respectively. At the same time, 48%, 48% and 4% of unmarried employees experience low level, moderate level and high level of stress respectively. Therefore most of the unmarried employees experience moderate level of stress than married employees.

The above data can be shown in the following combined bar chart

Managerial level

Table 4: stress relate with managerial level

Rating	Managerial Level Stress level	Top Level		Middle Level		Low Level	
		No of employees	%	No of employees	%	No of employees	%
1 – 19	Low	16	67%	20	51%	15	60%
20 – 30	Moderate	8	33%	17	44%	10	40%
31 - 40	High	0	0%	2	5%	0	0%

Source- Survey data

From the above tabulation, most of the middle level employees experience high level of stress than others. 67% and 33% of Top-level employees experience Low level and moderate level Stress respectively. But At middle level 51%, 44% and 5% of employees experience low, moderate, and high level of stress respectively. At the Same time 60%, and 40% of low-level employees experience Low and moderate level of Stress respectively. Therefore most of the middle employees experience high level of Stress than other management level employees.

The above data can be shown in the following combined bar chart.

Experience

Table 5: Stress relate with experience

Rating	Experience Stress level	Below 8		9 - 16		17 above	
		No of employees	%	No of employees	%	No of employees	%
1 – 19	Low	15	56%	29	60%	7	54%
20 – 30	Moderate	12	44%	17	35%	6	46%
31 - 40	High	0	0%	2	5%	0	0%

Source:- Survey data

According to the above tabulation, 56% and 44% of employees, who have length of Service below 8 years experience low and moderate level of stress respectively But 60%, 35% and 5% of employees who have length of service 9-16 years, experience low, moderate and high level of Stress respectively. At the same time, 54% and 46% of employees who have length of service above 17 years experience low and moderate level of stress respectively. Therefore most of the employees who have length of service 9 – 16 years experience low level of stress than others.

The above data can be shown in the following combined bar chart.

Presentation of data on job related stressors with performance

Table 6: Performance relate with job related stressors

Rating	Job related stressors Performance level	Low level		Moderate level		High level	
		No of employees	%	No of employees	%	No of employees	%
1 – 19	Low	0	0%	5	13%	3	19%
20 – 30	Moderate	16	47%	14	37%	11	68%
31 - 40	High	18	53%	19	50%	2	13%

Source :- Survey data

The above table clearly shows the relationship between performance and job related stressors of the employees. From this table, 53% of employees who experiences low level job related stress have high level of performance. In turn, 13% of employees who experiences high level job related stress have high level of performance. Further 13%, 37% and 50% of employees who experience moderate level job related stressors, have low, moderate and high level performance respectively. Therefore when the job related stressors increases from low level to high level, performance of the employees decrease to 53%, 50% and 13% respectively.

The above data can be shown in the following combined bar chart.

Table 7: Performance relate with organizational stressors

Rating	Organizational stressors Performance level	Low level		Moderate level		High level	
		No of employees	%	No of employees	%	No of employees	%
1 – 19	Low	0	0%	7	30%	1	11%
20 – 30	Moderate	22	39%	11	48%	8	89%
31 - 40	High	34	61%	5	22%	0	0%

Source: - Survey data

The above table clearly shows the relationship between performance and organizational stressors of the employees. According to this table, most of the employees who experience moderate level organizational stressors, have better performance that is 30%, 48% and 22% of employees have low, moderate and high level of performance respectively. Therefore when the organizational stressors increase from low-level to high-level performance of the employees decline to 61%, 22% and 0% respectively.

The above data can be shown is the following combined bar chart.

Presentation of data on Individual stressors with performance

Table 8: Performance relate with individual stressors

Rating	Individual stressor Performance level	Low level		Moderate level		High level	
		No of employees	%	No of employees	%	No of employees	%
1 – 19	Low	1	2%	3	43%	4	31%
20 – 30	Moderate	31	45%	3	43%	7	53%
31 - 40	High	36	53%	1	14%	2	16%

Source: - Survey data

The relationship between performance and individual stressors of the employees are shown in the above table which clearly show that most of the employees who experience low level individual stressors have high level of performance than other level of stress. That is 53% of employees who experience low-level stress, have high performance In turn in the high level stress they have little high level performance compare with low level stress. There fore when the individual stress level increase, high level performance of the employees decline to 53% 14% and 16% respectively.

The above data can be shown in the following combined bar chart.

Presentation of data on determinant factors of stress

Table 9: Different level of stress relate with stress determinant factors

Rating	Stress level	Job related factor		Organizational factors		Individual factor	
		No of employees	%	No of employees	%	No of employees	%
1 – 19	Low	34	39%	56	64%	68	77%
20 – 30	Moderate	38	43%	23	26%	7	8%
31 - 40	High	16	18%	9	10%	13	15%

Source:- Survey data

According to the table, on job related factors moderate level stress is high that is 43% but on organizational factors and individual factors. Low-level stress is high that is 64% and 77% respectively.

Correlation analysis

Through the correlation analysis, it can be said that what relationship exist among the variables. The dependent variable performance is correlated with job related factor, organizational factor and individual factor. At the same time stress is correlated with age and experience.

With the help of the computer the following out put is obtained.

- **Performance correlated with,**

Job related factors	- 0.4049
Organizational factors	- 0.6001
Individual factors	- 0.4730
- **Stress correlated with,**

Age	- 0.0569
Experience	- 0.0343

According to above calculation it can be said that there is a negative relationship between dependent variable and independent variable.

Job related factors Vs performance

Job related factors have lower negative relationship with performance than other variables. The correlation is – 0.4049

Since coefficient of determination (r^2) has greater mathematical interpretative properties. It is important to look at the coefficient of determination in interpreting and findings. In which, coefficient of determination is 0.1639. That is, only 16% of variance in the performance is accounted for by the job related factors.

There is a negative relationship between performance and job related factors. Therefore hypothesis (H_2) is accepted. That is when stress with job related factors increase, performance of the employees will decline and vice-verse.

Organizational factors Vs performance

Organizational factors have high negative relationship with performance than other variables. The correlation is -0.6001. From which, coefficient of determination is 0.3601. That is only 36% of variance in the performance is accounted for by the organizational factors.

Since, there is a negative relationship between performance and organizational factors Hypothesis (H₂) is accepted. That is when stress with organizational factors decrease, performance of the employee will increase and vice-verse.

Individual factors Vs performance

Individual factors have moderate negative relationship with performance than other variables. The correlation is -0.473. From which, coefficient of determination is 0.2237. That is only 22% of variance in the performance is accounted for by the individual factors.

Since, there is a negative relationship between performance and individual factors Hypothesis (H₂) is accepted. That is when stress with individual factors increase, performance of the employee will decline and vice-verse.

Stress Vs performance

Average stress has strong negative relationship with performance than other variables. The correlation between average stress and performance is -0.6917. Therefore coefficient of determination is 0.4784. That is only 48% of variance in the performance is accounted for by the stress while the other 52 % of variance in the performance is attributed to some other factors.

Since, there is overall strong negative relationship between performance and stress and Hypotheses (H₂) is accepted. That is when stress level of employees increase, performance of them will decline and vice-verse.

Age Vs stress

The relationship between age and stress is very lower negative relationship. The correlation is -0.0569. From which it may be said that there is no relation between age and stress.

Experience Vs stress

The relationship between experience and stress is very lower negative relationship. The correlation is -0.0343. So, it may be said that there is no relation between experience and stress.

F test

In order to test the following hypotheses f test is used

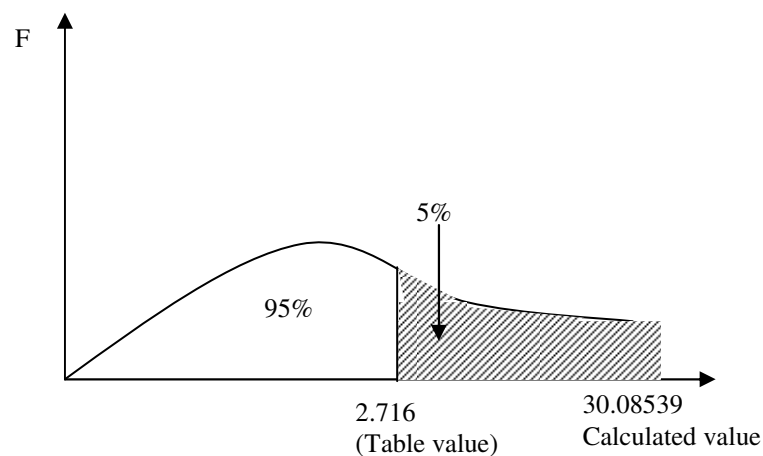
H₀: - there is no relationship between stress and performance

H₁: - there is a negative relationship between stress and performance

According to the ANOVA table, F value is equal to 30.08539, But by using the statistical table for the critical value of F distribution with 5% of significant level the table value is equal to

$$F^3_{84,0.05}=2.716$$

If the calculated value is less than table value, null hypothesis (H₀) can be accepted. In turn if the calculated value is greater than table value, the null hypothesis (H₀) is rejected that is hypothesis (H₁) can be accepted.



According to the above calculation, since calculated value (30.08539) is greater than table value (2.716) the null hypothesis (H₀) can be rejected. This means that hypothesis (H₁) is accepted.

Therefore, there is a negative relationship between stress and performance. This result is true with 95%.

T test

When co efficient is divided by statistical error, t statistics is obtained. Further, there is a negative correlation between variables. Therefore it is necessary to find out whether this correlation is significant or not. This can be achieved with t test. The following equation is used to calculate t value.

$$t = \frac{r\sqrt{n-3}}{\sqrt{1-r^2}} \quad \text{Where, } r \text{ is the correlation coeffic}$$

n is the sample size

At the 5% of significant level the critical value for t(88-3) for a one – tailed test is 1.6656.

The t value corresponding to $r = 0.719688$ and

Job related factors	- 2.4029
Organizational factors	- 5.8325
Individual factor	- 4.2455

Since there is a negative relationship between variables correlation value will be minus. Therefore since these correlation values is greater then t value 1.6656 the null hypothesis will be rejected that is hypothesis (H_1) can be accepted.

05. FINDINGS OF THE RESEARCH

Employees of District Secretariat Jaffna experience stress that affects their job performance. Determinants of stress are viewed into three categories such as job related factors, organizational factors and individual factors.

According to the analyzed data, it has been found that employees' stress has an impact on their performance. That is, a change at the stress level experienced by employees affects their work performance. Further there is a negative relationship between employees' stress level and their job performance.

The relationship between stress due to the job related factors and employees' performance are negative (-0.4049). Most of the employees that is, 43% experience moderate level stress. By this, 50% on them has high level of performance than others.

In respect of the organizational factors, 64% of employees experience low-level stress. There is also a negative relationship between stress due to this factor and performance (-0.6001).

Further, there is a strong relationship between these variables. That is a small change in stress level due to the organizational factor has a greater impact on the employees' performance.

Furthermore, 77% of employees experience low-level stress due to the individual factors. The relationship between stress and performance is also negative (-0.473). That is, when stress due to individual factors increase employees' performance will decrease.

Other factors such as age and experience of work do not affect the employees' job stress. These have very little contribution on employees' stress.

Therefore employees of District Secretariat Jaffna mostly experience low level of stress due to organizational and individual factors. In turn they experience moderate level stress due to job related factors.

Testing of hypotheses

Data analyzed are found to supportive in order to examine the hypotheses. This research has been carried out based on the following hypotheses.

H1:- High level of stress exists among employees in District Secretariat – Jaffna.

H2:- Employees' stress has an impact on their performance.

Table 10:performance correlated with independent variables

Variables	Correlation	Coefficient of determinants
Job related factors	- 0.4049	0.1639
Organizational factors	- 0.6001	0.3601
Individual factors	- 4730	0.2237
Stress	- 0.6917	0.4784

Source: Survey data

According to the percentage analysis, 18% of employees experience high level of stress due to the job related factors. At the same time 15% of employees experience high level of stress due to the individual factors and 10% of employees experience high level of stress due to the organizational factors. Since the employees experience high level of stress, their performance is at the low level.

Therefore hypothesis (**H₁**) has been accepted that is, high level of stress exists among employees in District Secretariat Jaffna.

Through the correlation analysis, hypothesis (**H₂**) has been tested. In connection with the job related factors, there is a low negative relationship between stress and performance. That is 16% of variance in the performance is accounted for by the job related factors. Organizational factors have moderate negative relationship with performance. That is, 36% of variance in the performance is accounted for by the organizational factors. At the same time individual factors have moderate negative relationship with performance. That is, 22% of variance in the performance is accounted for by the individual factors.

Stress has strong negative relationship with performance of the employees. That is, 48% of variance in the performance is accounted for by the stress of the employees, while other 52% of variance in the performance is attributed to some other factors.

Therefore, hypothesis (**H₂**) is accepted that is, employees' stress has an impact on their performance.

Suggestions to manage employees stress

Stress experienced by employees should be managed to improve their performance. Stress is not automatically bad for individual employees or their organizational performance. In fact it is generally recognized that low levels of stress can even enhance job performance.

Research is also emerging that indicates that the level of difficulty and nature of the task being performed may affect the relationship between stress and performance; however, it is still safe to conclude that:

- The performance of many tasks is in fact strongly affected by stress.
- Performance usually drops off sharply when stress rises to high levels.

When there is no stress, job challenges are absent and performance tends to be low. As stress increases, performance tends to increase, because stress helps a person call up resources to meet job requirements. It is a healthy stimulus that encourages employees to respond to challenges. Eventually stress reaches a plateau that corresponds approximately with a person's top day to day performance capability. At this point additional stress tends to

produce no more improvement. Finally if stress becomes too great, performance begins to decline, because stress interferes with it.

Here some suggestions are put forward to manage the employees' stress for enhancement of their performance.

1. The organization should create a supportive organizational climate. Unfortunately the organizations today continue to be highly formalized with accompanying inflexible, impersonal climate. Therefore the structure should be decentralized with participative decision-making and upward communication flows.
2. The management of the organization should eliminate or reduce the conflict between employees and administrative officers.
3. Employees should be allowed to get advice from their supervisor. Through this they will correctly perform their responsibilities and duties.
4. Organization should have to expand the health maintenance programs supervisor training programs and stress reduction workshops.
5. Organization should handle the problems and opportunities which are common to all employees.
6. New technologies should be used to reduce the work overload. In this organization “**red tape system**” is being used now also. Therefore when the paper work is reduced that is, using computers in maintaining records, the work over load will automatically reduce.

06.CONCLUSIONS

The success of an organization depends on to what extent the employees behave in line with the goals of an organization. Organizations use different kinds of management techniques to achieve their goals. Every organization tries to reduce stress level of the employees because increase there performance. This chapter covers the findings of this research, hypotheses testing, suggestions and suggestion for further research.

Every individual experiences stress but this stress level differs between everyone. Stress experienced by the employees can have a greater impact on their job performance. Therefore this stress should be managed properly by the management of the organization.

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