

Occupational Stressors and Employee Performance in Service Sector of Lahore, Pakistan

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ABSTRACT: *In recent years, stress has emerged as a serious dilemma across all spheres of life particularly at work settings. The aim of the current research is to examine the relationship between occupational stressors (role ambiguity, role conflict, work overload) and employee performance in service sector of Lahore, Pakistan. While carrying out the study, the service sector was divided into four major categories on the basis of importance; i-e health, banking, educational, telecom and some other relevant service companies were selected with the help of stratified random sampling technique for data collection. Factor analysis and reliability test were applied to assess the questionnaire data. The primary data was collected from a sample of 350 respondents through self-administered questionnaires and the effective response rate was 88% which is highly acceptable. Further, for the purpose of data analysis, correlation, regression analysis and ANOVA tests were applied by using Statistical Package for Social Sciences (SPSS16.0). The findings and interpretations revealed a significant positive relationship between role ambiguity, work overload and employee performance. On the other hand, role conflict has no significant relation with employee performance. The results also indicated that out of the three selected determinants of stress, role ambiguity has a greater impact on performance of the employees. The current study is considered to be policy oriented as it would give an insight to various service organizations of Lahore that how to maintain a required level of stress in the organization that is responsible for the inefficiency of the employees at work place. Only Lahore city is selected for data collection.*

1. Introduction

It is our common observation that every person, every organization and even every country around the globe is confronting a serious issue which is termed as stress. Stress in general is a problem which is responsible for creating a tensed and stiffed environment for the workers that not only generates tension, nervousness and physical disorders but also leads to diminished levels of their commitment, satisfaction, motivation as well as their work performance. In the words of Selye (1955), stress can be defined as “the force, pressure, or tension subjected upon an individual who resists these forces and attempt to uphold its true state.”

It is necessary to explore those factors at work settings that are held responsible for mental as well as physical distress for the employees. It is said that globalization, technological advancement and unhealthy competition in the world is the main issue responsible for work stress (Usman, Ahmed, Ahmed, & Akbar, 2011). This competitive approach compel the workforce to perform their tasks more efficiently and sometimes it may causes the reduction in numbers of employees in the organization i.e. downsizing in present day life style. The downsizing also occurs in response to cost-reduction strategies adopted by senior management. Due to some of these reasons, the layoff survivals at organizations experience work stress and as an ultimate consequence, lowering the satisfaction level of the employees and therefore in such situation, the workers are not capable to perform their assigned tasks well. According to Munir (2011), 80% job related grievances and 40% turnover intentions of the employees are due to this stress.

Usually workers at organization feel stress when they have to maintain good relations with their coworkers, sub ordinates and other supervisors, sometimes too much work overload, surplus activities created due to inter role conflicts, unachievable deadlines, lack of promotion opportunities, lack of certainty in roles and creativity and also long working hours. Even sometimes job rotation of the employees by senior management is responsible for generating stress at workplace.

The success of every organization or every sector depends on the employee performance that how efficiently they manage to handle and accomplish their tasks. Past studies witnessed two approaches of performance .(1) In words of Vroom (1964), performance is a five trait theory which means performance of an employee is made up of skills,

experience and creativity of the workers as well as personal awareness and the most important personality of the employee (2). While the supervisory approach depicts that an employee has to execute those activities that his supervisor said to perform (Herzberg, Mausner, & Snyderman, 1959).

Overall service sector of Lahore is chosen for the current research therefore this study is considered to be very helpful in this regard as in order to comfort their employees it would assist various service organizations to identify their main problem and hence they can render their services more proficiently to their customers. Similarly, another research gap was found by the researcher as numerous studies are found in literature that are dealing with job stress and various job outcomes including commitment, job satisfaction and motivation. But a very few studies have highlighted this relation of employee performance and occupational stressors (role ambiguity, role conflict and work overload) so the current research is quite unique and significant for further research purpose.

1.1. Service Sector of Lahore

In this fast growing industrial era, the service sector is the most important as susceptible sector of Pakistan as it contributes 53.8% to GDP of Pakistan in accordance to Pakistan Economic survey 2012-2013). The service sector is of great importance as it generates a lot of employment opportunities offering a variety of services to the general public and hence is responsible for reducing poverty from the country.

The service sector is considered as the strength of the country and due to this reason; Federal Government pays a significant attention to this sector in form of FDI's. This sector comprises of various service sub-organizations like telecommunication, health, banking, educational, insurance companies, software & engineering companies, NGO's and other financial institutes and each and every service-providing organization is vital for the economic development of the country. Besides, this sector is confronting many issues regarding wages, promotion opportunities, too much load, long working hours, and maintenance of their relationships with juniors, colleagues and customers as they are the assets of an organization and the most important of all is ergonomic insufficiencies due to lack of Government attention. Therefore, it is need of the hour that government should take interest in

this sector and in this way, the employees would perform better their functions and they would be capable of producing productive outcomes out of their tasks in form of better satisfaction of their respective customers.

2. Literature Review

2.1 Employee Performance

Employee performance is also known as job performance of an employee at workplace. It is considered as an important factor in the success of any organization. According to Otley (1999), organizational productivity and success depends on the employee performance. Higher the level of performance of employees, greater will be the organizational accomplishments. Herzberg et al. (1959) defined in terms of managerial aspect of the performance as “let an employee do what I want him to.” On the other hand, according to another study, the capability of a person to achieve its goals and targets as well as satisfying the expectations of his supervisors or achieving the organizational objectives led down by the upper management is said to be job performance of an employee (Gloet, 2006; Lewis, 1999; Mathis & Jackson, 2011).

2.2 Occupational stressors

The factors that are responsible for creating stress at workplace are known as occupational stressors. These may consist of personal circumstances, societal and cultural pressures. Larson (2004) stated that “any characteristics that possess a threat to workplace” is a job stressor. In literature many determinants of job stress are discussed and investigated. Numerous researchers, practitioners and academicians agreed upon these factors that are responsible for occupational stress that includes job insecurity (Usman et al., 2011), role ambiguity and role conflict (Glismeyer, Bishop, & Fass, 2007; Parkington & Schneider, 1979; Rizzo, House, & Lirtzman, 1970), and pressure of time (Van der Klink, Blonk, Schene, & Van Dijk, 2001), interpersonal and family conflicts (Netemeyer, III, & Pullig, 2005; Skinner & Pocock, 2008), work overload (Gryna, 2004; Major, Klein, & Ehrhart, 2002; Teas, 1983), downsizing (Appelbaum, Everard, & Hung, 1999), performance pressure, little or no support from supervisor, relationship with supervisor, lack of appreciation and benefits, limit of control (Parker & DeCotiis, 1983) and lack of participation in decision making (Gillespie, Walsh, Winefield,

Dua, & Stough, 2001; June & Mahmood, 2011; Kazmi, Amjad, & Khan, 2008). For the current research, three stressors are chosen that are role ambiguity, role conflict and work overload to identify their relationship with performance of employees at workplace.

2.2.1 Role Ambiguity

Generally, role ambiguity means lacking of knowledge regarding employee's responsibilities and duties at his own workplace. According to Rizzo et al. (1970), it is observed as "the situation where an individual does not have a clear direction about the expectations of his/her role in the job or organization". Role ambiguity is only the perception in the mind of an employee that he does not have enough information about his role expectations and requirements. He considered himself helpless or powerless at his job (Hamilton, 2002; Onyemah, 2008; Slattery, Selvarajan, & Anderson, 2008).

2.2.2 Role Conflict

According to the role theory, when there are contradictory demands between two persons which is the major cause of incompetent decisions, then role conflict occurs. In a very simple way when a person enters in an organization, he is provided with the job descriptions and objectives of the organization. At this time he is clear about his role at his / her workplace but sometimes, there exists two or more supervisors for giving orders and to be satisfied, so here in this situation an employee becomes perplexed to whom he has to obey and therefore conflict occurs between the administrators. (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964; Katz & Kahn, 1978; Turnley & Feldman, 2000).

2.2.3 Work overload

Nowadays all the organizations are striving to attain their objectives in accordance with the day to day changing requirements of the new technological world by introducing new innovative ideas, hiring new human resource management, policies in order to increase the profitability and productivity of the organizations. The rate of this globalization has increased the escalation of the consequences of the work overload like mental distress, absenteeism, reduced productivity and commitment and the most vital lowering the employee performance

at their workplaces (Armstrong, 2003; Kristensen, Borritz, Villadsen, & Christensen, 2005).

2.3 Relationship between Dependent and Independent Variables of the Study

2.3.1 Employee performance and Occupational stress

According to Selye (1956) not always stress is bad for the employees. Stress at workplace to some extent is good for the performance of the employees. The concept of “good Stress” is supported by many researchers (Munir, 2011; Parker & DeCotiis, 1983). As evident by a research by Weiss (1983), occupational stress not always has a negative effect for organizational performance as well as at individual level. According to him a certain amount of stress at job is beneficial for the performance while sometimes too much job stress may harm the performance of employees unless it is gone beyond their level of forbearance. Occupational stress depends on the time period of continuing the effect of stress, the recovery power of employees. This may be temporary or permanent, short term or long term and either mild or severe (Schermerhorn & Chappell, 2004). Ashforth and Saks (1996) stated in their research the negative relation of two main job stressors i.e. role ambiguity and role conflict and organizational outcomes. It was investigated that role ambiguity and role conflict could have exceedingly effect that leads to the negative responses. There is a negative and significant relation between occupational stress and job satisfaction as well as organizational productivity (Carson, Butcher, & Coleman, 1988).

Another study by Imtiaz and Ahmad (2009) exhibited that wherever there exists stress at job lower would be the performance of the employees. He proved it by correlation analysis and found that there is a significant negative relationship between occupational stress and job performance. He has taken stressors like personal conflicts, relationship with supervisors and revealed that a unit increase in these stressors lead towards the lowering of the performance level. Similarly in 2010, another study was conducted in Nigeria of their managers in organizations. Z score test was applied and brought into being a negative relationship with performance of the managers. This study exhibits that if the managers suffer anger and fear at their workplaces either personal or from outside, it will lead to poor decision making and lower meditation towards the

organizational goals to be achieved (Salami, Ojokuku, & Ilesanmi, 2010).

Most of the previous studied supports this negative facet of the stress at work (Bashir & Ramay, 2010; Dar, Akmal, Naseem, & din Khan, 2011; Kazmi et al., 2008) but some evidences of the studies found that were conducted in Pakistan and illustrated and confirmed the positive relationship of work stress with the performance of workers as well as organizations. These studies put on a view that if the employees are multi talented and have passion to achieve their goals ;then this stress element could have a better impact on their performance (Munir, 2011; Parker & DeCotiis, 1983). Extensive studies have found in relation of job stress and its stressors like fear, anger, and relationship with supervisors with job performance. But a few researches are found with this relation. So there is a gap explored for the current study.

2.3.2 Employee performance and Role ambiguity

Generally, the concept of role ambiguity is considered as it directly relates with the occupation performance. Employee performance deals with the operations or tasks performed by the workers or in simple words; the tasks assigned by the supervisors (top management) to accomplish. When a person is perplexed for the assigned tasks or simply he/she does not know what to do then he/she are unable to perform well at his/her job (Rizzo et al., 1970). Many researchers agreed upon the fact that when an employee is unaware and unclear about his role tasks, responsibilities and job duties, it will affect the performance level of employees. It is commonly observed that role ambiguity has a negative effect on performance of the employees and previous researchers found this relation significant (Jackson & Schuler, 1985). Likewise according to Babin and Boles (1996), there exist a significant negative relationship between role uncertainty and job performance of the employees. He conducted his study on bankers and revealed that if bankers have not enough knowledge for accomplishing their goals then they could not perform well.

Correspondingly this relation was further accepted by researchers and tested in their studies to contribute in this relation. Bhuian, Menguc, and Borsboom (2005) investigated in his study that workers in sales also face unclarity at their jobs because there are more than one supervisor to subordinate them, so they feel painful and confused for being unclear and

that is why performance level decreases. This postulate was supported in the literature and further studied. It was analyzed that though there exists a significant relation but the intensity of the correlation differs (Behrman & Perreault Jr, 1984; Lysonski & Johnson, 1983). According to a study in Malaysia (June & Mahmood, 2011) , found a negative relationship between role ambiguity and performance of the employees working in SMEs in Malaysia. The sample of 300 employees was tested in the respective study. This postulate was supported by researchers (Çekmecelioğlu & Günsel, 2011). A recent study in 2011 conducted in Pakistan to identify the relationships of different stressors of work place and employee performance and role ambiguity is one of them. The results of this study found an interesting fact that as the employees of today are multi-tasking and they are more willing to do one or two tasks at the same time, so role uncertainty does not matter in this case rather showed a positive relation with performance of employees. According to the relation; the hypotheses are;

H₁: There is a significant relationship between role ambiguity and employee performance in service sector.

H₂: There is a significant effect of role ambiguity on employee performance in service sector.

2.3.3 Employee Performance and Role Conflict

Many researchers discussed about this concept and found negative relationships with job behaviors and attitudes like job satisfaction, employee turnover and organizational commitment in employees (Al-Aameri, 2003; Amabile & Gryskiewicz, 1987; Bagozzi, 1978; Bedeian & Armenakis, 1981). While Afzal, Khan, and Ali (2009) conducted a study in banking work environment. The aim of this study was to investigate the relationship of role disagreements and work performances of the employees in banks. The sample for this study was restricted to 450 employees from different banks in Lahore. The findings revealed that this role conflict has considerable effect on performance of the bankers. He also conferred in his study that this type of clashes are not considered healthy for any organization so this conflict must be eliminated from the banks in order to attain better output.

Further in 2011, another study took place to recognize the relationship between role stress and creativity of the employees. In this study, role ambiguity and conflict are chosen as determinants of stress at work

place. He argued that if there is a collision in opinions between subordinates, upper or even between employees then it affects the creativity and ingenuity of the employees and hence lowering the performance of organization (Çekmecelioğlu & Günsel, 2011). This negative relation is supported in many researches (Glissmeyer et al., 2007) and (Usman et al., 2011). While a recent research clarifies that as employees of today are more efficient and compelled to do their jobs in any situation so this study found a positive relation with employee performance. These results shows that higher the level of conflict, higher would be the performance level (Munir, 2011). Accordingly;

H₃: There is a significant relationship between role conflict and employee performance in service sector.

H₄: There is a significant effect of role conflict on employee performance in service sector.

2.3.4 Employee Performance and Work overload

Work overload is the most important of all the determinants causing stress in the work settings that workers tackle at their jobs. The heavy assignment of tasks, unreachable deadlines and long working hours combine in the concept of work overload. It is our common observation that if there is a burden on our minds, performance pressure from the top level supervisors then there is an impact on performance of the employees as well as the organizations. This concept of work overload is used in previous research as a determinant of role stress. In a previous study, self-administered questionnaires were distributed among frontline employees of state possessed companies in New Zealand. The analysis showed a significant correlation between employee performance and role overload (Rod, Ashill, & Carruthers, 2008). Mohammadi (2011) conducted a research in Iran at university of Tehran to find out the stress level of the employees. The sample was restricted to 200 employees and regression was applied for analysis. Where there is load of work, the performance decreases. This study argued that if the employees have lumber on their minds they feel stress and ultimately it will dissipate the productivity level. One more recent study found the results in favor of this study (Tahir, Yusoff, Azam, Khan, & Kaleem, 2012). Another researcher identified positive relation of employee performance with performance pressure and work overload. This study was conducted in Pakistan in banking scenario. These interesting findings proved that as the employees of Pakistan are facing a lot of problems like lack of

resources, unemployment, no alternative jobs and many others due to economic recession in the country (Munir, 2011).Accordingly;

H₅: There is a significant relationship between work overload and employee performance in service sector.

H₆: There is a significant effect of work overload on employee performance in service sector.

H₇: There is statistical significant difference in terms of type of service sub sectors in experiencing occupational stress.

2.4 Theoretical Framework

The theoretical framework of the study shows that role ambiguity, role conflict and work overload are independent and employee performance is dependent variables as follow;

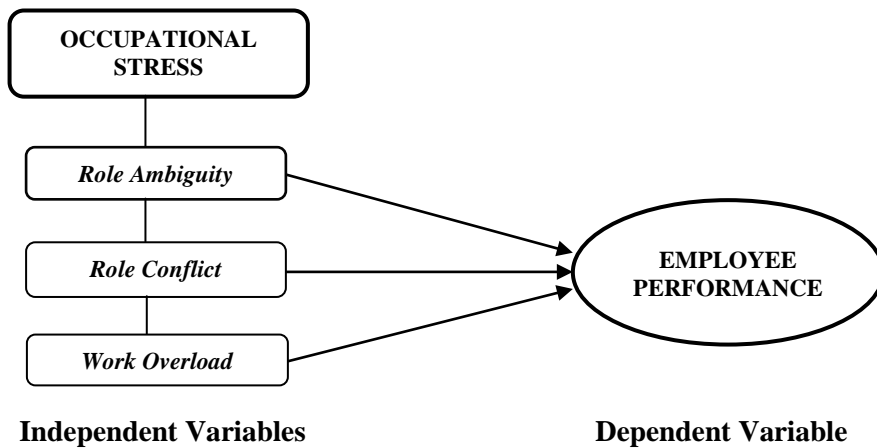


Figure: 2.1

3. Research Methodology

3.1 Population, Sample and Sampling Technique

The current research is descriptive study and investigates the ‘causal’ relationship of the employee performance as dependent variable and occupational stressors (role ambiguity, role conflict and work overload) as independent variables with the help of hypothesis testing. This study targets the employees of service sector of Lahore,

Pakistan. As discussed earlier, there are a number of employees operating and performing their functions in their respective fields so a sample was needed and for this purpose, probability sampling techniques were used. As this service sector is diverse in its functioning so firstly, stratified random sampling was used and five major groups were developed on the basis of their importance of their workings in society i.e.; banking sector, telecom sector, health and educational sector. The last category includes the services of other relevant field like NGO’s, insurance companies, software houses etc. Out of many service organizations in Lahore, convenient sampling technique was used and 350 employees were selected from selected organizations.

3.2 Instrument Development

In order to measure the reliability and validity of the effectiveness of the study, a comprehensive closed ended survey questionnaire was designed with the help of literature having 5- point Likert scale consisting of scale value 1= Strongly Disagree to 5= Strongly Agree. The survey questionnaire comprises of two portions; first deals with 29 statements regarding stressors and to evaluate performance and the second portion deals with personal demographics of the respondents. To test reliability of the instrument, a pilot study of 30 questionnaires was conducted and the result was 84%. And further 350 questionnaires were personally administered among employees of service providing organizations and the reliability statistics are shown below;

Reliability Statistics

Constructs	Items	Cronbach’s Alpha	Sources
Role Ambiguity	10	0.788	Rizzo et al. (1970)
Role Conflict	8	0.778	Rizzo et al. (1970)
Work Overload	7	0.721	Peterson et al. (1995)
Employee Performance	4	0.848	Cousins et al. (2004)

Table 3.1

3.3 Response Rate

350 questionnaires were distributed in the selected organizations and the response rate obtained was 88.8% that is 303 out of 350 responded back

completely while 10 questionnaires were disqualified due to lack of sufficient information and 5 returned unfilled. The detail summary of responses from each organization is given in Appendix A.

3.4 Data Analysis Tool and Techniques

For the purpose of inferring results, data was entered in SPSS 16.0 and tests applied for data analysis. Various statistical tests were applied in order to analyze the data and these include correlation tests to find out the relationship while for causal approach, regression analysis was used. One way ANOVA test was also applied to explore the difference of stress level among different sectors.

4. Analysis and Interpretations

4.1 Demographics

This section includes personal profile of the respondents like age, gender, marital status, the type of organization to which they belong to , etc.

Demographics of the respondents

Variables		F	%
Gender	Male	219	72.3
	Female	84	27.7
Marital Status	Married	158	52.1
	Unmarried	145	47.9
Age	Less than 20	2	.7
	21-30	193	63.7
	31-40	99	32.7
	41-50	6	2.0
	Above 50	3	1.0
Type of organization	Telecom	94	31.0
	Banking	83	27.4
	Health	51	16.8
	Education	33	10.9
	Others	42	13.9

Table 4.1

Table 4.2 is describing the frequency and percentages of the demographics of the respondents; depicts that 72.3% male respondent and 27.7% females have participated in the data collection. It also illustrates that most of the respondents (52.1 %) were married and between 21-30 of age group (63.7%). This table also illustrates that the researcher has collected data from 94 respondents from telecom companies and 83 from different banks. While 51 responses were included from hospitals of Lahore and 33 from different colleges and universities.

4.2 Correlation Analysis

For the purpose of hypothesis testing, first of all “Pearson Product Moment Correlation Co-efficient” is used for identifying the relationship between occupational stressors (role ambiguity, role conflict and work overload) and employee performance and pearsOn’s indices were used by Munir (2011) and Drenth (2009) for the intensity of the relationship given in Appendix B.

Correlation Analysis of role ambiguity, role conflict And workload with employee performance

		Role Ambiguity	Role Conflict	Work Overload	Employee Performance
Role Ambiguity	Pearson Correlation	1			
	Sig. (2-tailed)				
Role Conflict	Pearson Correlation	.289**	1		
	Sig. (2-tailed)	.000			
Work Overload	Pearson Correlation	.406**	.718**	1	
	Sig. (2-tailed)	.000	.000		
Employee Performance	Pearson Correlation	.615**	.164*	.403**	1
	Sig. (2-tailed)	.000	.004	.000	

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

*Correlation is significant at the 0.05 level (2-tailed)

Table 4.2

For the purpose of analysis and interpretations and to identify the relationship between the independent variables (role ambiguity, role conflict and work overload) and dependent variable (Employee performance), Pearson correlation was applied which shows that there is a positive significant relationship between role ambiguity and work overload with employee performance as Pearson's correlation coefficient of role ambiguity and work overload with employee performance is $r(303) = 0.615^{**}$, $p < 0.01$ and 0.403^{**} , $p < 0.01$ respectively and both are significant at 0.01 level. According to above table, there is no relationship found between role conflict and employee performance as its correlation coefficient $r(303)$ is 0.164^* which is negligible according to the Pearson's indices (Appendix). So H_1 and H_5 are accepted while H_3 is failed to accept.

4.3 Regression Analysis

Regression analysis is conducted to find out the magnitude of impact of the independent variables (role ambiguity, role conflict and work overload) and employee performance. This regression is also applied to test further hypothesis of the study.

Path	Adjusted R ²	F Value	Beta value β	Sig. Value P
Role Ambiguity--> Employee Performance	0.376	182.694	0.371	0.000
Work Overload--> Employee Performance	0.160	58.377	0.282	0.000

- a) Independent variables: Role ambiguity, work overload
 b) Dependent variable: Employee performance

Table 4.3

The above table is indicating the regression results of independent variables (role ambiguity, work overload) with dependent variable which is employee performance and showing the effects of different occupational stressors on performance level of employees.

4.4 Inferential Analysis

POST HOC TESTS
Test of Homogeneity of Variances

Occupational Stress

Levene Statistic	df1	df2	Sig. Value
3.715	4	298	0.006

Table 4.4

Robust Tests of Equality of Means

Occupational Stress

	Statistic	df1	df2	Sig. Value
Welch	6.350	4	119.308	.000

Table 4.5

Multiple Comparisons

Occupational Stress

Type of organization (I)	Type of organization (J)	Mean Difference (I-J)	Sig. Value
Telecom	Health	5.21527*	.048
Banking	Education	9.22015*	0.000
Health	Education	10.01604*	0.000

Table 4.6

Descriptive

Occupational Stress

Type of Organizations	N	Mean
Telecom	94	90.7447
Banking	83	86.3253
Health	51	85.5294
Education	33	95.5455
Others	42	87.6429

Table 4.7

In order to identify the difference of the extent of stress level in different sectors of services, one-way ANOVA test was applied and above tables are depicting the results of ANOVA tests.

4.5 Results of Hypotheses

Hypothesis 1: There is a significant relationship between role ambiguity and employee performance in service sector.

Table 4.2 delineates the results Pearson's correlation values. As the value of r is $.615^{**}$ and $p < 0.01$ therefore it can be said that there is a significant positive relation between role ambiguity and employee performance and $**$ shows that it is significant at 0.01 level. Hence hypothesis 1 is failed to reject. According to Pearson's indices values shown Appendix B, $r(303) = .615$, $p < 0.01$ lies in the range of 0.60 - 0.79 which shows that the intensity level of the relation is highly moderate. The results indicate the positive relation between role ambiguity and employee performance which means that employees are now more talented and eager to do different tasks at the same time.

Hypothesis 2: There is a significant effect of role ambiguity on employee performance in service sector.

Table 4.3 shows the results after regression analysis and model 1 is pointing towards the effect of role ambiguity on employee performance. As per table adj. R^2 is 0.376 that interprets that this variable has an impact of 37% on Employee performance. F value is equal to 182.694 which mean model is fit for this variable. Beta value in the table also shows that 1 unit increase in role ambiguity results in an increase of 0.371 units of employee performance. As $p < 0.01$, it proves that there is a significant effect of role ambiguity on performance of employees at 0.01 level of significance in an organization so this hypothesis is accepted.

Hypothesis 3: There is a significant relationship between role conflict and employee performance in service sector.

The second hypothesis is used to test the relationship between employee performance and role conflict as a stressor. It is shown in table 4.42, $p < 0.05$ and Correlation coefficient r value is $.164^*$ that is showing a weak relationship between role conflict and employee performance. But according to Pearson's indices, this value of $r(307) = 0.164$, $p < 0.05$ lies in 0.00 - 0.19 shows that there is a negligible relationship between the two constructs. This hypothesis is failed to accept and found insignificant

relation between role conflict and employee performance in accordance to the study (Çekmecelioglu & Günsel, 2011).

Hypothesis 4: There is a significant effect of role conflict on employee performance in service sector.

As there is no relationship found between role conflict and employee performance and sig value by regression analysis is found to be more than 0.05 that is why this hypothesis is failed to accept supporting the result of Çekmecelioglu and Günsel (2011).

Hypothesis 5: There is a significant relationship between work overload and employee performance in service sector.

With reference to table 4.2, sig (2-tailed) value is .403** and p value is less than 0.01 therefore work overload and employee performance are statistically positively correlated with each other at 99% level of confidence. The intensity of this relationship (Appendix B) is moderately correlated because $r(303) = 0.403$, $p < 0.01$ lies in 0.40- 0.59 range. As it is clearly shown hypothesis 3 is accepted in light of analysis. These findings revealed that due to difference in work settings and specifically multi-tasking behavior of employees' results in positive relationship between work overload and performance of employees.

Hypothesis 6: There is a significant effect of work overload on employee performance in service sector.

Most of the previous studies demonstrated that there is an association and significant impact of work overload and employee performance .Table 4.3 is showing the results of regression analysis to find out the impact of work overload on employee performance. The F value = 58.377 that interprets that model is good. While the adjusted R^2 which is 0.160 shows that this variable is 16% explaining the model and it has 16% impact on employee performance. The beta value signifies that 1 unit increase in work overload at workplace, there is an increase of 0.282 units in employee work performance. This hypothesis is supported as its $p < 0.01$ in the light of results.

Hypothesis 7: There is statistical significant difference in terms of type of service sub sectors in experiencing occupational stress.

Table 4.4 shows that whether the variances of variables are homogenous or not. This test of homogeneity of variances indicates that the F value for Levene's statistic $F(4,298)$ and $p < 0.05$ which means that the variances are not equal so in order to test the hypothesis Robust Tests of Equality of Means table 4.5 is considered. The p value is less than 0.01 which means that H_0 is failed to accept interpreting that there is a difference in stress level of employees belonging to different service organizations. Now From post Hoc test with reference to table 4.6 extracted from Tukey HSD table and only showing the mean and sig. values of those sectors (I-J) that are showing the difference of occupational stress among them. According to table 4.7, educational sector is experiencing the most stress level as it has highest mean value i.e; 95.545 and then the telecom sector having mean value 90.744.

4.6 SUMMARY OF HYPOTHESIS TESTING

	Hypothesis Description	Outcomes
H₁	There is a significant relationship between role ambiguity and employee performance in service sector.	Accepted
H₂	There is a significant effect of role ambiguity on employee performance in service sector.	Accepted
H₃	There is a significant relationship between role conflict and employee performance in service sector.	Failed to Accept
H₄	There is a significant effect of role conflict on employee performance in service sector.	Failed to Accept
H₅	There is a significant relationship between work overload and employee performance in service sector.	Accepted
H₆	There is a significant effect of work overload on employee performance in service sector.	Accepted
H₇	There is statistical significant difference in terms of type of service sub sectors in experiencing occupational stress.	Accepted

Table 4.8

5. Conclusion

As sum up, it is clear from the literature that there are two aspects of stress ; good (eustress) and the type of stress that affects negative to the employee work behaviors (Le Fevre, Matheny, & Kolt, 2003). On the

basis of the findings and interpretations, it is revealed that a positive relation subsists between role ambiguity, work overload and employee performance that is in favor of a research by Munir (2011); (Tang & Chang, 2010). Whereas for the selected sample, contrary to the earlier studies role conflict does not play role in creating stress at workplace ; considering it as insignificant to employee performance (Çekmecelioğlu & Günsel, 2011). So it can be concluded in assistance to the findings that in service sector of Lahore, the employees are facing the positive aspect of stress termed as good stress or eustress. Most of the literature does not support these findings but due to difference in work settings and different behaviors of employees is the reason for this positive relationship. In Pakistan, there is a lack of job alternatives i.e.; there is no options available for switching off so even with too much load of work, no clear descriptions of assigned tasks, poor working conditions, the employees are forced to do their jobs. And the second reason is there is a difference in employee behaviors at their jobs like they are more eager to do multi tasks at the same time in order to enhance their efficiency and to prove themselves as an important part of the organization.

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Appendix A*Distribution of Questionnaires in selected Service organizations*

Sr #	Name of Service Sector	Name of Organizations	Distributed	Returned filled	Not Returned	Response Rate
1-	Banking	National Bank of Pakistan	10	07	03	70%
		The Bank of Punjab	08	08	-	100%
		Muslim Commercial Bank	15	14	01	93%
		Habib Bank Limited	08	08	-	100%
		Allied Bank	15	15	-	100%
		Fysal Bank	15	13	02	86%
		Meezan Bank	20	18	02	90%
2-	Educational	Defense Degree College	15	13	02	87%
		Government College University	10	10	-	100%
		University of the Punjab	10	10	-	100%
3-	Telecom	Zong	45	43	02	96%
		Jazz	10	10	-	100%
		PTCL	10	10	-	100%
		Warid	20	17	03	85%
		Wateen	15	14	01	93%

4-	Health	Sheikh Zaid Hospital	15	12	-	80%
		Jinnah Hospital	20	15	04	75%
		Mayo Hospital	25	18	-	72%
		Shaukat Khanum	10	06	02	60%
5-	Others	Sigma Tech	05	04	-	80%
		IKF (NGO)	15	11	03	73%
		Netsol Technologies	14	10	04	72%
		Allianz EFU Insurance	10	10	-	100%
		State Life Insurance	10	07	03	70%

Appendix B

Pearson's Indices of Correlation

Pearson <i>r</i>	Indication
0.00 - 0.19	Negligible
0.20 - 0.39	Low Correlation
0.40 - 0.59	Moderate Correlation
0.60 - 0.79	Moderately High Correlation
0.80 - 1.00	High Correlation