

The Impact of Work Stress on Employee Job Satisfaction with the Moderating Effect of Social Support in Public and Private Sector Organization. (Empirical Evidence from Pakistani Organizations)

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Abstract

This study is causal to investigate the effect of job stress on employee's job satisfaction with the moderating effect of social support. In Job stress, two dimensions are analyzed first is work-life balance and second is work place anxiety. Primary data were collected through the questionnaire from 500 employees of public and private sector organizations. Data was collected from only those organizations that are listed with SECP (Security and Exchange Corporation of Pakistan) as well as listed in stock exchange. This study proved a negative relationship between Work-life balances on employee job satisfaction. Moreover, there has been also a negative relationship between work place anxiety on the employee job satisfaction perform. Social support decreases the negative relationship between work-life balance and employee job satisfaction. In addition to that, its effect is also positive in the negative relationship between work anxieties on employee's job performance. This study is helpful for the top managerial policy makers to improve the employee's satisfaction level by incorporating job stress management and also by providing the social support.

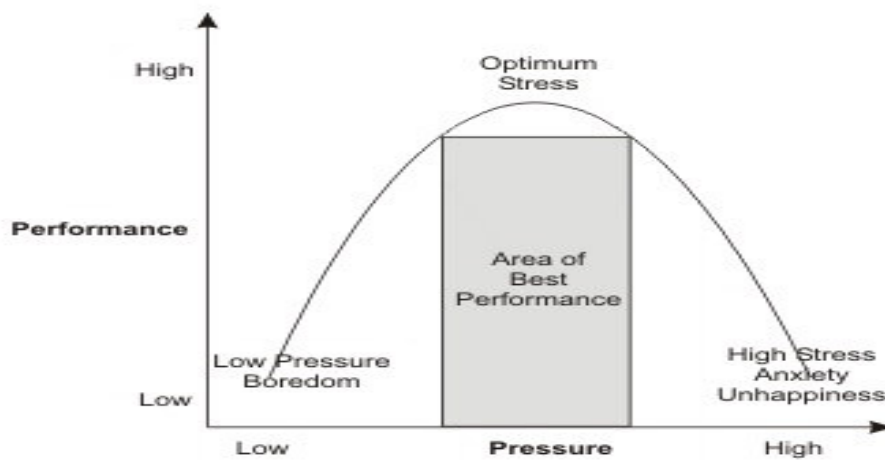
Keywords: Work-Life balance,, Work-Place Anxiety, Social Support, Employee job satisfaction

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Introduction

Human stress is used to describe the body's responses to demands place on it, whether these demands are favorable or unfavorable. Job stress is one of the most important workplace health risks for employees in developed and developing countries. There are many of workplace factors, called job stressors that make jobs stressful and difficult for number of employees in services as well as manufacturing industries. Additional stressors relate Interpersonal relationships at work such as conflicts with the behavior of supervisor's conflicts with colleagues, conflicts with juniors and conflicts with management rules. Job satisfaction has been the most frequently investigated variable in organizational behavior. Work is a central part of almost everyone's life. Work and the workplace emphasizes many issues related to organizational psychology including job satisfaction, quality of work life, human factors, physical environment, performance appraisal, motivation and leadership, and the physical and mental health of workers. As per side the job satisfaction is an achievement indicator in career developmental tasks. Employee Job satisfaction means how much employees feel positive about their job and the different of their jobs. Low job satisfaction can be a major indicator of decrease in employee production and can result in behavior such as absenteeism and turnover intentions. According to medically stress is also harmful for stomach and reduces overall efficiency of human. Bali, A. (2015). Job stress result from non-fulfillment of needs; continued stresses create anxieties, and anxiety leads to tension. The residual effect of tension is felt, monitored and evaluated both physiologically and psychologically and is ultimately linked with psychosomatic disorders. Heart Association policy statements highlight psychosocial stress as a potential barrier to healthy lifestyles and optimal medication adherence, and recommend management of stress in individuals with high cardiovascular risk and also normotensive, non-obese, physically active, had normal blood cholesterol, established cardiovascular diseases, but also that harmful effects of stress attributable to the lifestyle risk factors measured or poor adherence to pharmacotherapy; excess mortality risk was observed even among patients successfully treated for cardio metabolic diseases. There are various ways of expanding standard care to address work stress in patients, including systematic screening for stress and, if needed, interventions such as consultation, rehabilitation, job redesign, reductions in working hours, an on health grounds.6,7 In a Cochrane review of 35 randomized controlled trials a total of 10703 patients with coronary heart disease who had at least 6

months' follow-up, psychological interventions that alleviated stress of their work(Kivimäki, M., Pentti, J., Ferrie, J. E., Batty, G. D., Nyberg, S. T., Jokela, M., ... & Goldberg, M. (2018).



The Inverted-U relationship between pressure and performance

Source :Bali, A. (2015). Psychological factors affecting sports performance. *International Journal of Physical Education, Sports and Health*, 1(6), 92-95.

Although in the previous studies, relationship between job stress and job satisfaction has been analyzed but in the current study we have analyzed this relation in different scenario. Generally speaking, stress and anxiety are simply biological and physiological reactions to perceived threats to safety or external danger. Once the stressful situation has passed or the 'stressor' is removed, these feelings should subside. Anxiety is a common concern in today's, world. While anxiety and stress are natural, inevitable experiences in life, there are times where it can take a severe toll on the state of mental health and quality of life as well as employee job satisfaction .Workplace anxiety is a learnt response to stress and can be triggered from a range of factors, with some cases more severe and debilitating than others. While most people experience some levels of stress in the workplace, workplace anxiety differs in that it goes beyond the body's natural response. Work place Anxiety might be many reasons But in our study its investigate that either due to social support it's reduces and its effects on employee job satisfaction

Literature Review:

Definition of variables:

Work Life balance

According to Kalliath, T., & Brough, P. (2008)."Work–life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities".Work-life balance is an important aspect of a healthy work environment. Maintaining work-life balance helps reduce stress and helps prevent burnout in the workplace.

Work place Anxiety

According to Muschalla, B., & Linden, M. (2014) define Work place anxiety in following words "A certain amount of stress and anxiety is normal at work as well as at home. However, persistent, excessive, and irrational anxiety that interferes with everyday functioning is often an indication of an anxiety disorder"

Social Support

According to Racino, J. (2006)."Social support is the perception and actuality that one is cared for, has assistance available from other people, and most popularly, that one is part of a supportive social network. These supportive resources can be emotional (e.g., nurturance), tangible (e.g., financial assistance), informational (e.g., advice), or companionship (e.g., sense of belonging) and intangible (e.g., personal advice)"

Employee Job Satisfaction

The concept of job satisfaction has been defined in many ways. However, the most-used Definition of job satisfaction in organizational research is that of Locke (1976), who described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

According to Thompson, E. R., & Phua, F. T. (2012)." Employee job satisfaction is a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of jobs, such as

nature of work or supervision"

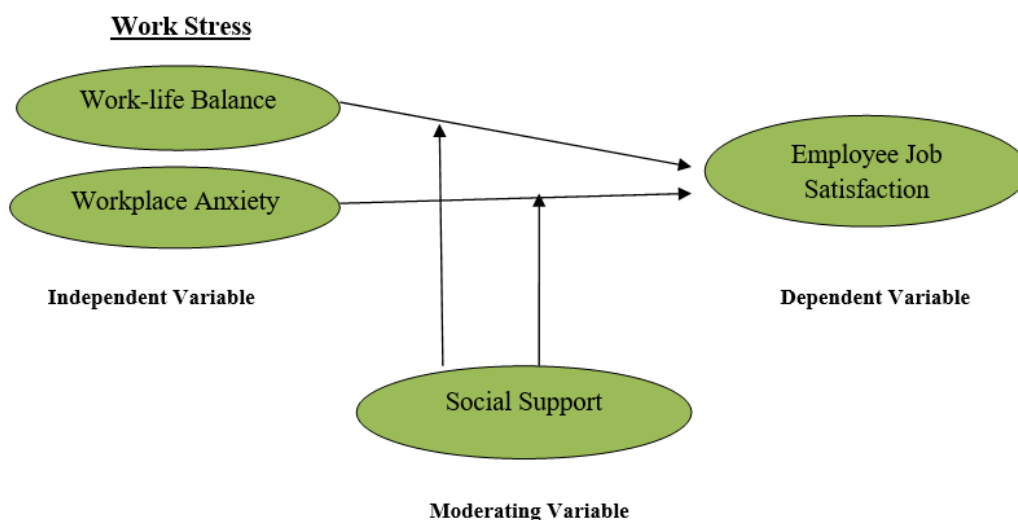
According to Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014) investigates work life balance positively related to job and life satisfaction and negatively related to anxiety and depression across the various cultures.. High levels of work life balance were more positively associated with job and life satisfaction for employees High levels of work life balance were more positively associated with job and life satisfaction and more negatively associated with anxiety for individuals in gender egalitarian society also. Overall, strong support for work-life balance from being beneficial for employees. According to Bowen, P., Edwards, P., Lingard, H., & Cattell, K. (2014) Occupational stress affects the health and wellbeing of employees who work, and the relationship between job demands, job control, workplace support, and experiences of stress Predictors displaying a significant relationship with occupational stress are the presence of work–life imbalance, the need to ‘prove’ oneself, hours worked per week, working to tight deadlines, and support from line managers in difficult situations at work positively affect the employee job satisfaction. The Organizations should look to improving managerial and collegial support for professionals and industry must give attention to how the need to work long hours is justified. This study explores display a common pattern of behavior when implementing work life balance policies. The benefits of implementing work life balance policies improve conditions for the workers themselves or improve the firm's productivity work life balance policies. Performance makes the implementation of work life balance policies more attractive to human resources managers(Adame-Sánchez, C., González-Cruz, T. F., & Martínez-Fuentes, C. (2016).According to Allisey, A. F., Noblet, A. J., Lamontagne, A. D., & Houdmont, J. (2014) investigates that work job stress and employee job satisfaction , these relationships were either reduced, or no longer significant. Task-oriented conditions were more strongly associated with job stress while relational or socially oriented conditions were stronger predictors of job satisfaction. Monitoring stress and satisfaction may be a valuable component of employees retention efforts, and could offer early-warning of impending turnover among staff and enhances employees job satisfaction. Stress is in a meaningful correlation with job stress, job satisfaction and job motivation. results of the essay defined motivation. Also stress is in a meaningful correlation with job stress, job satisfaction and job motivation. Results of the essay defined motivation (Khalatbari, J., Ghorbanshiroudi, S., & Firouzbakhsh, M. (2013). According to Ling, A. W., Bahron, A., & Boroh, P. (2014) job satisfaction than male employees. This can be explored to enhance the body of knowledge, find out the factors which cause these differences. The management may also need to pay more attention to the climates which could affect the role stress factors, working condition and job satisfaction. Administrative and supervisory support are inversely related to job stress, while job involvement is affected positively by supervisory support and negatively by family/friends support.. Lambert, E. G., Minor, K. I., Wells, J. B., & Hogan, N. L. (2016).

Research Objectives

The research objectives of this study as below:

- To know how to reduce the job stress of level of employees through social support
- To determine how job stress effects the employees job satisfaction
- To determine the effect of social support in work life balance and employees job satisfaction
- To know the effect of social support in workplace anxiety and employee job satisfaction.

Research Model



Hypotheses

- H.1 There is a significant relationship between work- life balance and employee job satisfaction.
- H.3 There is a significant relationship between work anxiety and employee job satisfaction.
- H.2 Social support moderates the relationship between work-life balance and employee job satisfaction.
- H.4 Social support moderates the relationship work anxiety and employee job satisfaction.

Research Methodology

The design of the study was casual. The causal connections between the variables were quantified. Cross sectional data were collected at one point in time. Primary data have been collected through the questionnaires. In this study population was the employees of all the public and private sector organizations of Pakistan. The questionnaire was composed of three sections: First sections described about the research and ensured the respondents about data confidentiality, second section was consisted of instruments for variables of the study and third section was composed of asking general information about the respondents. second section included 44 items in form of Likert scale ranging from 1 to 5 (where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=strongly Agree) that have been used to collect the data from the target respondents. Questionnaire were got filled through personal visits by the researchers from total 500 respondents including Assistant managers, Managers , Zonal managers, Clerics, terminal directors and Assistant vice president in the public and sector organizations.. Both Probability and Non-Probability sampling techniques were used in this data collection procedure, because of the fact that, in non –probability sampling, the sample could generalize to the population better. Multiple regression technique was used to analyze the data. The developed questionnaire has been pre-tested with a few Employees to ensure the quality of the questions.

Variables	Category	Frequency	Percentage
Gender	Male	287	57.4
	Female	205	41.0
	Others	8	1.60
	Total	500	100
Age	20-30 years	290	58.0
	31-40 years	113	22.6
	41-50 years	67	13.4
	51-60 years	20	4.00
	61 and above years	10	2.00
	Total	500	100
Designation	Assistant Manager	168	33.6
	Operational Manager	155	31.0
	Manager	77	15.4
	Zonal Manager	60	12.0
	Assistant Vice President	40	8.00
	Total	500	100
Education	Bachelor	118	23.6
	Master	187	37.4
	MS/MPhil/PhD	111	22.2
	Others	84	16.8
	Total	500	100
Organization	Public	247	49.4
	Private	203	40.6
	Others	50	10
	Total	500	100

Measurement of variables

Job stress two dimensions one is work life balance and second is work anxiety for measuring them. All the instruments were adopted from as described in Table.

Serial No.	Variables	Instruments adopted
1	Work life balance	Krymis, E. (2011)
2	Work place anxiety	McCarthy, J. M., Trougakos, J. P., & Cheng, B. H. (2016)
3	Social support	Umeadi, C. A. (2015)
4	Employee Job Satisfaction	Pang, K., & Lu, C. S. (2018)

Reliability of the instrument

Crowder, M. J. (2017) described that reliability is a word with many different connotations. When applied to behavior, it usually refers to that person's ability to perform certain tasks according to a specified standard. By extension, the word is applied to a piece of equipment, or a component of a larger system, to mean the ability of that equipment or component to fulfill what is required of it. As used today, however, reliability is almost always a quantitative concept, and this implies the need for methods of measuring reliability. Reliability of the instrument was calculated through the use of SPSS. DeVellis, R. F. (2016) indicated that Alpha value of less than 0.7 is tolerable while the value of 0.7 or above is preferred.

Table No. 1 Reliability Statistics

Variables	Cronbach's Alpha	No. of Items
Work- Life Balance(WLB)	.857	4
Work place Anxiety(WPA)	.761	8
Social Support(SS)	.840	8
Employee job satisfaction (EJS)	.740	7

I. Results and Discussion

Multiple regressions have been applied on the data to determine the causal relationships among independent and dependant variables.

Correlation

Correlations

		Empl_Job_Sat	Work_Life_Balance	Work_Anxiety	Social_Support	Work_Stress
Empl_Job_Sat	Pearson Correlation	1	-.659**	-.613**	.734**	-.689**
	Sig.(2-tailed)		.000	.000	.000	.000
	N	500	500	500	500	500
Work_Life_Balance	Pearson Correlation	-.659**	1	.633**	-.624**	.832**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	500	500	500	500	500
Work_Anxiety	Pearson Correlation	-.613**	.633**	1	-.663**	.956**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	500	500	500	500	500
Social_Support	Pearson Correlation	.734**	-.624**	-.663**	1	-.711**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	500	500	500	500	500
Work_Stress	Pearson Correlation	-.689**	.832**	.956**	-.711**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	500	500	500	500	500

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

Table 1.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 ^a	.759	.753	5.53254

- a. Predictors: (Constant), WLB(Work -Life Balance)
 b. Dependent Variable: EJS(Employee Job Satisfaction)

Moore, D. S., Notz, W., & Fligner, M. A. (2013) described that value of R should between + and -1. According to Miller, R. L. (2017) described if the value of R Square is greater than .70, That shows a greater effect. In this model summary, the value of R Square is greater than .70 that is .759 shows a strong effect size

Table 1.2

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	35.030	1.106		31.677	.000
	WLB	-1.260	.071	-.659	-17.727	.000

- a. Dependent Variable: EJS(Employee job satisfaction)

The effect of work-life balance on the employee's job satisfaction is highly significant $p=0.00$, While, the β value (-1.260) of work-life balance shows a significant negative effect of on the employee's performance.

Table 1.3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.813 ^a	.787	.784	4.80930

- a. Predictors: (Constant), WA
 b. Dependent Variable: EJS

In this model summary, the value of R^2 is 0.887 while the value of Adjusted $R^2=0.785$ shows that the model better fits the data. It can be established the leaders have a key role to decide about the performance of the employees through the implementation of leadership styles.

Table 1.4

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	34.396	1.203		28.585	.000
	WPA	-.619	.039	-.613	-15.713	.000

- a. Dependent Variable: EJS

The table revealed that the work anxiety reduces the employee job satisfaction provided with the values $P=0.000$, $\beta= -.619$. It denotes the mild negative relation between work anxiety and employee job satisfaction

Moderating effect of Social Support between Job Stress and Employee job Satisfaction

Individual Effect

Combined Effect

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.689 ^a	.574	.673	5.33237
2	.748 ^a	.559	.557	4.88832

- a. Predictors: (Constant), JS
 b. Predictors: (Constant), JS, JS_SS
 c. Dependent Variable: EJS

Anova^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	10510.567	1	10510.567	369.645	.000 ^b
1 Residual	11658.023	499	28.434		
Total	22168.590	500			
Regression	12395.247	2	6197.623	259.361	.000 ^c
2 Residual	9773.343	498	23.896		
Total	22168.590	500			

- a. Dependent Variable: EJS
 b. Predictors: (Constant), JS
 c. Predictors: (Constant), JS, JS_SS

Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	38.327	1.189		32.234	.000
	JS	-.498	.026	-.689	-19.226	.000
2	(Constant)	32.153	1.293		24.869	.000
	JS	-.546	.024	-.755	-22.416	.000
	JS_SS	.010	.001	.299	8.881	.000

- a. Dependent Variable: EJS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.613 ^a	.627	.574	5.80930
2	.710 ^b	.505	.502	5.18219

- a. Predictors: (Constant), Work_Anxiety
 In this model value of R square = .627, .505 and the value of adjusted R² is (.574, .502) that shows strong effect size

On the relationship between variables.

- b. Predictors: (Constant), Work_Anxiety, Int_WA_SS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34.396	1.203		28.585	.000
	Work_Anxiety	-.619	.039	-.613	-15.713	.000
2	(Constant)	27.929	1.243		22.462	.000
	Work_Anxiety	-.737	.037	-.731	-19.949	.000
	Int_WA_SS	.017	.002	.378	10.307	.000

- a. Dependent Variable: Empl_Job_Satisfaction

In the effect of Work anxiety on the employee job satisfaction overall ($P=0.000$, $\beta=-.619$) that shows work anxiety has negative effect on employees job satisfaction. But while Int_WA_SS ($P=0.000$, $\beta=+.017$) its means while employees have social support its positive effect on their satisfaction level. Whenever the employees have good social support its effect on their reduction of anxiety and in their satisfaction level.

Table summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659 ^a	.734	.683	5.53254
2	.751 ^b	.701	.671	4.86370

a. Predictors: (Constant), Work_Life_Balance

b. Predictors: (Constant), Work_Life_Balance, Int_WLB_SS

In this model summary, the value of R^2 is (0.734,.701) while the value of Adjusted $R^2=0.683, .671$).

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35.030	1.106		31.677	.000
	Work_Life_Balance	-1.260	.071	-.659	-17.727	.000
2	(Constant)	30.153	1.068		28.232	.000
	Work_Life_Balance	-1.556	.068	-.813	-22.878	.000
	Int_WLB_SS	.032	.003	.392	11.024	.000

a. Dependent Variable: Empl_Job_Satisfaction

In the effect of work life balance on employees job satisfaction the (values $P=0.000$, $\beta= -.1260$) that shows the work life balance has negative effect on employee job satisfaction. But in the

moderation of support Int_WLB_SS (values $P=0.000$, $\beta=+.032$) its means due to social support there is a positive relationship between them. Due to social support its effect is positive that shows while employees have social support its more better in their work life balance and their satisfaction level.

Conclusion

This study proves that there is a negative relationship between work-life balance and employee job satisfaction. And also the results prove that there is a negative relationship between work place anxiety and employee job satisfaction. Social support decreases the negative relationship between work life balance as well as work place anxiety on employee job satisfaction.

Limitations of the study and further agenda for research:

This study is cross sectional and data is conducted in just once sort- and conducted in the Pakistani organizational employees, it's a limitation of conduction in the other countries employees stress level and social support effect on it. It's also being suggested to include other factors of work stress likewise physical environment and managerial skills or competences in it. Its also be a future recommendation of being used organizational citizenship behavior as a moderation between job stress and employees job satisfaction.

Recommendations:

- Top management must have to understand about the workload of their employees by keeping in mind that employees are only human – they likely have a life outside of work that can compete for their attention during the week, and the need to rest on the weekend So that they can able to manage work-life balance.
- Encourage the organization to invest in training for all employees for removing the stress of employees
- Help employees develop an emotional support system
- Encourage the organization to invest in employee self-efficacy
- Top management must develop clear connections between cause and effect
- Help the organization develop clear, open communication; especially during times of significant change
- Help management deal with their need for control
- Give workers as much control over their jobs for removing the job stress

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