



RESEARCH PAPER

The Impact of Work Stress on Employee Job Satisfaction with the Moderating Effect of Social Support: An Empirical Study from Pakistani Organizations

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PAPER INFO	ABSTRACT
<p>Received: January 08, 2021</p> <p>Accepted: March 15, 2021</p> <p>Online: March 31, 2021</p> <p>Keywords: Employee Job Satisfaction, Social Support, Work Stress, Work-Life Balance, Work-Place Anxiety</p> <p>*Corresponding Author: muhammadarif2086@gmail.com</p>	<p>This study is to investigate the impact of work stress on employees job satisfaction with the moderating effect of social support In work stress two dimensions have 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. Cross Sectional Study has been conducted in this research. This study has proved that those employees who were not managing their work -life due to work stress have negative relationship on employee's job satisfaction. Moreover, the relationship is negative between work place anxieties on the employee job satisfaction. Social support moderates positively affect in the significant relationship between work-life balance and employee job satisfaction. In addition, Social Support moderates positively between work- place anxiety on employees job satisfaction This study is based on quantitative research This study is helpful for the top managerial policy makers to improve the employees satisfaction level by incorporating job stress management and also by providing the social support.</p>

Introduction

Stress can wallop every person at any level of company, and its association is correlated with exertion or not partial to specific sector, job, or industries. When its allied with profession it develop a human being is not able to endure with the constraint for running. Occupational stress is solid to one's job and frequently from astonishing errands and pressures that do not line up with a person's knowledge, skill, or anticipations, inhibit one's ability to cope. In a research of 35 haphazardly proscribed experiment a sum of 10703 patients with heart dilemma least from 6 months' follow-up, psychosomatic intercession that assuage stress of their job(Kivimäki, et. al (2018). 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. Work Stress is linked with high levels of absence due to infirmity, staff turnover, and other problems, such as increasing the number of miscalculation. Management style is one factor in stressful work situation on a workplace have fateful assessment building practice, workers don't feel shore up . In addition, a lack of family-friendly policies can front to enlarged stress due to possessions on work-life balance; It is used to describe body responses to human stress, regardless of whether these demands are positive or negative. Employment stress is one of the health risks of the most important workplace for jobs in developed countries. There are many business factors; The work stress that serves as a result of the services of employees, pressure and difficult for manufacturers. Controversial relationships with additional actions related to stress such as supervisor conflicts, conflicts with the generals and management rules and conflicts. The most appropriate variable is the variable in the behavioral attitude of the business organization. According to medically stress is also dangerous for inclination and shrinks overall competence 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 union guiding principle declaration that psychosocial anxiety as a impending barrier to healthy existence and finest pills observance was said that optional administration of stress in persons with soaring cardiovascular hazard and norm ostensive, non-obese, physically active, had normal blood cholesterol, established cardiovascular diseases, that destructive resonance effect of stress aspect to the everyday life risk cause unhurried or poor devotion to pharmacotherapy; excess mortality risk was observed even among patients successfully treated for mind diseases..

Literature Review

Work Life balance

According to Delecta (2011). "Work-life balance is the word to depict the balance that an entity desires stuck relating time billed for job and other segment of life". Kalliath, & Brough, (2008) described Life is ancillary sinuous on day by day, often usually deficient and unrealistic for each of diverse errands and delicate activities. The balance of a life is an important aspect of a healthy working environment. It can reduce stress and stop burning from work.

Work place Anxiety

According to Muschalla& Linden, (2014) define Work place anxiety in following words "A certain sum of stress and anxiety is customary at job. However, constant, lopsided, and ridiculous worry relates with everyday execution is repeatedly an sign of an disquiet anarchy"

Social Support

Taylor (2011) defined it as "Social support can approach commencing assortment of source, including (but not limited to): ancestors, colleagues, romantic partners, pets, community ties, and coworker". According to Racino, (2006) Social Support augment deliberate meant for buoyancy to be valuable, tumbling chic stress. Communication urn

increase the capacity of the structure. Social support by create dealings and persuade to do suchlike is facing.

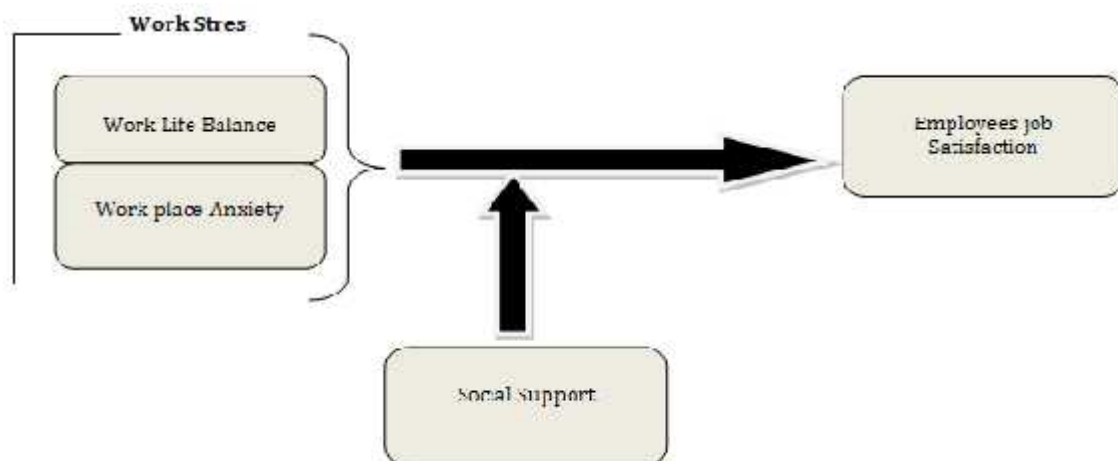
Employee Job Satisfaction

The notion of job satisfaction encompasses subsisted finite in numerous ways. However, the most-used in administrative research is that of Locke (1976), who reveal job satisfaction as a gratifying confirm at or arousing affirm momentous from the consideration of one's job or job experiences. According to Thompson, & Phua, (2012).Employee job satisfaction is an individual aspect or facade of job, such as temperament of work or supervision. According to Haar, Russo, Suñe, &Ollier-Malaterre, (2014) scrutinize work life balance sanguinely allied employees job satisfaction .Work place anxiety relate a negative tie with employees job satisfaction. As said byBowen, Edwards, Lingard, &Cattell, (2014)work-related constant worry affects the vigor and comfort of employees.

Relationship between Variables

Stress predictors display a significant relationship with occupational stress is the presence of work–life imbalance difficult situations. Management make the apprehension of policies more attractive to human resources managers (Adame-Sánchez, , González-Cruz, & Martínez-Fuentes, (2016).According to Allisey, A. F., Noblet, A. J., Lamontagne, A. D., & Houdmont, J. (2014) scrutinize that work stress and employees job satisfaction were either reduced, or no longer significant it is based on task-oriented circumstances were more stalwartly coupled predictors of job satisfaction. Stress is in a chief analogous with job stress, occupation contentment and job motivation results of satisfaction (Khalatbari, J., Ghorbanshiroudi, S., &Firouzbakhsh, M. (2013). According to Ling, A. W., Bahron, A., &Boroh, P. (2014) job satisfaction is more in females than male employees. Clerical moreover directorial shore up are related to job stress, although job contribution is artificial positively by supervisory support . Lambert, et. al. (2016).

Theoretical Framework



Hypotheses

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

Material and Methods

Research Design

The design of the study was casual. The causal connections between the variables were quantified. Cross sectional data were collected in this study.

Data Collection method

Primary data have been collected through the questionnaires. 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.

Target population and Respondent

In this study population was the employees of all the public and private sector organizations of Pakistan. 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.

Sampling Technique

Non-Probability sampling techniques were used in this data collection procedure, The convenience sampling technique has been used because of the respondents are the only employees of the public and private sector organizations.

Data Analysis Technique

Correlation, Multiple regression technique was used to analyze the data.

Descriptive Statistics**Table 1**

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/M.Phil/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.

Table 2

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 being proficient of assess the depth using to amass facts that the way must subsist primarily opt for reliable, the broad meaning is

continuous stability. The vastly trust examination is precise, radicalize further attuned with a test state. However, reliability is just about a quantitative notion, and this imply the necessitate 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 3
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

Results and Discussion

In this segment mutually regression and correlation analysis encompass done by using SPSS . This tells the strongest of the model and liaison of the variables.

Regression

Table 4
Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.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 the significance of R Square when its greater than .70, that shows a greater effect size.

Table 5
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)

Table 2 shows ($p=0.00$, β value -1.260) work-life balance have a negative liaison on the employee's job satisfaction.

Table 6

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

b. Dependent Variable: EJSIn 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 7
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

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 Work Stress and Employee job Satisfaction

Table 8

R	R Square	Adjusted R Square	Std. Error of the Estimate
.613	.627	.574	5.809
.710	.505	.502	5.18219

a. Predictors: (Constant), Work Anxiety

b. Predictors: (Constant), Work Anxiety, Int_WA_SS

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

Table 9
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.

Table 10

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659	.734	.683	5.53254
2	.751	.701	.671	4.86

a. Predictors: (Constant), Work_Life_Balance

**Table 11
Coefficients**

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

The effect of work life balance on employees job satisfaction the (values $P = 0.000$, $\beta = -0.1260$) that shows the work life balance has negative effect on employee job satisfaction. But in the moderation of support Int_WLB_SS (values $P = 0.000$, $\beta = +0.032$) it 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 due to work stress not managing the work life balance its effect is negative on employees' job satisfaction. And also the results proves that there is a negative relationship between work place anxiety and employee job satisfaction. Social support decreases the negative relationship between work life balance also work place anxiety on employees job satisfaction.

Limitations and Future Recommendations

This study has 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 be suggested to include other factors of work stress likewise physical environment and managerial skills or competences in it. Executive staff and policy makers of an organizations must be aware about the welfare of employees and treat them like as a creature mortal not a contraption. They must create those polices which can helpful for the employees in reducing their work stress level. The decision making authorities must be introduced the stress less work environment. Top management must develop clear connections between cause and effect analysis of employees satisfaction level and also adopting the motivation and recognition to them.

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