THE IMPACT OF JOB STRESS ON EMPLOYEE PERFORMANCE: SPECIAL REFERENCE TO SCHOOL TEACHERS IN DEHIATTHAKANDIYA EDUCATIONAL ZONE

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Abstract

Stress has nowadays become a prevalent state in everyday human life especially among different employees at various levels of job. On the one hand stress is the motivational force and on the other side it is the cause of depression. Moreover, stress is a universal factor that continuously disturbs the life of an individual either directly or indirectly. Every individual of the society is facing stress with its different forms and impacts. Stress causes the imbalance in one's life; it may improve the efficiency of the individual or badly affect the physical and mental health, attitude and performance of the individuals.

The traditional view point of teaching becomes change with many modernizations to the traditional school environment in past years. New educational policies forward children to grow out of relative dependence on their parents and teachers to mature as independent learners. Thus, teachers role expect lot more for face to these challenges. Therefore, need to discuss teacher performance in this decade in deeply. Currently teaching profession becomes stressful due school activities becoming much competitive in today than early with growth in other sectors in the economy. Introduction of so many innovations into school life have conspired to increase the tension in teaching. These changes expected lot more from the teachers and changing role of the teachers become more challenging because changes is continuous.

260 school teachers from various school categories were selected for this survey using disproportionate stratified sampling method. This study was the cross sectional correlation study which attempted to find the impact of job stress on teacher performance.

49.1% of respondents report that confront the problem when they are in tension at work place. That indicate positive aspect of problem solving but negative side effect is quality of teaching depend on the level of tension. In this study, the variance of the performance was 27.8% explained by stress. There are 72.2% still remaining to explain in the performance. So researchers find those variables which were not discussed so far and do a good research.

Keywords: *Stress, Employee performance School Teachers*

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Introduction

Recent global changes have resulted in creation of new challenges in shape of global competition, technological advancements, quality assurance, standardization and cost minimization, which have hardly hit the each and every sector throughout world; the educational sector has no exemption. The academician working in different educational institutions are under immense pressure to meet the expectations of their customers, no matter either these customers are students, parents, or employers (Khan *et al*, 2012). Teaching profession may be considered as a respectable service than mere job which should be dedicated in bottom of heart because teachers are the one of main party of responsibly for pious and wise future generation. Therefore teachers are the inheritors of manifold recourse involuntarily in their job. Hence the teaching profession is an occupation at high risk for stress. In many countries college teacher's job is often considered as one of the most stressful profession. In the last two decades, intensive researches have been carried out in USA and Europe concerning the sources and symptoms of college teachers' professional is stress (Muthuvelayutham C. &Mohanasundaram H., 2012).

No more difference in Sri Lankan context. The traditional view point of teaching becomes change with many modernizations to the traditional school environment in past years. New educational policies forward children to grow out of relative dependence on their parents and teachers to mature as independent learners. Thus teachers role expect lot more for face to these challenges. Therefore need to discuss teacher performance in this decade in deeply and teachers should be developing relatively other resource developments in the schools.

Quality education depends on the quality of teacher service. To improve the teacher performance must have a proper climate which not harmful to teacher wellbeing. Therefore need to analyze the factor will effect to reduce the quality of teacher service. The researcher views numbers of teachers are suffering from stress that may lead to deteriorate their full contribution to the job. The teacher performance negatively influence by different stress contributing factors. In the view of the Husain Ali and Aroosiya (2009), most of the teachers face the big problem in relation to their roles change periodically & become more complex because of the curriculum development which includes changes in subjects, teaching methodology, evaluation and control. Thischanges may highly impact on teachers' satisfaction and their performance.

There are few research carried out in SL regarding the school teachers and on the topic of impact of stress on teacher performance. Therefore the researcher it

seemed appropriate to contribute information that fulfill the knowledge gap and would equip to manage the teacher stress level better.

Problem Statement

Recently government has increased investment in education system and has been modernizing the school system. To achieve this, over the past decades the national education curriculum changes took placed at many times and still taking place in Sri Lanka. That is good news heard for the future expectations. However the quality of education system cannot be expected by only the advanced facilities. Although the government policy is whatever, teachers are the vital role players in ensuring the successful implementation of any educational program enforced by the government. Therefore the quality of the education should mainly focus by the quality of service (teaching) provided by the teachers. If teachers are unable to teach well or share their knowledge, skills, abilities and attitudes as to fulfill the student purposes, expectations of quality education is meaningless. Poor quality of the public education was the big reason to increase tuitions in whirlwind speed at each and every place in Sri Lanka. Same matter is private school increase the attention over public school by their quality of language medium in last years.

Currently teaching profession becomes stressful due school activities becoming much competitive in today than early with growth in other sectors in the economy. Introduction of so many innovations into school life have conspired to increase the tension in teaching. These changes expected lot more from the teachers and changing role of the teachers become more challenging because changes is continuous.

Hence, through this study the researcher going to analyze that what kinds of stress level suffer by the public school teachers at present and how it impacts on teachers' performance? These are studied empirically.

Objectives

- To recognize the stress level of the teachers in Dehiatthakaniya Education Zone.
- To find the impact of stress on teacher performance.

Literature Review

One believe that stress is a complex phenomenon because it is not tangible so it cannot be overtly touched (Menze, 2005). According to Bowing and Harvey (2001), stress occurs with the interaction between an individual and the environment, which produce emotional strain affecting a person's physical and mental conditions. Aswathappa (2005), also explain that stress

obviously involves interaction of the person and the environment. Menze (2005) viewed stress as a stated of psychological and physical discomfort induced by a threat in a person's environment.Stress result from an imbalance between environmental demands and personal adequacies to meet those demands (Agrawal R, 2001). and stress associated with constraints and demands (Aswathappa, 2005; Subulaxmi, 2002). Subbulaxmi (2002) further noted that Stress has an emotional impact on all type of organizations, regardless of whether it is amanufacturing industry or a service organization.The end result of stress is moresignificantly noted in a service organization than in amanufacturing industry.

Chandan (2006) propagated that people who tend to be highly affected by stress tend to be depressed and lack self confidence and self-esteem. They tend to believe that they are helpless and elicit sympathy from others. They have greater fear of the unknown and an increased sense of futility, tension and neurotic tendencies. They are more worried about their job security and their job commitment is very low.

Job performance is the individual productivity in both quantitative and qualitative aspects of the job. It shows that how well a person is doing his job and the extent to which the employee is meeting the job duties and the policies and standards of his organization while doing his job (Fouzia*at el*, 2011).

Productivity has become a day-to-day key concern for managers because productivity indicates the overall efficiency and effectiveness of their organizations. Among the resources that enhance productivity, human resource is very important and it is certainly possible for organization to increase productivity up to a point, by improving the performance of their human resource (Opatha, 2002).

Mathis and Jackson (2003) suggested that to measure organizational human resource productivity one has to consider unit labour cost, or the total labour cost per unit of output. Davis &Newstrom (1989) and Chandan (2006) noted that Stress can be either helpful or harmful to job performance, depending upon the amount of it.

Stress is a universal element and individuals in every walk of life have to face it. The employees working in different organizations have to deal with stress. These stresses contribute to decreased organizational performance, decreased employee overall performance, decreased quality of work, high staff turnover, and absenteeism due to health problems such as

anxiety, depression, headache and backache (Shahid*at el*).

Job stress is considered rising and has become challenge for the employer and because high level stress is results in low productivity, increased absenteeism and collection to other employee problems like alcoholism, drug abuse, hypertension and host of cardiovascular problems (Meneze 2005).

According to Garrison and Bly (1997) corporation have become acutely aware of the problems caused by stress. The illness associated with stress is costly, and they can debilitate a valuable worker. When stress is not handled well, absenteeism, turnover, and medical compensation increase and productivity decrease.

Theoretical Framework

This research is to analyze the relationship between stress and employee performance. Therefore, independent variable was stress and dependent variable was employee performance. Researcher used two dimensions to measure the stress as work-related sources and self-related sources and to measure the employee performance used two dimensions as work behavior and work results.
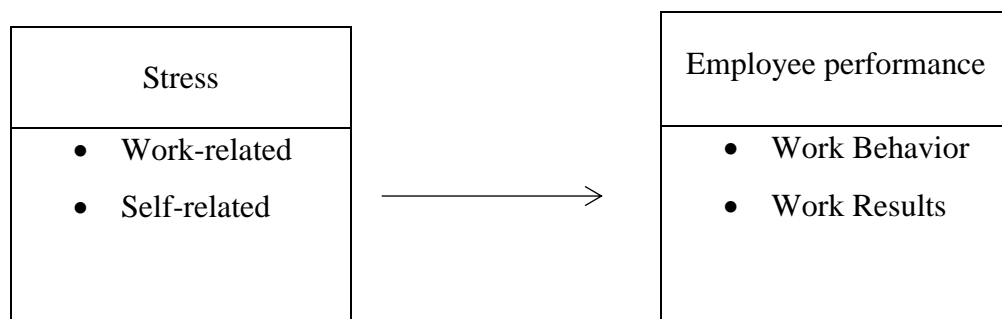
Thus, the conceptual model is as follows.

Figure -1 Conceptual framework

Hypothesis

H_0 = Stress not impact on employee performance

H1 = Stress has negative impact on teacher performance

Methods and Materials

1. *Sampling design*

   For this research the sample was selected according to the Sekaran U. (2010) in accordance with the population. Disproportionate stratified sampling method used as

the population size in each stratum is varied. Table-1 presents the disproportionate stratified sampling results.

Table -1 Disproportionate sampling

School Category	No of school	No of teachers	disproportionate sampling size
1AB (A/L 4 subjects)	02	139	46
1C (A/L art & Commerce)	06	168	56
Type 2 (Grade 1 to 11)	22	365	123
Type 3 (Grade 1 to 5)	17	104	35
Total	**47**	**776**	**260**

Source: Survey data

2. Data Collection Methods

Data for this study were collected using a questionnaire and used as a measuring instrument for a survey among the teachers in DEZ.

3. Techniques of Data Analysis

For the data analyzing, the researcher uses Descriptive Statistics Methods (Frequency, Mean, and Median), Correlation and Regression Analysis. The Regression Analysis was used in this research to determine the functional relationship between the dependent variable and independent variables (predictors) for the purpose of prediction and making other influences. It is analyzed three main aspects; the relationship between a Dependent Variable and an Independent Variable (Predictor), the strength of the relationship and Statistical Significance of the relationship. The statistical software SPSS (16.0 version) was used to analyze the generated data.

Reliability Testing

By using The Cronbach alpha identify the Reliability of the questionnaire as table -2 According to that this questionnaire was reliable to measure the impact of stress on employee performance.

Table-2 Reliability Statistics

Variable	Number of items	N	Cronbach's Alpha
Stress- work	28	30	0.961
Stress- Self	8	30	0.636
Performance- work Results	16	30	0.752

All showed a good inter item consistency.

Results and Findings

1. Descriptive Measures

Descriptive statistics were used to aggregate teacher's ratings of their stress levels at different sources. Mean intensity and frequency distribution of stress sources measured to analyze the stress level. Table 3 shows that mean intensity and frequency distribution measured by using the questionnaire responses by the 228 respondent.

Table- 3 Descriptive Statistics of Independent dimensions

	N	Minimum	Maximum	Mean	Std. Deviation
Workload	228	4.00	4.88	4.5197	.27868
Work Environment(WE)	228	1.50	3.80	3.0026	.44671
Student Behaviour(SB)	228	4.25	5.00	4.7818	.24006
School Administration(SA)	228	4.20	4.90	4.5377	.16547
Stress Self(SS)	228	1.25	4.00	2.9906	.49352
Performance	228	1.60	3.90	2.7912	.17543

Source: survey data

Determining the impact of stress on employee performance

First researcher measures the impacts of stress on work behavior by descriptive statistics one by one same sequence as that of the questionnaire.

Work behavior

The following responses to questions show the work behavior of the teachers.

When they have the problem at work, 47.4% of them discuss informally with their colleagues whereas only 1.75% meet the counselors. Table 4 shows various dealing methods for their problems.

Table 4: when you have a problem at work what do you do

Response	Frequency	Percent
Meet a counselor	4	1.75
Seek a professional help	10	4.38
Stay away from work	30	13.2
Discuss informally with colleagues	108	47.4
None of the above	38	16.6
Not responses	30	13.2

When the employees feel tense at work they react in the following ways as in Table 5. It is noted that, 49.1& of them confront against the problem.

Table 5: what employees do when they feel tense at work?

Response	Frequency	Percent
Take a break	45	19.7
Confront the problem	112	49.1
Take a alcohol after work	0	0
Work out with exercise	6	2.6
take it out on someone (colleagues/family)	0	0
None of the above	23	10.1

When they feel stress only 38.5% of them are thinking leaving from the job while others tolerate the stress.

Table 7: Have you ever thought of leaving

Response	Frequency	Percent
Yes	88	38.5
No	140	61.4

Also 57.5%feel fatigue and 39.5% feel headache when they feel stress, meanwhile 6.6% go to depression.

Table 8: Which of the following ailment do you suffer from?

Response	Percent
Headaches	39.5
Fatigue	57
Anxiety	5.7
Depression	6.6

2. *Correlation Analysis*

Correlation Analysis was carried out to measure the correlation between independent variable of the study of stress and the dependent variables of employee performance.

The result of the Correlation Analysis presented in table 9.

Table 09: Correlation coefficient

		Stress	Performance
Stress	Pearson Correlation	1	-.527**
	Sig. (2-tailed)		.000
	N	228	228
performance	Pearson Correlation	-.527**	1
	Sig. (2-tailed)	.000	
	N	228	228

Source: survey data

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

The above correlation table suggests that the relationship between stress and employee performance negatively correlated (r = -0.527 where p = 0.000) at significance level 0.01. Therefore stress has a moderate negative relationship with employee performance.

3. Regression Analysis

Regression Analysis was carried out to identify the linear relationship between independent variable and dependent variable. The result of Regression Analysis presented in the following table.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.527a	.278	.273	.47798

a. Predictors: (Constant), stress

Source: survey data

Regression analysis model summary shows that relationship between job stress and job performance is proved the value of R square .278 (Coefficient determination). It shows that the impact of job stress on teacher performance is 27.8% is explained. In other words 27.8% 0f teacher performance is explained by the stress.

Table 4.11: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	5.477	.278		19.668	.000
	stress	-.697	.094	-.527	-7.390	.000

a. Dependent Variable: performance   Source: survey data

The constant value is 5.477. The coefficient for stress is (B) -0.697. Accordingly the model fit exists. Thus,

Y= a + bx

Performance = 5.477 – 0.697(stress).

The value of beta is -0.697 that shows 69.7 means that for every one percent increase in job stress will have an effect of 69.7 on teacher performance which is negatively correlated to job stress. In other words 69.7 of teacher performance are being affected by teacher stress.

Hypothesis Testing

Hypothesis can be test by Mean value, Correlation analysis and regression analysis.

The hypothesis tested to this study is;

H0: Stress not impact on employee performance

H1: stress has negative impact on employee performance

First we can test the research hypothesis by regression results. Generally we take the $\propto value$ as 0.05. P value is derived in the coefficient regression table denoted by 'Sig'. In this study significance value is 0.000. Hence hypothesis is tested as follows. If P value less than $\propto value$, $(P < \propto value)$ accept the alternative hypothesis. The following table clearly explains this.

Table 11: Hypothesis Testing

Variable	$\propto value$	P value	HI	H0
Stress & performance	0.05	0.000	Accepted	Rejected

The P value is 0.000. It is less than $\propto$ *value* (0.000 < 0.05). Therefore accept alternative hypothesis of this study is stress has negative impact on employee performance.

Next we can test the hypothesis by correlation results. The table 4.15 shows that correlation (r) is -0.527 that is indicating that stress has negative relationship with employee performance.

Collected results that have been interpreted to establish the validity of the hypothesis which read as follows: "stress negatively impact on employee performance" were proved to be valid.

Conclusion

The stress is found to be one of the factors that influence on academic performance of the teachers. It is concluded from the investigation that for the workload items, new technology advent to the school syllabus, the quantity of subject matter to teach and available of them, requirement of competencies and technological skills for the modern global knowledge economy, number of class and student in one class to handle, extra-curricular activities added to syllabus and administrative assignments for academic year received mean value greater than 4. This means that these factors creating much stress among public school teachers. The volume of work must be accomplished in the allotted time and the scope of the responsibilities entails in teaching profession are also stressful because mean intensity over 3, but not high stressful.

Stress found to be a negative impact on performance. When they faced any problems majority of respondents share it with colleagues and get support from them. That means also there is a good relationship between the teachers at workplace. However the quality of the guidance determines the teacher performance behavior at the problem situations. Some are report stay away from work. That will directly impact to the teacher performance achievement.

According to the sample data all respondents suffer from the stress symptoms; majority from fatigue, next headaches, depression and anxiety. 132.2% of respondents stay away from work due their health status. Thus stress impact to the teacher wellbeing and lead to reduce overall performance.

From the above finding the researchers conclude that teachers are suffer from high stress at school environment mostly by their workload and that stress impact on their service otherwise their performance. Currently teaching profession becomes stressful due school activities becoming much competitive in today than early with

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growth in other sectors in the economy. Introduction of so many innovations into school life such as the national curriculum, more administrative assignment, extra-curricular activities, new technology etc. have conspired to increase the tension in teaching. Other major source of teachers are fallen to stress is student's behavior.

The correlation analysis proved that stress (r= -0.527) has negative impact on teacher performance. In regression model summary R^2 value explained the impact of teacher stress on teacher performance by 27.8% is of the stress negatively impact on employee performance. The analyzed data about the performance behavior dimension through descriptive statistics also showed that considerable negative impact there is between stress and teacher performance.

Recommendations

The following recommendation can be given to the organization concern.

1. Teachers need to be informed about the nature of stress.
2. The training and development should be thorough in respect to the updating curriculum at necessary time especially like this period as take many changes frequently in national education Teachers should have full understand regarding the new teaching methodologies and purposes behind that.
3. Establishment of the positive climate within the school.
4. Introduce teacher assistance program or any other wellness programs at educational zone level.

Thus, the educational institutions should focus on teachers' problems through understanding teachers' problems and also providing proper support to the teachers for dealing problems. On other side the teachers by themselves should learn to adjust to the demands of teaching profession.

In this study, the variance of the performance was 27.8% explained by stress. There are 72.2% still remaining to explain in the performance. So researchers find those variables which were not discussed so far and do a good research.

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