



A Study on the Work Stress and Performance of Employees in Organizations with Interfering Effect of Social Support

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Abstract: This study aimed to learn more about how employees deal with stress on the job and how social support from coworkers affects the association between job performance as well as its stress. The research addressed the question, "How does stress influence work performance?" A correlational descriptive study of these correlations was conducted using an internet-based survey of 200 employees working in Pakistan. Demographic forms and scales were used to gather data. Descriptive statistics, Pearson product-moment correlations and hierarchical regression were used for data analysis. According to the findings, individuals who felt greater social support from their peers had less job-related stress and performed better on the job. The research also revealed a negative relationship between job stress and employee performance. Employees who reported moderate job stress were likelier to feel ineffective than those who reported high or low job-related stress. The findings emphasized the importance of social support from colleagues and the need for more studies into the negative link between job-related stress and employee performance.

Introduction

There are numerous potential sources of job-related stress, including but not limited to: too much or too little work, a slew of competing priorities and deadlines, exhaustion from the physical demands of the job, extensive travel, difficulty adjusting to new circumstances, and the financial and professional consequences of making mistakes (Valle et al., 2018). These variables may be established as the source of an individual's extra fat sooner or later. The key areas of distinction were working conditions and excessive labor. Job-related stress, heavy workloads, and irregular hours have all been related to decreased levels of psychological well-being. Boring and degrading environments may

negatively impact physical health (Mérida-López et al., 2017).

Overwork among employees is another prevalent cause of stress in the classroom. Overburdening has been characterized objectively and qualitatively by researchers. The former implies a great amount of work, but the latter implies very troublesome labor. Work dissatisfaction, job 'pressure, lowered confidence risk, humiliation, higher cholesterol levels, increased pulse, stress blockage, and increased smoking, according to the authors, are nine separate indications of mental and physical strain caused by the two forms of overload (Sharkey et al., 2015). In their opinion, the

dynamic relationship between the post and the director is an important factor to consider. Furthermore, employees' objectives and job overload should be viewed according to the worker's limits and personality (Nguyen & Neal, [2021](#)).

Statement of the Problem

In the abstract, job-related stress is defined as feelings of working longer and harder with less to show for it; irritability and distraction; bouts of discouragement, nervousness, and overly emotional responses; persistent agonizing over irrationally negative situations; a distinct loss of immediacy and humor; and physical symptoms such as headaches, fatigue, hunger swings, and diminished sexual interest. It comprises all its parts—conative, psychological, emotional, and physiological (Limber, [2011](#)).

When work-related pressures and tensions become unnecessary, there are many options for action. Burnout is becoming more widely recognized as a chronic, unpleasant reaction to the cumulative, long-term impacts of job-related demands (Luker & Curchack, [2017](#)).

Most people spend their lives within this range, either "more than" or "less than" one standard deviation. In this sweet spot, life's snafus are mild enough to be lived with or even healed via rest, renewal, and the odd utopian event (Khan & Kamal, [2021](#)).

There must be a conclusive explanation for the best social support. There is enormous benefit in offering any essential social support. Regardless of the situation or scenario, everyone could use some help. Everyone is required to contribute to the social assistance system. People cannot live happy, healthy life without the assistance of their peers (Owens & Stryker, [2001](#)). The study measures job-related stress's effect on employee performance and the moderating effect of social support.

Literature Review Job-Related Stress

This broad definition includes anybody who spends much time in the grey area between regular work-related demands and clinical levels requiring professional intervention. Maintaining homeostasis or responding to change is a continual life aim within this limit (Oruh et al., [2021](#)). Changes like these may assist the educator in returning to the norm. However, they may also need the educator "diving in and looking up" rather than feeling any visible decrease in stress caused by their employment. According to this educator, ordinariness is not a condition of simplicity but rather an effective adaptation based on a foundation of apprehension (Oruh et al., [2021](#)).

Social Support

Three types of social support: appraisal support, belonging support, and physical support (Yao et al., 2022). The first kind of social support is assessment support, which is gaining information from others intending to improve one's life. It is provided by others and might take the form of criticism, praise, advice, or simply simple social comparisons (Leeper Piquero et al., [2016](#)). The second kind of social support is "belonging support," which consists of an individual's conviction and certainty that he or she is liked or cared for by others and that he or she is part of a helpful social network. As a last resort, practical support is offered. It is associated with accepting physical aid from others. For example, driving a sick friend to a doctor's appointment or cooking dinner for a buddy too ill to leave home. With this kind of support, there is no need for vocal communication. It is important to express sentiments and do nice things for others (Hoff & Mitchell, [2009](#)).

Nobody goes through life without being concerned about their physical health, but no one appears to be able to enhance their mental health at an early age. "Social support" refers to feeling

loved and cared for by friends, family, and the greater community. Individuals develop emotionally and psychologically when they know they are valued and given the support they need to complete difficult work. It is adaptable enough to assist you in dealing with life's obstacles (Chou et al., [2015](#)).

A person who does not have a strong social network may be less resilient in the face of tragedy than someone with whom loving friends and relatives surrounds them. Friends and relatives who care about you may make you feel appreciated and cared for, which can improve your mood. Individuals should avoid stressful events that may negatively influence their mental and emotional health whenever feasible; otherwise, they may be more prone to acquiring a mental disorder. People may feel hopeless when they do not have somebody to turn to for help (Basile et al., [2009](#)).

It is beneficial to increase one's feeling of self-worth and fearlessness. People may make either official or informal contacts to satisfy their needs. Sometimes, they may depend on others to assist them with their problems (Meisler et al., 2020).

In most stressful work-related situations, the individual can appropriately recognize the presence of the problem. If someone is in this scenario, it is feasible to get help from others to comprehend the problem and find a solution. If a person does not have adequate social support, stress and challenges at work may lead to the beginning of mental illness (Dyrbye et al., [2020](#)).

Social assistance may be provided by loved ones, acquaintances, or community members. Individual relationships need the formation of social links. These linkages' health advantages are well-documented. It is an excellent technique for reducing job stress (DeMatthews et al., [2021](#)).

Those that prioritize their family above anything else. Their family and friends can always rely on them for assistance. When someone is ill, relatives and friends come to their

aid. Social support is an efficient coping method. People with strong social networks are better equipped to deal with work challenges. It protects the worker from the detrimental impacts of working stress. It inspires individuals to trust their strength in the face of hardship and take the required actions to resolve the problem. If a patient gets encouraging comments from family and friends during rehabilitation, the time spent on medication is reduced (Weiner, [1979](#)).

According to the findings, people can better deal with job stress and preserve their Employee Performance and social networks in the face of hardship (Wong et al., [2014](#)).

Because of their diverse responsibilities, social support and subjective well-being significantly influence an individual's life experience. The safety net given by one's social network boosts one's confidence in oneself and abilities. On the other hand, people who develop their subjective well-being increase in satisfaction with life and delight. The findings revealed a robust relationship between social support and happiness, which in turn helps individuals cope with job-related stress (Duffy et al., [2002](#)).

The Objective of the Study

The following research goals have been established for the current investigation:

1. To measure job-related stress, social support, and employee performance.
2. To find out the effect of job-related stress on social support.
3. To determine the effect of job-related stress on employee performance
4. To examine the mediating effect of social support on the relationship between job-related stress and employee performance

Significance

This study focuses on stress, employee performance, and social support. In addition, the function of social support in lowering stress and better performance. This study focused on

employees in different organizations working in Pakistan. The study benefits employees by adopting ways to reduce stress and helps organizations better understand the factors involved in employee performance and the role of social support in employee performance (Kelly et al., 2017; Khan & Kamal, 2021).

Delimitation

The study is limited to permanent employees with more than five years of experience in the private sector in Pakistan.

Method

This study used a quantitative method to address the objectives mentioned in the previous section and conduct an in-depth examination. As a typical tool in the field, the questionnaire survey is essential to this quantitative research methodology (Kruger et al., 2005).

This part discusses the methodologies that led to the study's creation. Designing the research, producing the report, and doing the requisite statistical tests are all phases of establishing a hypothesis. Employees from several sectors responded to the survey. To acquire information on the participants, a questionnaire was employed.

Population

The researchers intended to understand more about the stress involved among the employees. Thus, the population of this research included all private-sector employees in Pakistan. As a result, private sector employees were chosen. The private sector employees were assumed to be in millions; hence sampling was done on a randomly chosen subset of these organizations.

Sample

The word "sample" refers to a subset of the whole population (Amir et al., 2017). Only private sector employees were eligible to take part in the research experience of more than five years. A random sampling approach was used. An internet-based survey of 200 employees working in Pakistan was chosen for this study sample. The survey was done online, and google forms were used.

Data Analysis

Table 1

Frequency Distribution of Demographic Questionnaire (N=200)

Respondent's Characteristics f (%)		
Gender	Male	118 (59.0)
	Female	82 (41.0)
Marital Status	Unmarried	37 (18.5)
	Married	163 (81.5)
Residence	Rural	56 (28.0)
	Urban	144 (72.0)

The above table gives the frequency distribution of the demographic variables. As far as gender is concerned then, there were 118 male respondents and 82 female respondents who were included in the study results. Regarding marital status, 27 respondents were unmarried, making up 18% of the total, and the remaining were married. The residents of 28% respondents were from rural areas, while the remaining 72% were from urban areas. Hence, the total number of responses was 200, which were included in the study. Furthermore, the detailed analysis is mentioned below.

Table 1

Reliability Analysis and Descriptive Statistics of all Scales (N=200)

Variables	M	SD	Range			
			α	Potential	Actual	Skew
Age	34.60	5.55	-	-	25-45	-.01
Job Stress	230.44	44.80	.94	70-350	102-326	-1.30

Social Support	102.81	23.45	.96	28-140	39-140	-1.22
Employee Performance	93.68	18.55	.93	30-150	37-140	-.08

The results of this table show that all scales showed acceptable Cronbach's alpha for reliability analysis. In contrast, the skewness values for all variables were also shown in an acceptable range. The mean of the job stress scale was 230.44, the standard deviation was 44.80, the Cronbach alphas were .94, and the skewness was -1.30. Hence the reliability was significant in this case. The mean of the social support scale

was 102.81, the standard deviation was 23.45, the Cronbach alphas were .96, and the skewness was -1.22. Hence the reliability was significant in this case. The mean of the job stress scale was 93.68, and the standard deviation was measured at 23.45, the Cronbach alphas were .93, and the skewness was -0.08. Hence the reliability was significant in this case.

Table 3

Correlation among all variables (N=200)

Variables	Job Stress	Social Support	Employee Performance
Job Stress		-.70**	-.55**
Social Support	-		.54**
Employee Performance		-	

** $p < .01$

This table shows that Job Stress was significantly ($p < .01$) negatively correlated with Social Support ($r = -.70$) and Employee Performance ($r = -.55$), while social support was significantly ($p < .01$) positively correlated with employee performance ($r = .54$). The purpose of correlation analysis was to measure the strength of relationship among

the variables hence the results have found that the relation was negatively strong in case of social support and job stress. In contrast, the relation was moderately positive regarding employee performance and social support. The relationship was moderately negative regarding job stress and employee performance.

Table 4

For the Direct effect of Job Stress on Employee Performance (N=200)

Predictors	Employee Performance		
	Model 1		
	Model 1 B	B	95% CI
Constant	33.05**	33.05**	[17.15, 48.96]
Job Stress	-.29**	-.28**	[-.23, .33]
R ²	.47	.49	
F	94.53**	24.66**	

** $p < .01$; * $p < .05$; B for Unstandardized regression coefficient; CI for Confidence interval

This table shows that job-related stress had a significant effect on Employee Performance. The results have found that all the results were

significant at t and f statistics as in both cases $p < .05$; hence the hypothesis is accepted. Furthermore, R square denotes the coefficient of

determination; in this case, it is strong. The effect of job stress on employee performance is weak,

and the results were generated at a 95% confidence interval.

Table 5

For the Direct Effect of Social Support and Mediating Effect of Job Stress on Employee Performance (N=200)

Predictors	Employee Performance		
	Model 1 B	B	95% CI
Constant	54.32**	77.65**	[63.63, 91.66]
Social Support	.38**	.30**	[-.21, .40]
R ²	.23	.31	
F	64.57**	43.77**	
ΔR ²		.12	
ΔF		26.60**	

** $p < .01$; * $p < .05$; B for Unstandardized regression coefficient; CI for Confidence interval

This table shows that job-related stress had a significant effect on Employee Performance. Hence social support acts as a mediator. The results have found that all the results were significant at t and f statistics as in both cases $p < .05$; hence the hypothesis is accepted. Furthermore, R square denotes the coefficient of

determination; in this case, it is strong. The effect of job stress on employee performance is weak, and the results were generated at a 95% confidence interval. The analysis is confined to the available material and responses generated through the survey. Hence results were significant.

Table 6

Comparison between Male and Female Samples through Independent Sample t-Test among all variables (N=200)

Variable	Male (n = 118)		Female (n = 82)				95%CI		
	M	SD	M	SD	t	P	LL	UL	Cohen's d
Job Stress	239.07	40.15	218.01	48.34	3.35	.01	8.67	33.44	.30
Social Support	106.86	20.24	96.98	26.47	2.99	.00	3.37	16.41	.28
Employee Performance	96.56	19.23	89.54	16.78	2.67	.01	1.84	12.20	.22

The above table shows that gender played a significant role in differences in terms of Social Support, Employee Performance, and job-related stress. In contrast, the mean score of Job Stress, Social Support, and Employee Performance was higher among male and female respondents. In contrast, the mean score of job-related stress was higher among female respondents than male respondents. Hence, the mean of making is more than that of females in job stress and social support. Hence the results are different in both

cases, which means male respondents' job performance is more associated with stress and social support.

Discussion

A robust social network is essential for a person to prosper in society. Social assistance occurs when individuals assist one another. One of the key functions of social support is to convince individuals that they are loved and cared for by others in their close social circles. Individuals

with strong social networks are better equipped to cope with daily pressures, even those directly connected to their occupations (Zhang et al., 2019).

On the other hand, social support may be found in relationships made via connection to others. Others' support is a cushion, allowing disturbed individuals to face and eventually overcome their concerns. When there is social support, everyone benefits from healthy, quiet living. On the other hand, job-related stress and a lack of social support are associated with an increased risk of death. A robust social network benefits one's emotional, mental, and physical health. The acts promoted by strong social networks help people's physical and mental health (Bellmore et al., 2015).

People need the assistance of others to protect themselves from the hazards they face during times of crisis or demanding work situations (Jourdan et al., 2021).

Conclusion

According to the research, individuals who felt more social support from their colleagues had less work-related stress and performed better on the job. The study also discovered a link between work stress and poor employee performance. Employees who expressed moderate workplace stress were likelier than those who reported high or low job-related stress to feel unsuccessful in their occupations. The results emphasized the necessity of social support from colleagues and the need for more research into the detrimental relationship between job-related stress and employee performance.

Recommendation

The study recommends the following things;

1. Stress negatively correlates with employee performance; hence, the study recommends that organizations focus on reducing stress.
2. Social support is productive for employees; hence organizations should conduct informal sessions to reduce stress and

increase the productivity and performance of the employee.

3. Innovative level of instrumental support and family-responsive behaviour associated with
4. Inferior levels of domestic interference with their work.

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