

A STUDY OF CONTEMPORARY STRESSORS IN TELECOMMUNICATION OF PAKISTAN

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Abstract

Workforce is an important element of an organization that strives every day for the betterment and growth of it. Now a days competitive organizations focus on employee retention by making effective strategies that will help retaining employees for a longer period of time. This study focuses on emerging issues that make employees quit the organization they are working for years and those challenges are work family conflict and job stress. Work family conflict is mainly an emerging problem which leads towards increased job stress and reduced organizational commitment. The data for this study is gathered by applying simple random sampling technique. Questionnaires were distributed to 300 employees working in franchises, service centers and regional offices of Telecommunication sector of Pakistan. Out of 300 distributed questionnaires 291 got filled and returned back that quotes a response rate of 97%. Results of this study portrays that work family conflict negatively leads towards organizational commitment and positively effects job stress among employees of an organization. Job stress leads negatively towards organizational commitment of employees.

Keywords: Work family conflict, Job stress, Organizational commitment, Telecommunication sector of Pakistan

1. INTRODUCTION

In today's dynamic and fast paced environment many organizations are facing challenges; job stress and work family conflict are primarily among those challenges (National Institute for Occupational Safety and Health. (2007). This study is been conducted on Telecommunication sector of

Pakistan due to its immense success and huge workforce (Economic survey, P. (2014-15). Telecommunication is pioneer because of its contribution towards economic and technological growth of Pakistan after introduction of Next Generation Mobile Services (3G – 4G) launched in 2014 (Telecommunication Authority, P (2014). Annual Report).

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Job stress appears due to imbalance between environmental demands and person's ability to fulfil those demands and employee's job related hardness, depression and irritation leads towards Job stress (Lazarus and Folkman (1984). Existence of job stress among service sector's employees is very devastating because it significantly diminishes commitment among employees of an organization (Frone et al. (1992). According to United States National Institute for Occupational Safety and Health job stress is the biggest workplace barrier in today's organizations (National Institute for Occupational Safety and Health. (2007). Conflict creates collision and disputes among employees due to dissimilarities of viewpoints, verdicts and goals (Thomas (1992). Conflict can be functional (constructive) or dysfunctional (destructive) for an organization's productivity and its employees (Bruk-Lee and Spector (2006). Work family conflict is ruinous for employees because of contradictory demands from work and family frails employee's capabilities to perform each job effectually (Esson, (2004). The conflicting and divergent demands from work and family, and a person's incapability to fulfill those demands leads towards work family conflict and significantly reduces employee's commitment towards organization (Bruk-Lee and Spector (2006). Numerous employees are encountering work and family imbalance and job stress which leads towards lower organizational commitment among employees (Banwell (2007). Employees experiencing work family conflict and job stress would be unable to maintain their commitment and will be less dedicated towards their work and organization (Frone et al. (1992).

According to Survey by *Northwestern National Life* 40% employees report their job very or extremely stress full and *Northwestern National Life* has reported that one fourth of employees face one or more job stressors in their lives (Northwestern National Life Insurance Company [1991]).

Human Solutions Report (2006-7) states that numerous employees are experiencing reduced quality of work-life. This reflects most prominently the work-life imbalance and job stress (Banwell (2007)).

A survey results revealed that 56% of parents and 42% of non-parents expressed some level of conflict and 17% of parents and 12% of non-parents expressed a lot of conflict between work and family (Bond JT et al. [1998].

2. LITERATURE REVIEW

2.1 Work Family Conflict

Work family conflict occurs due to inappropriate interaction between work and family (Frone et al (1997). Work family conflict can split into objective or psychological conflict. In reality, (1) *objective conflict* arises when a person tries to equalize his work and family life i.e. (a meeting was planned at the same day when that person had to take his parents to hospital); Moreover (2) Employee feels *psychological conflict* with their feelings i.e. (An individual decides to spend his day making work assignments rather than spending it with family and friends) (Greenhaus (1988). Employee perception about work family conflict can be analyzed through "goodness of fit between work and nonworking life" and if there is misfit between work and family roles then

employees face more objective and psychological conflict (Rice et al (1992). Work family conflict occurs due to more job requirements and an employee's incapability to fulfil that job leads positively towards job stress and work family conflict has significant negative relationship with organizational commitment (Netemeyer et al. (1996).

2.2 Job Stress

Job stress occurs when employees face job related hardness, depression, irritation and emotional exhaustion (Armstrong and Griffin (2004). Job stress leads towards negative behavioral consequences among employee of an organizations. Job stress arises due to extra burden of work on employee which can affect an employee's physical and psychological well-being and job stress leads towards lower organizational commitment (Lambert (2004).

Job Demand Control Model which describes job stress is a consequence of an inappropriate interaction between job demand and job control. Job stress occurs due to high job demand and lower perceived control (Karasek (1979).

Effort Reward Imbalance Model, according to this model job stress occurs due to imbalance between reward and employee performance. Job stress occurs when rewards are less than employee performance (Siegrist (1996).

Job Demands Resources Model, this model takes broader range of resources required to fulfil a job's Demands and requirements. Previous models job demand control and effort- reward models were based on control and reward. Demand resource model

undertakes various resources to fulfil a job effectively (Lambert (2004).

Transactional Model of Stress and Coping is used to cope with job stress occurred due to work family conflict (Lazarus and Folkman (1984).

Cognitive appraisal shows three interrelated processes known as *Primary Appraisal*, *Secondary Appraisal* and *Reappraisal*. (1) In *Primary Appraisal* the person analyzes the encounter i.e. it's positive, relevant or threatening for that individual on; (2) In *Secondary Appraisal* the individual conducts self-control assessment that how much control he can have on stressors and related outcomes and he also evaluates how to cope with work interpersonal conflict and work family conflict which is a root cause of job stress; (3) In *Reappraisal* on the basis of information gathered from the environment when stressor has changed and coping strategies were ineffective the individual will conduct reappraisal (Lazarus and Folkman (1984).

2.3 Organizational Commitment

Top management plays an important role in creating organizational commitment among employee and organizations create strong culture, positive learning environment and organizational commitment among employees (*Hunt and Morgan (1994)*). Employees will be more committed towards organizations if they are facing lower work family conflict and job stress at workplace. Organizational commitment is the extent to which goals, values and rules of the organization are accepted by employees (*Porter et al. (1974)*). Committed employees would be more beneficial for organization's success as compared to

employees who have lower organizational commitment. *Affective Commitment* is found among satisfied and contented employees and employees who accept organization's standard operating procedures would have strong desire to remain within that organization for a longer time (*Robbins and Coulter. (2003)*).

Employee's commitment can be analyzed through different behaviors i.e. focal and discretionary. (1) *Focal Behavior* specifically describe commitment in which person is bound by his commitment; (2) *Discretionary Behaviors* are optional i.e. employee would have flexibility in defining the behavioral terms of his commitment (Meyer and Herscovitch (2001)

There could be work related or non-work related outcomes of work family conflict, work related outcomes involves lower organizational commitment (Allen et al. (2000). A research results portrayed significant negative correlation of ($r=-.20$) relationship between work family conflict and organizational commitment (Netemeyer et al. (1996). A research conducted on Chinese employees explored that, the more work family conflict and job stress employees face, the lesser organizational commitment they have, there would be lack of loyalty and emotional bonding in them with organization (Meyer and Herscovitch 2001)

3. RESEARCH THEORY AND HYPOTHESES DEVELOPMENT

Work family conflict occurs due to work family imbalance leads towards reduced organizational commitment and increased job stress (Allen et al.(2000).

A research on Nigerian employees and explored that that there exists negative correlation between work family conflict and organizational commitment i.e. when work family conflict increases among employees due to contradictory demands of work and family then employees would be less committed towards organization (Akintayo (2010)

H1: Work family conflict negatively affects organizational commitment.

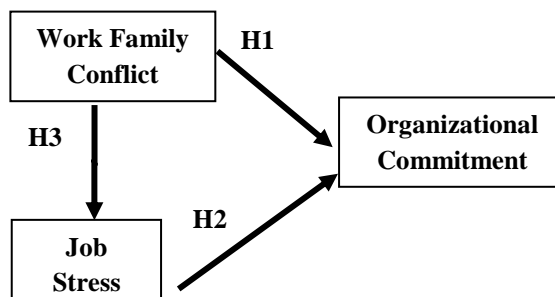
There exists a significant negative correlation between job stress and organizational commitment i.e. due to job stress employees will be less willing to remain within an organization and there will be more organizational commitment among those employees who are facing lower level of job stress at workplace (Leong et al.(1996).

H2: Job stress negatively leads towards organizational commitment.

This relationship states that work family conflict is a contemporary stressor which leads towards job stress and there exists moderate to strong positive correlation between work family conflict and job stress (Allen et al. (2000).

H3: Work family conflict positively leads towards job stress.

4. RESEARCH MODEL



5. METHODOLOGY

5.1 Sampling

Telecommunication sector of Pakistan is the population of this study. Lahore city is selected as a sample to conduct this research. Employees of Telecommunication sector of Pakistan working in regional offices, franchises and service centers are respondents of this study.

164 franchises, service centers and regional offices of Telecommunication sector of Pakistan operating in Lahore were gathered and listed them organization wise. Through simple random sampling formula the list was formulated and data is collected from respondents by following the list from franchises, service centers and regional offices operating in Lahore.

5.2 Data Collection

300 questionnaires were distributed in 60 franchises, service centers and regional offices of Lahore followed by the list created through simple random sampling formula by following Social research methods. Out of 300 questionnaires, 291 were returned back portraying a response rate of 97% and 291 questionnaires were used to conduct analysis. The data is collected from 100% employees of sixty franchises, service centers and regional offices of Telecommunication sector of Pakistan operating in Lahore.

The primary data for this study is collected from executives, assistant managers, senior managers and other managerial employees

of Telecommunication sector working in franchises, service centers and regional offices of Lahore.

5.3 Data Analysis Techniques

The primary data collected through structured questionnaire from employees of Telecommunication sector operating in Lahore is interpreted with the help of SPSS 21. The final analysis of the data is conducted by using Pearson's Correlation and Regression Analysis to determine the direction and significance of the relationship among variables on the basis of problem statements and research hypotheses.

6. RESULTS AND DISCUSSIONS

6.1 Respondent Profile

Table 6.1 portrays Demographic Analysis of the study and depicts that majority of respondents are male with (81%). Demographic Analysis portrays that on the basis of marital status majority of respondents (58%) are unmarried. On the basis of Age Group most of respondents lie in age group (26-30) with the percentage of (42) and in (25 or below) with percentage of (35). Qualification of most of respondents is bachelors (60%) and masters (38%). Most of respondents are having Job experience of (1-3 years) and (4-6) years with the percentage of (32%) and (32%) respectively. Designation wise majority of respondents are having Customer Service Representative Designations with a percentage of (48) and most of respondents i.e. (71%) belongs to Customer Service Department.

Table 6.1: Demographic Analysis

Variable	Category	Frequency	Percentage (%)
Gender	Male	210	72.2
	Female	81	27.8
	Total	291	100
Marital Status	Married	122	41.9
	Unmarried	169	58.1
	Total	291	100
Age	25 or below	101	34.7
	26-30	122	41.9
	31-35	50	17.2
	36-40	15	5.2
	41 or above	3	1.0
	Total	291	100.0
Qualification	Intermediate	32	11.0
	Bachelors	174	59.8
	Masters	81	27.8
	M.Phil.	3	1.0
	PHD	1	0.3
	Total	291	100.0
Job Experience	1 or less than 1 year	44	15.1
	1-3 years	94	32.3
	4-6 years	93	32.0
	7-9 years	40	13.7
	10 or more than 10 years	20	6.9
	Total	291	100.0
Designation	Executive Manager	49	16.8
	Assistant Manager	41	14.1
	Manager	44	15.1
	Senior Manager	18	6.2
	Customer Service	139	47.8
	Total	291	100.0
Department	Human Resource Management	14	4.8
	Marketing	24	8.2
	Finance	26	8.9
	Information Technology	15	5.2
	Customer Service	207	71.1
	Others	5	1.7
	Total	291	100.0

6.2 Correlation Analysis

Table 6.2.1 is portraying correlation between variables undertaken in this study. According to correlation analysis work family conflict at work place leads negatively towards organizational commitment with a percentage of (- 25.9%). Results also revealed that job stress leads negatively towards organizational

commitment with significance level of (- 17.2 %). There exists a strong positive relationship between work family conflict and job stress i.e. (33.7%) which portrays that work family conflict at workplace leads towards job stress; work family conflict and job stress negatively affects organizational commitment among employees of an organization.

Table 6.2.1: Correlation Analysis

N=300, subscales recognized as Work- Family Conflict (WFC); Job stress (JS); Organizational Commitment (OC)

	WFC	JS	OC
WFC	1		
JS	.337**	1	
OC	-.259**	-.172**	1

(*p = .05) (** p = .01)

6.3 Regression Analysis

Table 6.3.1 shows a slight negative beta coefficient value determines that work family conflict causes 17.4% variation in organizational commitment. $\beta=17.4\%$ indicates that work family conflict makes significant negative contribution in explaining organizational commitment. R^2 value is (6.7%) which means that (6.7%) variation in organizational commitment is being explained by work family conflict. According to table 6.3 significance value is $.000 < 0.10$ (critical

value) which means that research model is significant. Results show $F=20.749\%$, which depicts significant (high) association between work family conflict with organizational commitment.

Table 6.3.2 portrays that Beta coefficient value is ($\beta= -13.5\%$) which determines that - 13.5 % variation in organizational commitment is due to job stress. R^2 value is (3.1%); R^2 tells the proportion of relationship with which job stress influence organizational commitment.

Table 6.3.1: Regression Analysis

	Beta	Std. Error	t-value	p-value
Constant	4.809	.148	32.516	.000
WFC	-.174	.038	-4.555	.000
R²	.067			
F	20.749			.000

Dependent Variable: OC, Predictors: (Constant), WFC

Results suggest 3.1 % variation in organizational commitment is being explained by job stress. Results suggest that significance value is $0.003 < 0.10$ (critical value) which

means research model is significant. $F=4.573$ % which reflects weak association of Job stress with organizational commitment.

Table 6.3.2: Regression Analysis

	Beta	Std. Error	t-value	p-value
Constant	4.620	.237	19.509	.000
Job Stress	-.135	.045	-2.974	.003
R²	.031			
F	4.573			.003

Dependent Variable: OC, Predictors: (Constant), Job stress

Table 6.3.3 represents the regression analysis of work family conflict and job stress. Beta-coefficient value determines that work family conflict cause 29% variation in job stress. $\beta=29\%$ indicates that work family conflict leads positively towards job stress. R^2 elaborates the proportion of relationship with which work family conflict influence job stress. Results suggest (34%) variation in job stress is being explained by work family

conflict. Significance value is $.000 < 0.10$ (critical value) which means the research model is significant. The F value elaborates either work family conflict is significantly associated with job stress or not and greater the value of F higher significance exists between variables. Results show $F=36.94\%$ which demonstrates that there exists strong association between work family conflict and job stress.

Table 6.3.3 Regression Analysis

	Beta	Std. Error	t-value	p-value
Constant	2.951	.184	16.022	.000
WFC	.289	.048	6.079	.000
R²	.337			
F	36.949			.000

Dependent Variable: Job Stress, Predictors: (Constant), WFC

7. CONCLUSION & RECOMMENDATIONS

It is concluded that work family conflict is a significant antecedent of reduced organizational commitment and increased job stress. Work family conflict among employees at workplace leads towards lower organizational commitment and increased job stress among employees of an organization. On the other hand job stress leads towards reduced organizational commitment among employees which can be harmful for organizational growth and success.

Work family conflict and job stress both are alarming hurdles towards organizational growth and success and if not managed properly can effect overall growth of organization and its personnel. There is an

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immense need to put some beneficial strategies in consideration to eliminate such problems from the workplace.

8. FUTURE RESEARCH

Organizational productivity cannot only be affected by very well defined factors in fact there are many more which plays significant role in reducing organizational growth and productivity by affecting its employees. This research study can be extended by exploring more factors which can be devastating for organizations and making organizations aware of those antecedents.

This research can be further explored to other sectors like aviation industry or other service sectors and comparative studies among service sectors can be conducted to judge the motivation level of their employees.

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