

MEDITATIONAL EFFECTS OF PERSONAL STRATEGIES IN RELATIONSHIP OF CAUSES AND OUTCOMES OF OCCUPATIONAL STRESS: A SURVEY OF JUDICIARY IN KP PAKISTAN

Tehseen Ahmad^{1*}, Qamar Afaq Qureshi¹, Nida Habib², Irfan Ullah³

¹ Department of Public Administration, Institute of Political and Administrative Studies, Gomal University D.I. Khan, KP, PAKISTAN.

² Department of Business Administration, Gomal University, D.I. Khan, KP, PAKISTAN.

³ School of Management and Economics, Beijing Institute of Technology, CHINA.

ARTICLE INFO

Article history:

Received 21 April 2020
Received in revised form 20 August 2020
Accepted 02 September 2020
Available online 14 September 2020

Keywords:

Job stress reduction;
Individual Stressors;
Collective stressors;
Khyber Pakhtunkhwa;
Depression;
Absenteeism.

ABSTRACT

All the employees working in the public sector organizations have to face occupational stress in or the other way. The goal of this research paper is to find out the mediating role of personal strategies in the relationship of causes (individual stressors & collective stressors) and outcomes (depression, absenteeism, & trauma, etc) of occupational stress in the judiciary (judges & advocates) in Khyber Pakhtunkhwa (KP) Pakistan. A survey has been conducted using the samples from all the twenty-five districts of Khyber Pakhtunkhwa. Two hundred and fifty-two judges and advocates completed a constructed and standardized questionnaire. Data was analysed through software SPSS@20.0. The results showed that personal strategies mediate the relationship between the causes and outcomes of occupational stress. It also identifies that personal strategies play a significant role while reducing the level of stress in the judges and advocates.

Disciplinary: Public Administration and Management Sciences.

©2020 INT TRANS J ENG MANAG SCI TECH.

1 INTRODUCTION

The meaning of stress has been changed over the years. At first, it was considered as natural weight, at that point strain within the person. Stress is a physical and psychological condition that effects when the capacities of individuals are not enough to cope with the pressures and demands of the situation. It is, in this way, more plausible in a couple of conditions than others and a couple of individuals than others (Khan, 2017). Stress is characterized as a reaction to a demand that is set upon a man. It can be essentially comprehended as "a condition where one encounters a gap between the present and defined state." Merriam Webster (1998) characterized stress as a physical, concoction, or

passionate factor that causes real or mental strain and might be a factor in malady causation (Coolican, 2017).

Clinician Lazarus (1993) portrayed stress as "a condition or feeling that a man encounters when s/he sees that the requests surpass the individual and social assets the individual can mobilize." Beehr (1976) explained stress in extremely broad terms as "anything around an authoritative part that produces unfavorable results for the individual". For a great many people, stress is an adverse ordeal. Stress occurs where there is a perceived imbalance between pressure and coping resources for a particular situation. Academics and media experts do not agree on a detailed definition of stress but they know that stress exists and is inescapable (Ile et al., 2015).

2 LITERATURE REVIEW

Most of the employees in the organization are facing the problems of stress which affect their performance and also leads to poor health. Globalization has left Kenyan providers confronting solid rivalry and forceful cost-cutting. Data innovation has quickened the speed at which business exchanges stick performed and put weight on the Workforce to learn new aptitudes and be more profitable (Behesht et al., 2011).

Numerous researchers extracted harmful effects of stress, e.g. squandered potential, corporeal disease, sorrow' declined scholarly execution, social confinement, and dropping out. Outcomes of stress are not bound to situational factors. They are identified with other inclining factors, for example, connection, and identity brings down confidence, sexual orientation, and age (Khan et al., 2017).

2.1 CAUSES OF STRESS

Stressors are the factors that are responsible for creating a stressful situation. Stressors are of two types. Istare those feelings inside a person are called internal stressors while the second are those factors that are found outside a person are called External stressors and both lead to stress leads to stress (Kim, 2013).

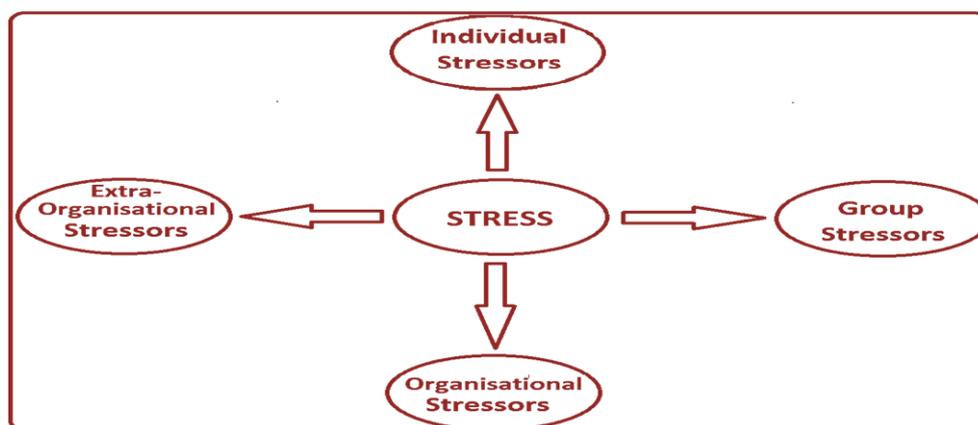


Figure 1: The different causes of stress.

An attempt has been made to explain the reasons for stress, There are four reasons or causes of stress i.e individual stressors, Group stressors, organizational stressors, and extra- organizational stressors (Ahmad et al., 2017).

- **INDIVIDUAL STRESSORS**

- Role ambiguity; Job Demand; Role conflict; Work Over Load.

- **COLLECTIVE STRESSORS**

Group Stressors - Lack of Social Support, Group Cohesiveness, Organisational Environment (Kannan & Suma, 2015).

Organizational Stressors - The Design of Tasks, Management Style, Technological Factors.

Extra-Organizational Stressors - Economic Factors & Political Factors (Khan & Khan 2017).

2.2 OUTCOMES OF STRESS

Researchers indicated that blood pressure, coronary heart diseases, depression, absenteeism, trauma, cancer risk factors; musculoskeletal disorders, and psychosomatic symptoms are ill-effects of occupational stress (Jayashree, 2010).

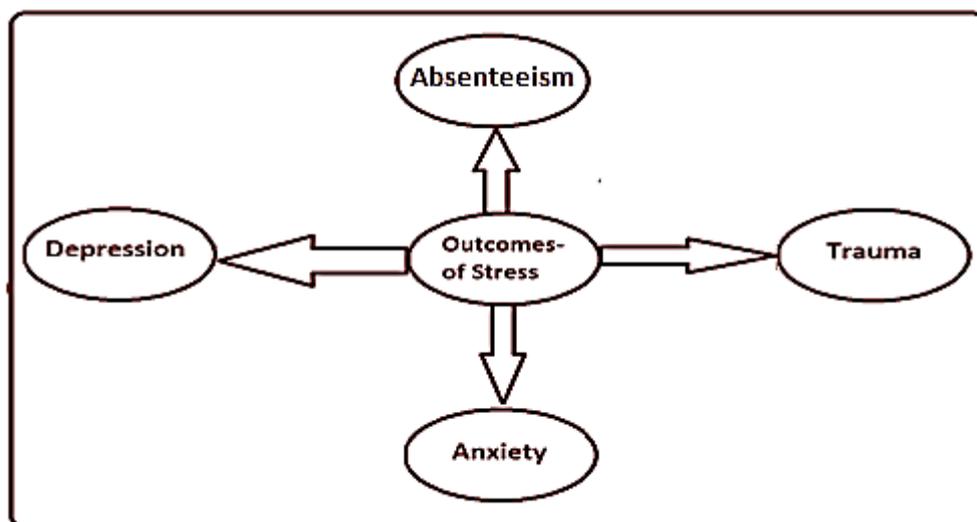


Figure 2: Outcomes of stress.

Figure 2 depicts the outcomes of occupational stress. Depression, anxiety, and trauma are the most commonly diagnosed psychological problems/outcomes of occupational stress (Liu, 2010).

2.3 COPING STRATEGIES

2.3.1 PERSONAL STRATEGIES

2.3.1.1 Self-efficacy

It is considered a positive factor that reduces stress. Family, friends, and colleagues mostly give social support. An Individual must have the self-confidence to overcome adverse life situations. It is one of the best sources that lie in the positive interaction between the individual and society (Iqbal, 2013).

2.3.1.2 Get time away

You should take a break when you feel stress at the job. Leave the office for a few minutes and have a walk around the block. Find a quiet place to sit and listen to your favorite chill mix which reduces the stress.

2.3.1.3 Talk it out

Stress can be reduced by simply talking it to your loved one. Therefore it is often found an excellent way of reducing stress. The act of talking it out-and getting support and empathy from someone else is the best way of blowing off steam. Have a support system of trusted people.

2.3.1.4 Find humour in the situation

When the employees find a stressful situation and they or people around them start taking things too seriously then share a jock or funny story and simply find a way to break through with laughter (Jackson & Rothmann, 2006).

2.3.1.5 Maintain a positive attitude

Avoid negative attitude because negativism sucks the motivation and energy out of any situation so always maintained a positive attitude and learn to reward yourself for little accomplishments (even if no else does).

2.3.1.6 Self-esteem

Another thing that has a positive effect on reducing the level of stress is self-esteem. It is also used to cope with stress (Kishori et al., 2016).

Research Hypothesis

H₁ Personnel Strategies mediates the relation between Causes (Individual Stressor) & Outcomes of stress.

H₂ Personnel Strategies mediates the relation between collective Stressor & Outcomes of stress.

2.4 PROPOSED CONCEPTUAL RESEARCH MODEL

The research empirically developed the proposed model and variables are given in Figure 3. The proposed conceptual research model showing the mediating role of personal strategies in the relationship between the causes and outcomes of occupational stress.

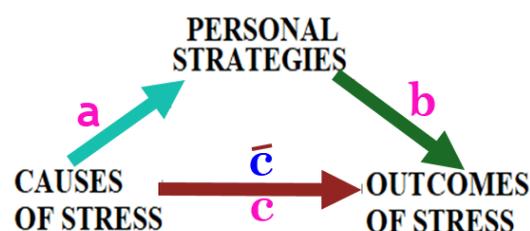


Figure 3: Theoretical framework mediation model for this study.

3 RESEARCH METHODOLOGY

Data is collected through a standardized questionnaire. it is most feasible to collect data from big populations in less time and cost. Data collected from all the 25 districts of Khyber Pakhtunkhwa. Judges and advocates are the target population. Simple random sampling is used to collect the data. Initially, a pilot study was conducted to ensure the reliability and validity of the scales. A pilot study was carried by utilizing a specimen of 75 respondents. The scholar himself went and regulated the questionnaire among these respondents. A total of 285 questionnaires were floated and 252 were received back with a response rate of 88%. The inquiries were in two sections – Sections "A" and "B". Area "A" managed individual information (Demographics) and segment "B" managed questions for

the project. Utilizing these surveys the scholar examined reasons for causes of stress, Outcomes of stress, and coping strategies to overcome these stressful situations. The instrument included questions of three research variables and seven demographic variables covering all the related characteristics of the respondents, which are expected to influence their reactions.

3.1 BARRON & KENNY (1986) MODEL FOR THE RESEARCH VARIABLES

For analysis Barron & Kenny's (1986) Model for the Research Variables is used. According to this model, a variable can be taken as a mediator to the level to which it carries the influence of a given independent variable (IV) to a given dependent variable (DV). Mediation occurs when the IV considerably influences the mediator; the IV considerably influences the DV in the absence of the mediator; the mediator has a significant distinctive effect on the DV; and finally, the effect of the independent variable on the dependent variable contracts with the addition of mediator in the regression-model.

4 FINDINGS

In Figure 4 Individual Stressor was hypothesized as the major determinant of Outcomes while Personnel Strategies was tested as Mediator. The question was ‘Whether Individual Stressor or Personnel Strategies are playing a bigger and significant role in bringing variation in the Outcomes of stress? The mediation Model-1 is the cases of [IS→PS→OC] and [CS→PS→OC].

- IS = individual stressors
- CS = collective stressors
- PS = personal Strategies
- OC = outcomes of stress
- MV = mediating variable

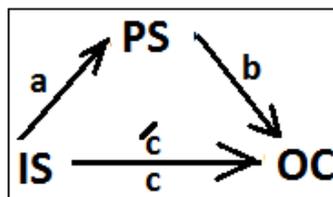


Figure 4: Mediation Model 1 (Mediator = PS)

H₁: Personnel Strategies mediates the Relation between Causes (Individual Stressor) & Outcomes of stress.

Table 1: Model Summary for H₁.

	Conditions	Y/N	
1	a must be significant. [IV-MV]	Y	'a' B= 0.110 p = .003
2	b must be significant. [MV-DV]	Y	'b' B=0.366 p= <0.001
3	c must be significant. [IV-DV]	Y	'c' B = -1.306 p= <0.001
4	c-hat may or may not be significant [IV-MV-DV]	Y	'c-hat' B = 1.177 p= <0.001

Table 1 is used to check the mediating role of personal strategies. In Stepwise Multiple Regressions (IV-DV & IV & MV-DV), R² rises from 40% to 52% i.e. (0.405 to 0.516) due to

Mediator. Similarly, Beta-weight of 'c' goes a bit up from -1.306 to -1.177 (with p-value = <0.001). The beta-weight of Mediator 'b', $.366$ and is 'significant' with a p-value of <0.001 therefore Partial Mediation is happening. Hypothesis **H₁** is therefore Accepted.

The mediation Model-2 for the case of [IS→PS→OC].

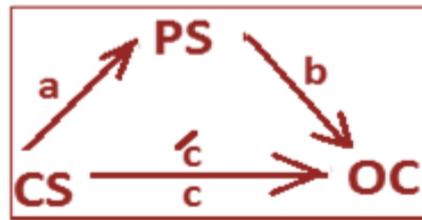


Figure 5: Mediation Model 2 (Mediator = PS)

In Figure 5 Collective Stressors were hypothesized as the major determinant of Outcomes while Personnel Strategies was tested as Mediator. The question was 'Whether collective Stressor or Personnel Strategies are playing a significant role in bringing changes in the Outcomes of stress?'

H₂: Personnel Strategies mediates the Relationship between collective Stressor & Outcomes of stress.

Table 2: Model Summary for H₂.

	Conditions	Y/N	Beta and p-value
1	a must be significant. [IV-MV]	Y	'a' B=1.033, p=0.000
2	b must be significant. [MV-DV]	Y	'b' B=0.437, p=0.000
3	c must be significant. [IV-DV]	Y	'c' B=0.598, p= 0.000
4	c-hat may or may not be significant [IV-MV-DV]	N	'c-hat' B=0.147, p=0.279

Table 2 explains the mediation process followed the 1986 Barron & Kenny model. In stepwise multiple regressions (IV-DV & IV & MV- DV), R² increases from 9% to 20% (0.092 to 0.202) due to mediator. Similarly, Beta-weight of **c** drops from $.598$ to $.147$ (p-value = $.279$). The Beta-weight of Mediator **b** is $.437$. According to Barron Kenny, if path **c-hat** is insignificant then the mediator fully mediates the relationship, and Table 2 shows that '**c-hat**' is 'insignificant' therefore Full mediation is occurring in the model with supporting statistics. Hypothesis **H₂** is therefore accepted as true.

5 CONCLUSION

It is evident from the practices that conclusions are the findings and decisions about different significant and insignificant factors built on the findings. Statistical results can be misleading if all related data analysis is not undertaken. For example, in the current study is misleading if averages of the variables are taken as the final figures to inform about the opinion of all respondents collectively. The step-wise multiple regressions provide further knowhow about the real nature of the issues and thus solution models will be developed accordingly. Given the established role of personal strategies as per existing research, this study statistically computed the mediating role of personal strategies on the opinion of respondents (Judges and Advocates) regarding causes and outcomes of occupational stress. The results verify the documented studies claiming the possible role of personal strategies in

reducing the level of stress among the employees. The Personal strategies were tested on both the individual stressors and collective stressors and both were found significant. The personal strategies significantly mediate the relationship between the individual stressors, outcomes of occupational stress, and collective stressors outcomes of occupational stress.

To reduce the level of stress successfully particularly in the background of developing countries like Pakistan the government must take proper measures to increase the salaries' of the judges, reduce work overload, Computers and Information technology need to be properly installed and all the judges should properly train to use these latest technologies so that it may not become the cause of stress rather it will be used to solve the problems. The personal strategies mediate the relationship between the causes and outcomes and outcomes of occupational stress. So an employee himself plays a very vital role while reducing the level of stress. So he should take all preventives measures and steps and reduces his stress.

6 AVAILABILITY OF DATA AND MATERIAL

Data can be made available by contacting the corresponding author.

7 REFERENCE

- Ahmad, T., Qureshi, QA., & Ahmad, I. (2017). Occupational stress among workers in developing countries. *Gomal Journal of Medical Science*, 15(4), 87-190.
- Beheshtifar, M., Hoseinifar, H., & Moghadam, M. (2011). Effect procrastination on work-related stress. *European Journal of Economics, Finance and Administrative Sciences*, 38, 59-64.
- Coolican, H. (2017). *Research methods and statistics in psychology*. Psychology Press.
- Ile, C. M., & Ementa, C. N. (2015). Appraisal of Information and Communication Technology Courses in Business Education Programme of Universities in Southeast Nigeria. *International Journal of Higher Education*, 5(1), 200.
- Iqbal, M. (2013). Mediation effect of stress coping strategies between workplace stress and organizational performance: A case study of air traffic controllers of Pakistan. *Cent Eur J Immunol*, 1, 42-56.
- Jackson, L., & Rothmann, S. (2006). Occupational stress, organisational commitment, and ill-health of educators in the North West Province. *South African Journal of Education*, 26(1), 75-95.
- Jayashree, R. (2010). Stress management with special reference to public sector bank employees in Chennai. *International Journal of Enterprise and Innovation Management Studies*, 1(3), 34-35.
- Kannan, P., & Suma, U. (2015). Managing Stress among Co-Operative Bank Employees in Palakkad district. *International Journal of Scientific Engineering and Applied Science*, 1(7), 22-24.
- Khan, F., & Ali, U. (2013). A cross-cultural study: Work stress as a mediator between job satisfaction and intention to quit. *International Journal of Business and Social Science*, 4(9).
- Khan, S., & Khan, R. A. (2017). Chronic stress leads to anxiety and depression. *Ann Psychiatry Ment Health*, 5(1), 1091.
- Kim, H.-Y. (2013). Statistical notes for clinical researchers: assessing normal distribution (2) using skewness and kurtosis. *Restorative dentistry & endodontics*, 38(1), 52-54.

Kishori, B., & Vinothini, B. (2016). A Study on Work Stress Among Bank Employees in State Bank of India with Reference to Tiruchirappalli. *International Journal for Innovative Researches*, 2, 12.



Tehseen Ahmad is a Ph.D. scholar at Dept. of Public Administration, Gomal University, D.I. Khan, KPK, Pakistan. He completed his M Phil from Qurtaba University. His research is in areas of Stress Management, Islamic Banking.



Dr. Qamar Afaq Qureshi is an Assistant Professor at Dept. of Public Administration, Gomal University, D.I. Khan, Khyber Pakhtunkhwa, Pakistan. He got his MPA & MPhil Degrees from DPA, GU, and Ph.D. from the Department of Management Sciences, Hazara University, Hazara. His research focuses on E-Health and HRM.



Nida Habib is a Ph.D. scholar at Dept. of Business Administration, Gomal University, D.I. Khan, KPK, Pakistan. She completed her M Phil in HRM. Her research interest Micro Financing.



Irfan Ullah is a PhD Scholar, School of Management and Economics, Beijing Institute of Technology, China. He holds a Master's Degree in Public Administration. His research interest is HRM and Digital Management.
