



Impact of Job Stress on Employee Job Performance: A Study of Developmental Sector of Chitral District

Gulshan^a, Shafeeq Ahmad^{b*}

^aDepartment of Management Sciences, Abdul Wali Khan University Mardan, Pakistan. ^bEducation Monitoring Authority (EMA), Govt of KP, Dir (L), Pakistan. *Email: shafeeqahmad3353@gmail.com

Abstract: The study examines the impact of stress on employee job performance in developmental sector working in Chitral region. The paper is based on a modified questionnaire administered to 120 development sector employees in Chitral district and their response was measured for forty variables. The study shows that administrative staff, male employees, age group of 20 to 30 years, posts graduates, married employees and employees who have work experience of having 1 to 5 years feels stress mostly in their job. The study further shows that most influencing factors of stress in job are the role ambiguity, conflict among colleagues, rapid change in global network, working with untrained employees, lack of time for leisure, diversity and complexity of tasks. After descriptive statistic and correlation analysis the results show that there is in inverse relationship between employee job performance and job stress.

Keywords: Stress, Job performance, Employees, Developmental Sector.

1. Introduction

Stress is a burning issue of today's corporatocracy world. Although it is not a new phenomenon but recently it has gained a great deal of discussion and attraction to many researchers, especially in work place. Global business strategies and growing competition increased the level of stress in job related activities.

The financial crisis of 2008 completely changed the working environment for employees. Because of downsizing, layoff as well as merging methods by which a large number of workers dropped their own work, consequently right now the actual workers going through a higher degree of work tension than in the past. Essentially tension performs a simple part within every single facet of human's existence. Work tension adversely impacts a person's overall performance & effectiveness as well as reduces the entire overall performance of the business. In recent decades stress is a growing dilemma for so many organizations. In the latest ages strain is often an expanding issue pertaining to countless companies.

According to [1] stress is really an existing condition within daily human being existence, particularly going through various workers from various phases of the professions. In one viewpoint tension is really a motivational pressure that assists workers to attain their own individual as well as organizational objectives. On the other hand stress causes depression and disturbs employees mentally and physically.

According to [2] productive work environment, better reward system and managerial support make employees productive and efficient. Lower level of stress provides the employees an opportunity to fulfill

organizational goals. Managers need to be aware and should work all the time to improve the factors that create stress in employees and affect employees' performance.

1.1. Purpose of the study

- The objective of this particular research is to investigate the elements that impact employee's overall work performance in the development sector of Chitral district.
- To determine the relationship between job stress and employee job performance.
- To analyze the influence of job stress on employees' job performance.
- To examine the level of stress.
- To recommend coping strategies for employees and employers to reduce stress levels for the purpose of improving their performance.

1.2. Scope of the study

The research focuses is about the impact associated with stress upon employee's work performance in the developmental sector within Chitral district. The study can help an organization to look for the factors associated with stress and its influence upon performance associated with employees. The study will reveal an organization to come up with strategies with the objective to offset the elements of stress that impact the overall performance of workers. This study will even provide a means or idea for additional study.

1.3. Significance of the study

The aim of this study isn't only to get rid of stress, but also to understand how to manage this and how you can use it to assist employees and employers to be aware of the main factors which create stress in the working environment of employees within developmental sectors in the context of Chitral. Therefore this study is very significant both for individuals and organizations to learn the ways to manage the stress to its optimal level.

2. Literature Review

[3] conduct a study on textile sector of Faisalabad, Pakistan. Questionnaire technique was used for data collection from a hundred and fifty employees of numerous companies. The objective of this research was to research the effect of work stress upon employee's work performance. The end result showed that there's no substantial relationship between job stress and work performance. Based on this research stress is actually normal in order to human existence and also the factors for example work overburden, long working hours, job insecurity and pressure of work etc are never affecting upon employee's work performance.

[4] the research conducted on the impact associated with job stress and work performance within banking field of Pakistan. Information was gathered from 144 participants through questionnaire technique. The end result showed an adverse relationship in between job stress and work performance. This research determined numerous factors for example work burden, long hours working, unclear role, insufficient feedback and so on which improve employees stress and result in poor performance within the banking field employees.

[5] studied Business Process Outsourcing (BPO) sector employees in India. The result showed that 70% of the youngest population starts their jobs in BPO but later on they quit their jobs due to stress. The reasons of stress are reward system, work environment, job task, burden of work and multiple jobs. These all create mental and physical problem to the employees. When these issues increase day by day then it gives pressure, depression, tension and worries to the employee as well as affects the workers performance and therefore reduces the actual productivity of the organization.

[6] examined the impact of work stress on employees work performance in Canada. This study determined that work stress is a challenge both for boss and worker. Female workers, temporary workers, blue color employees and young workers are more vulnerable to job stress. In contrast middle-aged workers, married workers, workers with high income and high education level faces less stress in their job, while workers with low-income and low levels of education faces more frustration in their job. This study also indicated that social support, positive coping strategies, supportive working environment and positive attitude of management reduces job stress and as a result increases workers efficiency and productivity.

[7] this research conducted on the impact of work stress on workers performance in Kamrup district of India. The outcome concluded that stress is an inevitable phase of life. Job stress occurs often from workplace

conditions, irregular and changing work pattern. An unusual attitude at workplace creates headache, depression and strain in the employees. Thus job stress leads to employee's absenteeism, turnover and poor performance.

[8] examined the elements of stress that affect the productivity of banking sector employees in Pakistan. The results showed that insecurity of job creates the stress amongst banking field employees and also the job stress negatively impact the overall performance of employees that's increase degree of job stress and decreases the actual performance associated with employees.

[9] focused on work related stress and its impact on employee work performance in Qatari banking sector. Questionnaire data was collected from 100 employees. The correlation and co-efficient methods were used to analyze the data. The results showed that poor workplace condition, unclear responsibility, workload and filmy issues have direct impact on work environment. The analysis showed that works stress and performance has a negative relationship.

[10] the aim of this research was to show the impact of work stress on employee's job performance. The data was collected through questionnaire method from 133 respondents. The targeted areas were business administration, medical, engineering, fashion and textile department of private sector's universities in Karachi. To test the data's Multiple Linear and Regression techniques were used. The result showed that the burden of work, inadequate reward system and role conflict have the source of stress that decreases the efficiency of workers.

[11] analyzed the effect of work stress on workers performance. The study has investigated the factors of occupational stress inducer through the review of articles and report published within 1990 to 2014. The outcome showed an adverse relationship between work stress and workers productivity.

[12] studied the impact of organizational stress on workers job performance in USA hospitals. The data was collected from total of 100 health service provider working in specific hospitals. After statistical analysis the result showed that there is an adverse relationship between job stress and employees job performance. The outcome showed that organizational stress minimizes worker productivity and overall efficiency.

3. Research Methodology

The essential aim of this research is to investigate the actual factors associated with job stress and its impact upon employee work performance in development sector of Chitral District. Questionnaire technique was used with regards to relevant information collection. Total associated with 120 questionnaires had been distributed one of the employees within eight organizations from the development field in area Chitral.

Information was gathered through questionnaire technique from 120 employees in eight organizations of the development sector in district Chitral, namely AKRSP, AKHSP, SRSP, AKPBSP, PTDC, AKES, HASHOO Foundation and Social Welfare Board. From the total distributed questionnaires only 90 were received. Out of total received questionnaires 10 questionnaire was excluded because of poor and improper response. The remaining 80 questionnaire were considered for the analysis. According to the nature of the study questionnaire method was consider the best and less costly instrument for data collection.

3.1. Research question

What is the impact of job stress on employee's job performance?

3.2. Hypothesis

Ho= Job stress has no impact on employees job performance.

H1= Job stress has an impact on employees job performance.

3.3. Model specification

Cronbach's Alpha is used to measure the reliability of variable. Frequency distribution is used to explain the sample characteristic of respondents on the basis of job designation, gender, age group, education level, marital status and working experience. Correlation is used to test the significance level among variables.

4. Findings & Analysis

4.1. Reliability of the measures

Cronbach's alpha was assessed to measure the reliability of the data. This alpha is considered the most accurate and popular way of measuring internal consistency. When there are multiple Likert questions in a questionnaire and the researcher wants to see the reliability of the scale, they used Cronbach's alpha. Generally coefficient equal to or more than 0.5 and less than 1 is considered acceptable and also indicates a useful reliability.

The overall Cronbach's alpha for the forty variables is (.994). The Cronbach's alpha for the first category of twenty variables, range from strongly agree to strongly disagree is (.989). While the Cronbach's alpha for the second category of twenty variables ranging from never to always is (.988). The Cronbach's alpha shows that these categories are reliable.

4.2. Sample Characteristics

The following tables show the sample characteristics of respondent's according to their job designation, gender, age group, education level, marital status and working experience.

Table 1: Respondent's Job designation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Social mobilizer	27	33.8	33.8	33.8
Administrative	42	52.5	52.5	86.3
Executive	11	13.8	13.8	100.0
Total	80	100.0	100.0	

The above table shows that 52.5% respondents of development sector are administrative staff, 33.8% respondents are social mobilizer and the 13.8% respondents are executive level employees. More than half of the respondents belong to the administrative staff.

Table 2. Respondent's Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	59	73.8	73.8	73.8
Female	21	26.3	26.3	100.0
Total	80	100.0	100.0	

From the gender prospective the above table shows that 73.8% respondents are male, and the 26.3 are female. The result shows that mostly the employees of development sectors are male staff.

Table 3. Respondents' Age group

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-30	33	41.3	41.3	41.3
31-40	33	41.3	41.3	82.5
41-50	11	13.8	13.8	96.3
51 or above	3	3.8	3.8	100.0
Total	80	100.0	100.0	

Table 3, shows that more than 80% respondents of development sector are in the age group of 20-40 years, 13.8% respondents' age is 41-50 years and 3.8% respondents' age is above 51years. The result shows that most of the employees are in their start of the career or in their mid-career.

Table 4. Respondents' Education level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Under - graduate	8	10.0	10.0	10.0
Graduate	28	35.0	35.0	45.0

		Do you feel any stress caused by your job	Role ambiguity	Conflict among colleagues	Rapidly change in global network	Working with untrained employees	Lack of time for leisure	Diversity and complexity of tasks
Do you feel any stress caused by your job? Role ambiguity	Pearson Correlation	1	.898**	.895**	.879**	.891**	.879**	.894**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	80	80	80	80	80	80	80
	Pearson Correlation	.898**	1	.878**	.917**	.861**	.924**	.908**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
		5-10 years	24	30.0	30.0	63.8		
Valid		10-15 years	20	25.0	25.0	88.8		
		16 & above	9	11.3	11.3	100.0		
		Total	80	100.0	100.0			
Post - graduate			44	55.0	55.0	100.0		
Total			80	100.0	100.0			

Table 4 shows 55.0% respondents of development sector are post graduate, 35.0 % are graduate and 10.0% are under-graduate. The study shows that most of the employees are post graduate.

Table 5 shows 58.8% respondents of development sector are married while 41.3% respondents are unmarried. From the study it is identified that mostly the employees of development sector are married.

In the prospective of employees working experience the above table shows that 33.8% employees of development sector have 1-5 years experience, 30.0 % employees have 5-10 years experience, 25.0% employees have 10-15 years experience and only 11.3% employees have 16 years or above job experience. According to this study majority of employees are 1-10 years experiences.

4.3. Correlations

The below table shows that all job stress elements (job ambiguity, conflict among colleagues, rapidly change in global network, working with untrained employees, lake of time for leisure, diversity and complexity of job) are positive correlated with job stress. Role ambiguity shows the highest positive correlation ($r = 0.898$) with job stress, conflict among colleagues is ($r = 0.895$) with job stress, diversity and complexity of job ($r = 0.894$), working with untrained employees ($r = 0.891$), rapidly change in global network and lack of time for leisure activities shows least but positive correction ($r = 0.879$) with job stress.

Table 6. Correlations

Conflict among colleagues	N	80	80	80	80	80	80	80
	Pearson Correlation	.895**	.878**	1	.934**	.952**	.906**	.880**
Rapidly change in global network	N	80	80	80	80	80	80	80
	Pearson Correlation	.879**	.917**	.934**	1	.923**	.947**	.922**
Working with untrained employees	N	80	80	80	80	80	80	80
	Pearson Correlation	.891**	.861**	.952**	.923**	1	.885**	.892**
Lack of time for leisure	N	80	80	80	80	80	80	80
	Pearson Correlation	.879**	.924**	.906**	.947**	.885**	1	.955**
Diversity and complexity of tasks	N	80	80	80	80	80	80	80
	Pearson Correlation	.894**	.908**	.880**	.922**	.892**	.955**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000

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

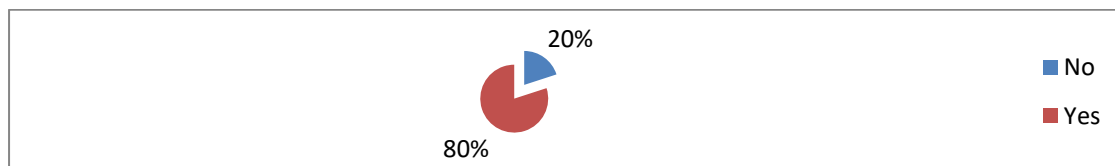


Figure 1.Hypothesis Test: Do you feel any stress caused by your job?

Ho= Job stress has no impact on employees job performance.

H1= Job stress has an impact on employees job performance.

The above chart shows that job stress effect employees job performance negatively. So we reject null hypothesis and accept the H1.

The analysis show that 80% respondents from development sector answered the question in yes which means that they feel stress in their job due to various reasons such as role ambiguity, job time pressure, conflict among colleagues, rapidly changes in technology, working with untrained employees, complexity and diversity of tasks etc which create stress in their job and decreases the performance of employees. While 20% employees say no to the question which means that they never feel any stress caused by their jobs.

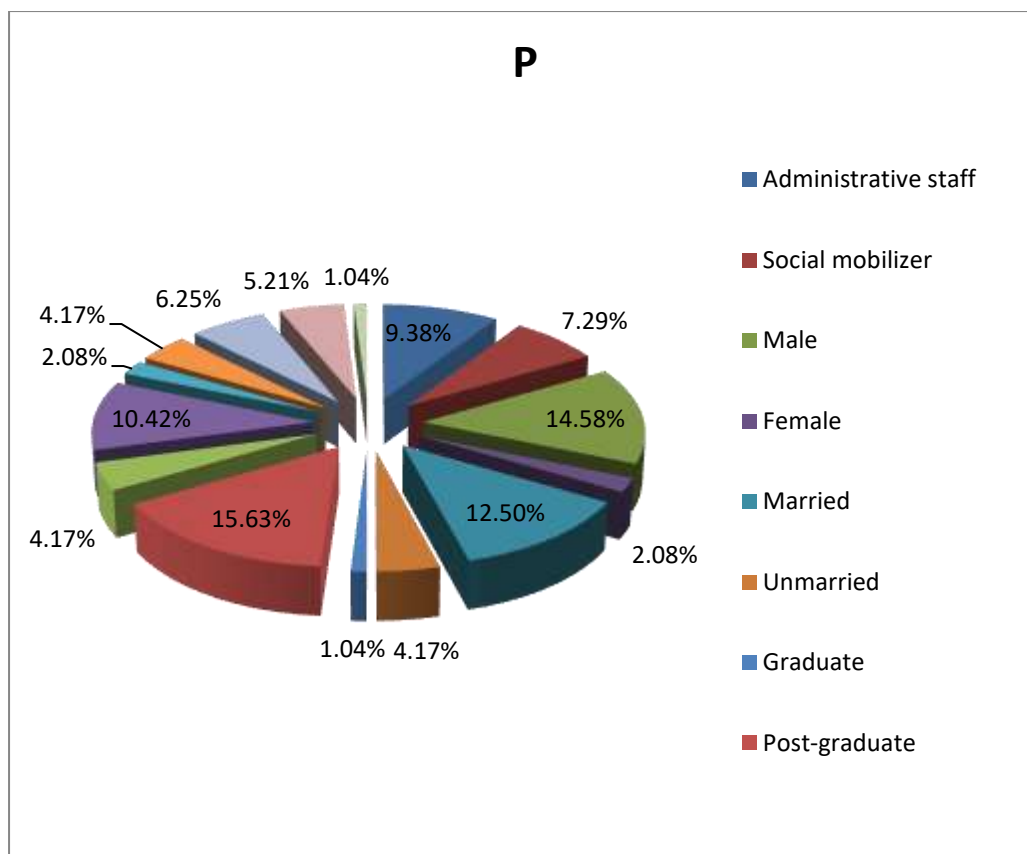


Figure 2. Those who feel no stress during their job representing below in term of percentage

This chart shows the detail of those individuals who never feel stress during their job due to any reason or factor. This has been already discussed in the first paragraph. About this study 9.38% of administrative staff, 7.29% of social mobilize staff, 14.58% of male, and 2.08% of female, 12.50% of married, 4.17% of unmarried, 1.04% of graduate, 15.63% of post graduate, 4.17% of 20-30 years age group employees, 10.42% of 31-40 years age group employees, 2.08% of 40 or above years age group employees, 4.17% of 1 to 5 years job experience employees, 6.25% of 6 to 10 years job experience employees, 5.21% of 11 to 15 years job experience employees, 1.04% of 16 or above years job experience employees respectively. Collectively all these individuals are 16 in numbers out of 80 respondents which represent 20% of the total respondents, that's why we do not give too much weightage to their responses.

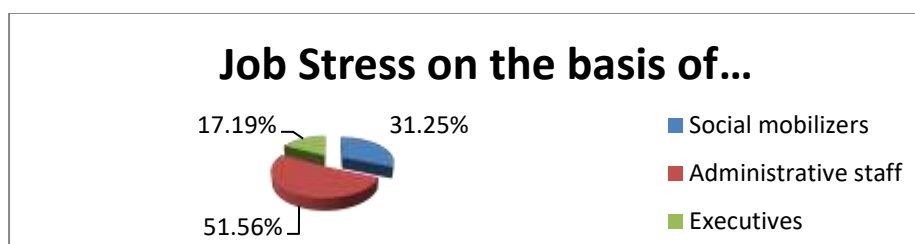


Figure 3. Those who feel stress during their job representing below in term of percentage

Ho= Job stress has no impact on employees job performance.

H1= Job stress has an impact on employees job performance.

After test the hypothesis, result shows that job stress impact employee job performance negatively. So we accept the H1 and reject the null hypothesis Ho.

This chart shows that mostly administrative staff employees are live under a great deal of stress as compare to social mobilizer and executives. 51.56% administrative employees feel stress during their job due to work overload and contract base jobs. Therefore they always in pressure that create stress for administrative staffs mostly. The ratio of stress in social mobilizer and executive staff is 31.25% and 17.19% respectively. The stress ratio in social mobilize is also high as compare to executive staff due to lack of experience and contract base jobs. Executives are often in permanent base and they have too much experience in their field therefore in executive level staff the stress ratio is very low as compare to social mobilizer and administrative staff.

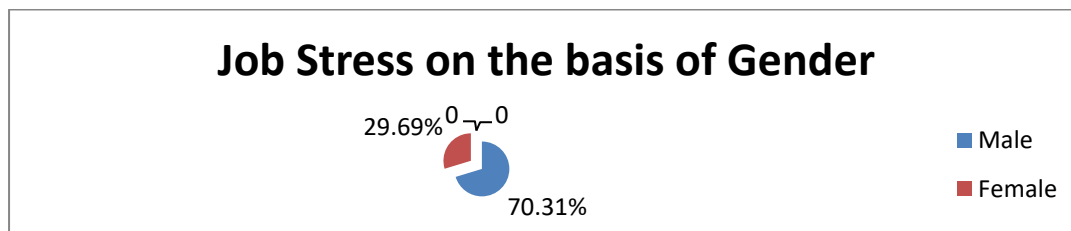


Figure 4. job stress on the basis of gender

Ho= Job stress has no impact on employees job performance.

H1= Job stress has an impact on employees job performance.

The above graph shows that job stress has a negative impact on employee job performance, so we reject the null hypothesis & accept the H1.

Gender prospective indicates that 70.31% of male and 29.69% of female employees feel stress in their job. The ratio of stress is much greater in male employees as compare to female staff. The reasons are the high ratio of male employees and their wide range of financial responsibilities like house hold management along with their jobs. Therefore they experience greater stress in their jobs as compare to female employees.

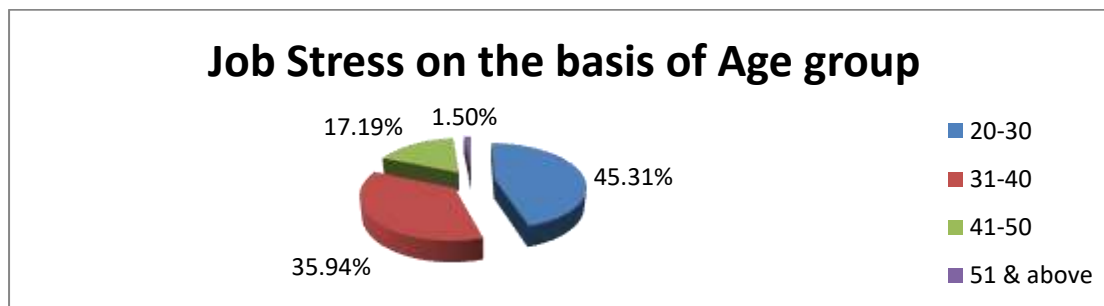


Figure 5. Job stress on the basis of age group

Ho= Job stress has no impact on employees job performance.

H1= Job stress has an impact on employees job performance.

This chart shows that job stress affects employees' job performance negatively. So we accept the H1 and reject the null hypothesis Ho.

The analysis shows that 45.31% employees of 20 to 30 years age group, 35.94% employees of 31 to 40 years age group, 17.19% employees of 41 to 50 years age group and 1.56% employees of 51 or above year's age group feel stress in their job respectively. The main reasons of stress in the first group are job riskiness, lack of experience and field work etc. Stress level in employees of 51 or above year's age group is very low as compare to other age groups because of their job nature and more work experience.

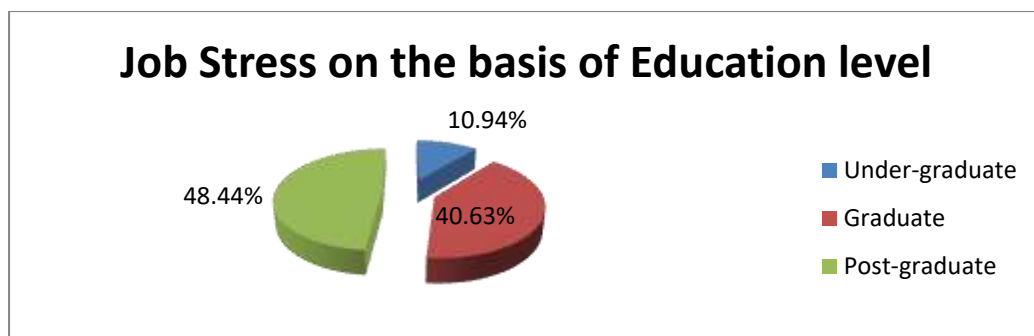


Figure 6. Job stress on the basis of education level

Ho= Job stress has no impact on employees job performance.

H1= Job stress has an impact on employees job performance.

This chart shows that job stress affect employee job performance negatively. So we accept the H1 and reject the null hypothesis Ho.

The result shows that stress level in undergraduates is 10.94%, graduates 40.63% & post graduate 48.44% respectively. The stress level in undergraduates are very low as compare to the other two groups because post graduates and graduates level employees often in administrative and executive position and their responsibilities are very complex & challenging as compare to undergraduates.

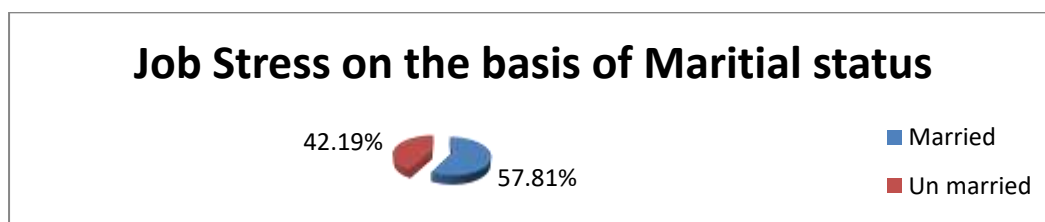


Figure 7. Job stress on the basis of marital status

Ho= Job stress has no impact on employees job performance.

H1= Job stress has an impact on employees job performance.

The above chart shows that stress decrease the performance of employees. So we accept the H1 and reject the null hypothesis Ho.

The result shows that stress level in married & unmarried employees is 57.81% and 42.19% respectively. The tendency of stress is high in married employees as compare to unmarried employees due to their wide range of responsibilities such as household expenditure, children education & domestic conflicts etc.

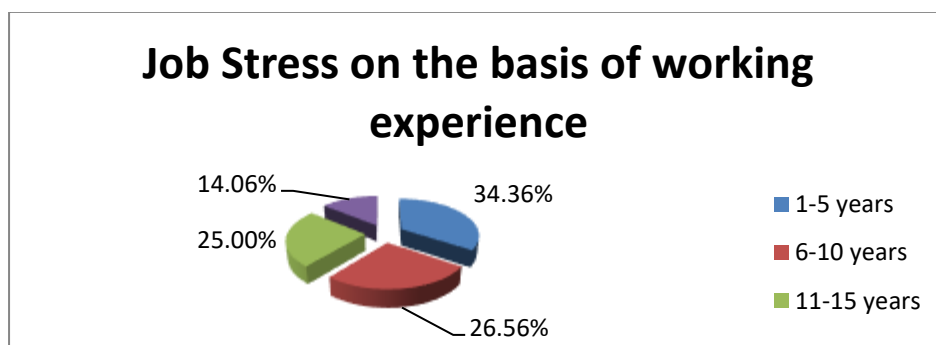


Figure 8. Job stress on the basis of working experience

Ho= Job stress has no impact on employees job performance.

H1= Job stress has an impact on employees job performance.

The result shows that performance of employees is negatively affects by job stress. So we accept the H1 and reject the Ho hypothesis. The job stress in employees of 1 to 5, 6 to 10, 11 to 15, 16 or above years experience as 34.38%, 26.56%, 25%, and 14.06% respectively. The stress level is very high in 1 to 5 years experienced employees due to lack of experience and temporary nature of their jobs.

Main Causes of Job Stress:

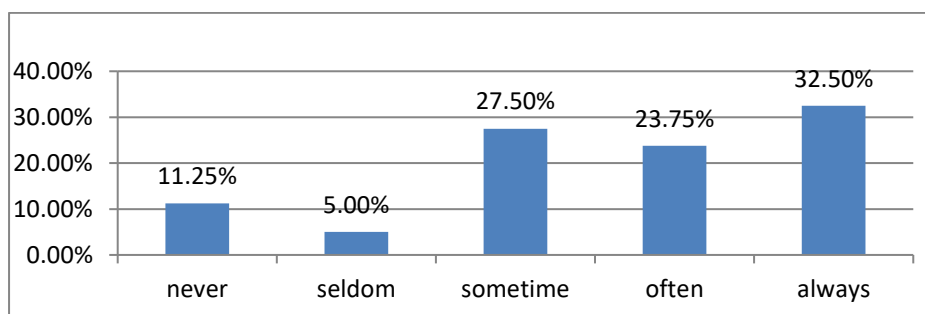


Figure 9. Do you think that role ambiguity causes job stress at your work place?

The above diagram shows that 88.75% respondents from development sector feel stress in their jobs due to job ambiguity while 11.25% respondents are not feeling any job stress. 32.5% respondents feel always, 27.5% feel sometime, 23.75% feel often and 5.0% respondents seldom feel stress in their jobs due to role ambiguity. The main reasons are that most employees of development sector are under a great deal of stress due to job rotation and nonclarity of job tasks.

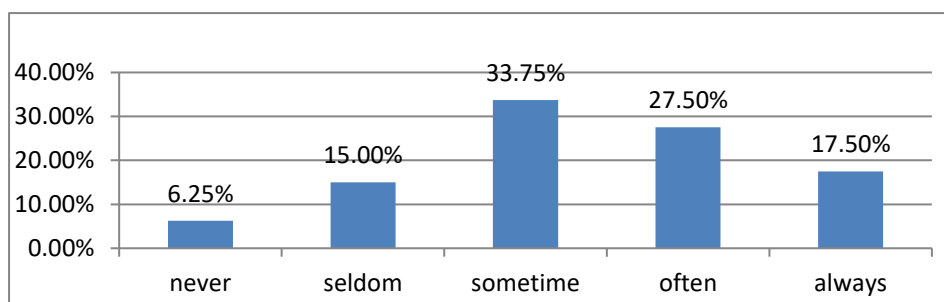


Figure 10. Do you think that conflict among colleagues creates job stress?

According to this diagram 93.75% employees of development sector feel stress in their jobs due to conflict among colleagues while 6.25% employees never feel stress. The above diagram shows that 33.75% respondents feel sometime, 27.5% often, 17.5% always and 15.0% respondents are seldom feel stress in their jobs due to conflict among colleagues. The reason is that conflict creates disturbance among employees at workplace.

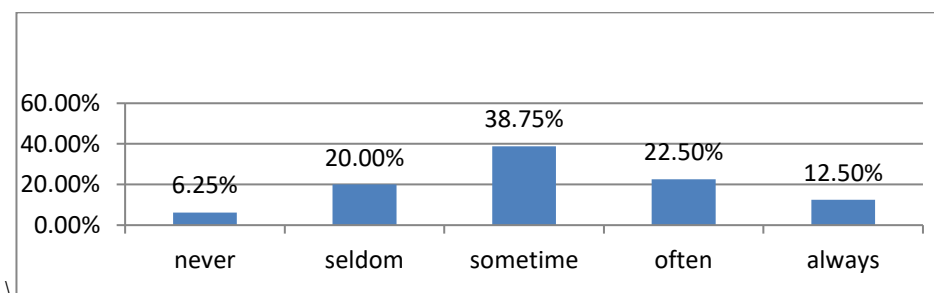


Figure 11. Do you think that job stress occurs due to rapidly change in global network?

The above diagram shows that 93.75% employees of development sector feel stress due to rapidly change in global network and 6.25% employees answered that they don't feel stress due to this factor. Reasons are lack of awareness on new technology such as computer program etc & new moods of communications. 38.75% respondents feel stress sometime, 22.5% feel stress often, 20.0% employee seldom feel stress and 12.5% employees are always feel stress in their jobs due to rapidly change in global network.

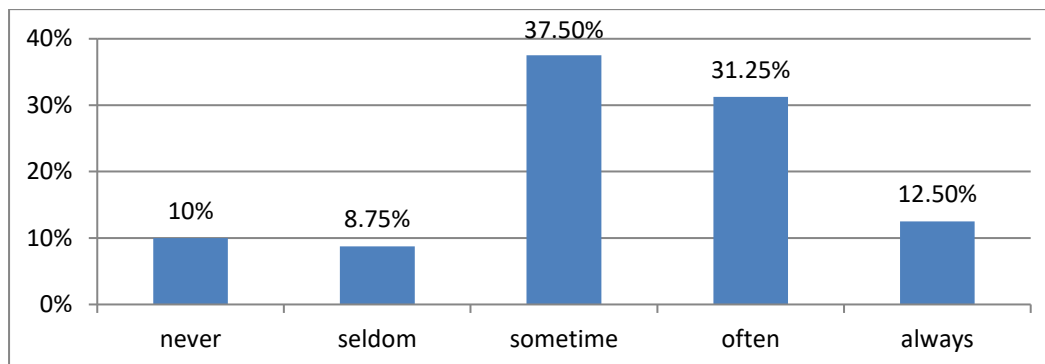


Figure 12. Do you think that working with untrained employees create job stress?

This diagram shows that 90.0% respondents from development sector feel stress in their jobs due to working with untrained employees while 10.0% never feel stress. 37.5% employees of development sector feel stress sometime, 31.25% often, 12.5% always and 8.75% employees seldom feel stress in their jobs due to working with untrained employees. Sometime due to limited experience and skills an employee did not able to perform their job more effectively, while most of the time newly selected employees often make mistakes which increase stress in other employees.

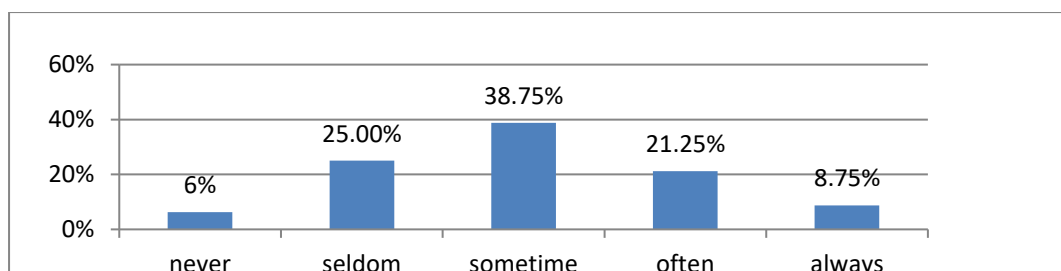


Figure 13. Do you think that lack of time for leisure creates job stress?

The result shows that 93.75% employees feel stress in their jobs due to shortage of time for leisure while 6.25% employees never feel stress in this case. Reasons are very tuff job timing and burden of work which create stress in employees in development sector. Figure 5 shows that 38.75% employee in development sector sometime feel stress, 25.0% seldom, 21.25% often and 8.75% employees always feel stress in their job due to shortage of time for leisure.

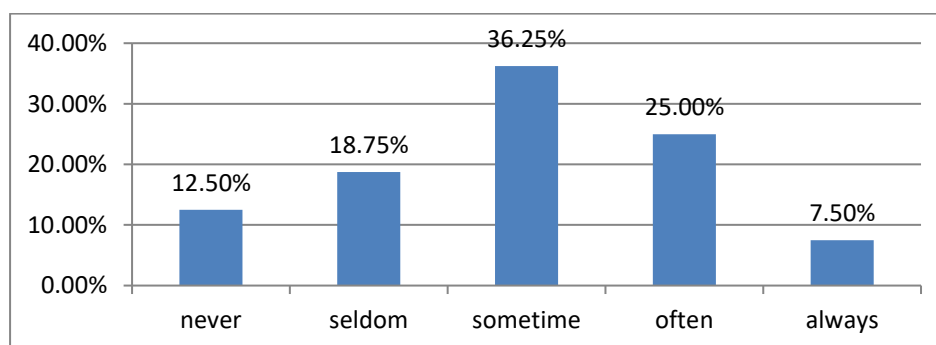


Figure 14. Do you think that diversity and complexity of tasks create job stress?

This diagram shows that 87.4% employees of development sector feel stress in their jobs due to diversity and complexity of tasks and 12.5% employees never feel stress. Sometime stress occur due to job rotation and job enlargement while sometimes it occurs when difficulties arise in such job which needs to deal technically. In the above diagram the responses of employees show that 36.25% respondents feel stress sometime, 18.75% seldom, 25.0% often and 7.5% respondents always feel stress in their jobs due diversity and complexity of job.

5. Conclusion & Recommendations

The purpose of this study is to analyze the impact of stress on employee job performance in development sector which are working in Chitral region. To collect relative data questionnaire method was used. The questionnaire was consisting of 40 questions. Total of 120 questionnaires were distributed among the development sector employees in Chitral district. From the total distributed questionnaires only 90 were received. Out of total received questionnaires 10 questionnaire was excluded because of poor and improper responses. The remaining 80 questionnaire were considered for the analysis. In this study Cronbach's alpha was use to measure the reliability of the data. In this study stress level is measure on simple characteristic base of employee job designation, age, gender, education level, marital status and working experience. The study shows that administrative staff, male employees, age group of 20 to 30 years, post graduates, married employees and employees has 1 to 5 years job experience feel stress mostly in their job. The study shows the most influencing factors of stress in job. These are the role ambiguity, conflict among colleagues, rapid change in global network, working with untrained employees, lack of time for leisure, diversity and complexity of tasks. These six factors are considered most important by more than fifty employees of total respondents. After descriptive statistic and correlation analysis the results show that there is negative relations between job stress and employee job performance or stress negatively affect employees' job performance in the development sector for district Chitral.

- Further study calls for a comparative study of stress level between Government and Private sectors employees.
- Organizations should introduce training programs/ seminars for untrained employees for the purpose to fulfill the gap between the existing and required standard skills of employees.
- To mitigate the role ambiguity, an organization needs to clarify the responsibilities to employees.
- Management should keep work balance among employees according to their skills & responsibilities. The organization should provide such an environment to the employees where they could bring up new ideas, participate in promotional or productive plans/ strategies, effectively communicate their problems & minimize conflicts through fruitful discussions.
- Organizations should keep in view job burden while assigning roles & responsibilities to employees.
- An organization should keep its employees up to date regarding latest technology through on the job training programs.
- An organization should trace the major factors of stress through ongoing evaluation on monthly or quarterly basis. After finding the causes of stress an organization needs to formulate an effective strategy to eliminate or control these factors to improve performance of employee.

References

1. Arbabisaryjou, a. (2013). The Relationship between job stress and performance among hospital nurses. *world of science journal*, 181-185.
2. Kotteeswari, M., & Sharief, D. S. (2014, jan-March). job stress and its impact on employees' performance. *International Journal of Business and Administration Research Review*, 2(4), 18-23.
3. Aasia Manzoor, H. A. (2012). Investigating the Impact of Work Stress on Job Performance: A Study on Textile Sector of Faisalabad. *Asian Journal of Business and Management Sciences Vol. 2 No. 1 [20-28]*, 20-28.
4. Ahmed, A., & Ramzan, D. M. (2013, july-agust). Effects of Job Stress on Employees Job Performance A Study on Banking Sector of Pakistan. *IOSR journal of business and management*, 11(6 Aug 2013), 61-66.
5. Tamizharasi, K., & UmaRani, D. (2014, january). Work Stress and Job Performance evaluation of BPO employees. *international journal of advanced research in computer and communication engineering*, Vol. 3,(1, January 2014), 1-8.

6. Park, J. (2007, december). Work stress and job performance. *Statistics Canada Catalogue no. 75-001-XIE.*, 1-15.
7. Mazumdar, H., N. H., & Mazumdar, M. (2011). Impact of job stress on urban and rural employees in Kamrup district, Assam (India). *Archives of Applied Science Research*, 2011, 3 (6):377-382, 377-381.
8. Shah, S. S., & Hasnu, S. A. (2013, March). Effect of job Instability on job performance. *J.Asian Dev.Stud*, 2(1), 93.
9. Alkubaisi, D. M. (2015). How can stress affect your work performance. *Business and Management Research*, 4, 99-107.
10. Warrich Usman Ali, A. R. (2014, july 5). Impact of stress on job performance. *Research journal of management science*, 3(7), 14.
11. Ratnawat, R., & Jha, D. P. (2014, november). Impact of job related stress on employee performance. *journal of business and management*, 16(11), 1-4.
12. BALKAN, M. O., & Serin, A. E. (2014, February 2). The effect of organizational stress on individual performance: a study on Hospital staff. *International journal of Business and Social research*, 4, 100-105.