

# Mediating Role of Organisational Strategies in Relationship of the Causes and Out-Comes of Occupational Stress

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**ABSTRACT--***Everyone has the right to spend his life happily. But the question arises “HOW. The goal of this research paper is to identify the Mediating role of Organizational strategies in the relationship of causes (Individual stressors, Group stressors, organizational stressors, & Extra-organizational stressors) and outcomes (Depression, Absenteeism, & Trauma, etc.) of occupational stress. The researcher has applied the qualitative tools of thematic analysis like “argumentation” to analyses the results of current studies (research paper). For the field study, a questionnaire was used to gather the first-hand view on the topic, using a seven-point interval scale to agree or disagree with the statements to analysis the empirical relationships. Two hundred and fifty-two judges and advocates represented by 18 females and 234 males completed a constructed and standardized questionnaire. The empirical results from the currents study tell that mediating variable, i.e. organizational strategies play a very significant role while reducing the level of stress among the employees.*

**Keywords--** Occupational Stress; Individual stressors; Group stressors; Organisational Stressors; Extra-Organisational stressors; Depression; Trauma

## I. INTRODUCTION

Stress is a negative aftereffect of current living. The efficiency of the individual is affected by the variety of stressors in all fields of life, which ultimately affects the performance of the job. Various researchers in their research presented that most of the employees having no knowledge and lack of diversified skills cannot perform efficiently and effectively, however, the energetic employees are more efficient (Khan & Khan, 2017). Stress at the job is seen and felt at an individual level and activated by occasions or circumstances that continuous and are excessively extreme to exceed an individual's resources to manage them effectively and copying capabilities. It is universal phenomenon in almost all the organisations. Occupational stress shows job mobility, high burnout, poor work performance, ineffective relations in office and dissatisfaction. Most of the scholars are of the view that stress is very dangerous not only for business but also for individuals (Bashir & Ismail Ramay, 2010).

Stressors include lack of safety, job insecurity, overtime such as working late or work for the longer period, lack of security, lack of autonomy in the job, repetitiveness, lack of resources and equipment, organizational climate and work schedules, etc. (Manshor et al. 2013). Therefore, if stress is not managed properly, then it affects the performance as well as the health of the individuals. The chance was that the workers are not exempted from this threat, and there is the possibility of being burdened with long working hours and work overloads (Colligan

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& Higgins, 2006). Moreover, if someone managed it properly through coping strategies such as personal strategies (coping strategies like self-esteem, locus of control along with recreational activities) and organizational strategies, the stress level can be reduced (Parveen & Inayat, 2017).

Numerous researchers established the relationship between causes of stress, outcomes of stress, and coping strategies, i.e. organisational strategies, e.g. (Iqbal, 2013), concluded in his study that level of stress can be minimized by utilizing the different organisational strategies to cope the stressful situation. The occupational stress put the extremely negative effects like depression absenteeism, poor health, trauma, and many others on employees. Therefore, the basic goal of the present research study is to explore the mediating variable organisational strategies that play the role between the causes and outcomes of occupational stress (Rahman, Kamruzzaman, Haque, Al Mamun, & Molla, 2015).

### 1.1 Hypotheses

**Table 1:** the causes and outcomes of occupational stress

All predictors are significantly associated with criterion-variable.	H <sub>1</sub>	Pearson Correlation
All predictors define the variation in the dependent variable.	H <sub>2</sub>	Regression
Organisational strategies mediate the relationship of Individual stressors and Outcomes	H <sub>3</sub>	Regression
Organisational strategies mediate the relationship of Collective stressors and their outcomes	H <sub>4</sub>	Regression

## II. LITERATURE REVIEW

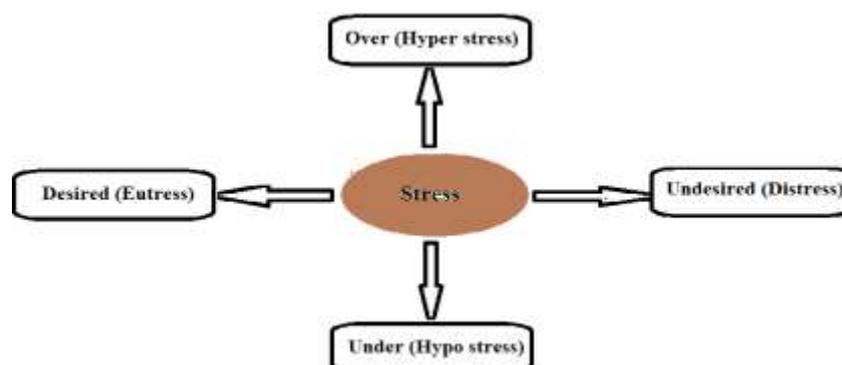
### *Meaning and Definition of Occupational Stress*

When stress occurs in the work environment, it is called occupational stress. The issue of occupational stress has been of extraordinary worry to numerous industrial/ organizational psychologists because researchers found that undue stress is imposed on workers, it will influence the activity execution and their psycho-substantial, that is, physical and mental, health as well (Hodder, White, & Cassidy, 2013). Stress is a physical and psychological condition which affects the employees when they are unable to meet the job requirements and unable to handle the pressure of the situation. (Freedy & Hobfoll, 2017).

Stress is very common in employees and is an unavoidable consequence of the current living. It is mostly found at employees of lower levels, where they have no control over the working environment. Recently numerous studies have targeted the stress at work among employees in different organisations, e.g., doctor, Police, nurses, academics, and teachers (Manjunatha & Renukamurthy, 2017). In this modern world, the Occupational stress has become the most issues regarding health, and it became the most popular topic in recent years, for applied research in psychology, and in the broader areas of social sciences (Colligan & Higgins, 2006).

## 1.2 Types of Stress

Basic classification of stress can best be explained by Hans Selye (1956), according to him stress can be of over stress or hyper stress: in hyper stress, the demands and workload of the job are greater than the individual officer is likely to manage, Undesired (distress): it makes one feels irritable, frustrated and exhausted, Under stress or hypo stress Where there is too little work to do, and this leads to boredom, under-stimulation, depression and possibly lack of motivation, The next type of stress is called Desired or eustress: When something is challenging and motivating to do (Cosio, Olson, & Francis, 2010).



**Figure 2.1:** Models of stress on Hans Selye (1956)

## 1.3 Causes of Stress

Stressors are the factors that are responsible for creating the stressful situation. Stressors are of two types viz; Individual Stressors (Role ambiguity; Job demand; Role conflict; Work overload )Group Stressors (Group Cohesiveness, Lack of Social Support, Organisational Environment) 1st are those feelings inside a person are called internal stressors while the second are those factors that found outside a person are called External stressors and both lead to stress (Mark & Smith, 2012).

### 1.4 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. Depression, anxiety, and trauma are the most commonly diagnosed psychological problems (Warraich, Ahmed, Ahmad, & Khoso, 2014).

## 1.5 Coping strategies

### 1.5.1 Organizational Strategies

Various organizational level strategies like improved communication process, consultation with employees at all the levels of management, examining the reward system, providing them with training opportunities, establishing a proper counselling mechanism, all can reduce stress level among the employees and thus enhance the output of the employees (Awan, Qureshi, Akram, & Shahzad, 2014).

### 1.5.2 Conceptual Framework

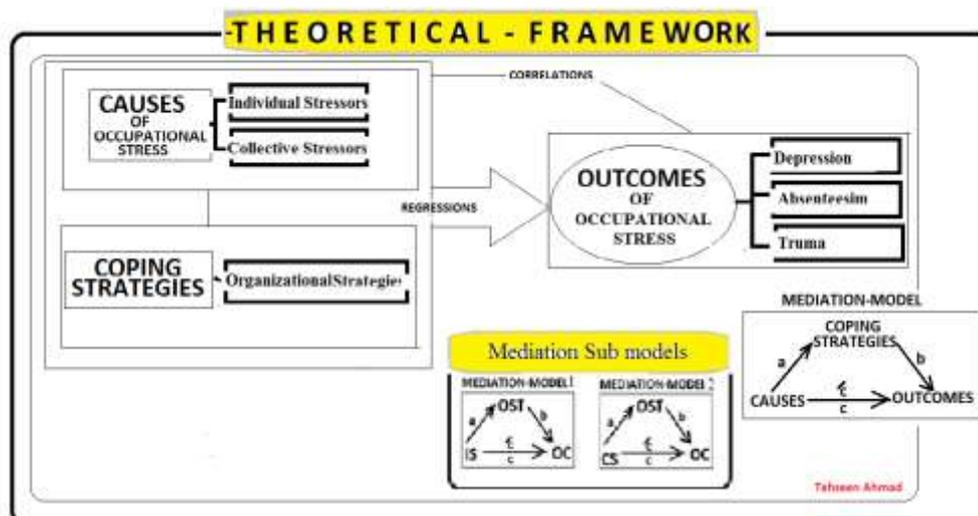


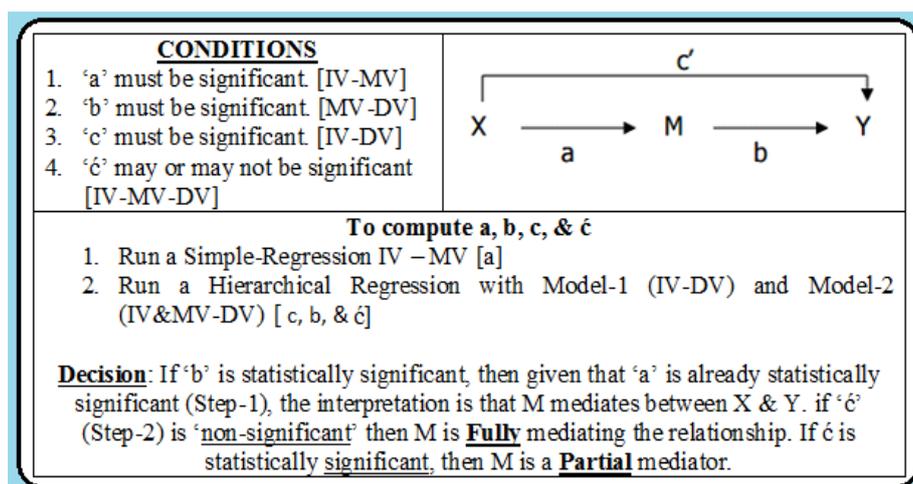
Figure 2: Conceptual Framework

## III. RESEARCH METHODOLOGY

The target population consisted of 458 judges and 8556 advocates of KPK (Divided into twenty-five districts and six divisions) Pakistan. Author 1st conducted the pilot study and then used its results in 'sample-size' determination. Using formula for the finite population of 9014 advocates and judges, a sample of 285 is selected. According to Fraeklin and Wallen (2002), in choosing a sample size for a study, the researcher needs to choose a number that he/she can have access to within the time frame in which the study is being conducted. Simple random sampling, the part of probability sampling, is used because it has significant advantages over non-probability sampling. The only technique which offers an estimate of accuracy is probability sampling. The precision of the estimate is an essential criterion for a good sample design. The data was collected from the standardized questionnaire distributed among Judges and advocates (High court and lower courts). Two hundred and eighty-five questionnaires were floated while 252 were returned with a response rate of 88%. For primary data, SPSS 20 was used for data analysis and interpretation.

### 1.6 Mediation Model (Baron & Kenny, 1986)

For analysis, Baron and Kenny (1986) Model is used. According to this model, a variable can be taken as a mediator of a given independent variable to a given dependent variable. Mediation occurs when the independent variable considerably influences the mediator; the independent variable considerably influences the dependent variable in the absence of the mediator; the mediator has a significant distinctive effect on the dependent variable; and finally, the effect of the independent variable on the dependent variable contracts with the addition of mediator in the regression-model.



**Figure 4:** the addition of mediator in the regression-model.

### 1.7 Data analysis tools

Descriptive, as well as in inferential tools, are used to analyse the data. Descriptive highlighted the position and nature of the research variables, and inferential tools are utilised to test the different hypothesis. Regression analysis and Correlation analysis are used for testing of hypothesis.

## IV. RESULTS & FINDINGS

### 1.8 Testing of the Hypotheses

Hypothesis # 1 Predictors are Significantly Associated with Criterion Variable ( $H_1$ ).

**Table 4.1:** Correlations

		IS	CS	Outcomes	PS	OST
Individual Stressors	Pearson Correlation (r)	1.00				
	Sig. (2-tailed)(p)					
	N	252				
Collective Stressors	Pearson Correlation (r)	0-.015	1			
	Sig. (2-tailed)(p)	0.000				
	N	252	252			
Outcomes	Pearson Correlation (r)	-0.637**	0.303**	1.00		
	Sig. (2-tailed)(p)	0.000	0.000			
	N	252	252	252		
Organizational Strategies	Pearson Correlation (r)	0.508**	0.093	-0.628**	-0.243**	1.00
	Sig. (2-tailed)(p)	0.000	0.001	0.000	0.000	
	N	252	252	252	252	252

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

Analysis

1. The strongest relation is in between the outcomes of occupational stress and Individual stressors (r “0.637” showing the 100% significance of the relationship with p-value 0.00).
  2. r-scores are ranging from 0.303 to 0.637, with p-value 0.000, showing that all the variables are significantly correlated with one another.
  3. Organisational strategies also significantly correlated with all variables.
  4. The analysis shows that all the variables are interdependent; therefore, Hypothesis 1 is accepted.
- Hypothesis # 2: Predictors Explain Variation in Criterion Variable H<sub>2</sub>.

**Table 4. 2:** Model Summary [Hypothesis-2]

Model	R	R2	Adjusted R2	Std. Error of the Estimate	F	Sig
1	0.637a	0.405	0.403	0.718	170.49	0.00b
2	0.303b	0.092	0.088	0.888	25.18	0.00b
3	0.701	0.491	0.487	0.666	120.29	0.00b
4	0.445a	0.198	0.195	0.834	61.81	0.00b
5	0.445a	0.198	0.195	0.834	61.81	0.00b
6	0.697a	0.485	0.481	0.670	117.34	0.00b

a. Predictors: (Constant), Individual stressors

**Table 4.2a:** Coefficients of Regression [Hypothesis-2]

Mod:		Un-Std. Coefficients		Std. Coefficients	T	Sig.
		B	Standard. Error	Beta		
1	(Constant)	11.11	0.53		20.80	0.00
	Individual stressors	-1.30	0.10	-0.63	-13.05	0.00
2	(Constant)	1.56	0.52		3.00	0.00
	Collective Stressors	0.59	0.11	0.30	5.01	0.00
3	(Constant)	8.55	0.63		13.49	0.00
	collective Stressors	0.58	0.08	0.29	6.48	0.00
	Individual stressors	-1.29	0.09	-0.63	-13.99	0.00
4	(Constant)	2.68	0.19		13.68	0.00
	Personal strategies	0.48	0.06	0.44	7.86	0.00
5	(Constant)	8.26	0.32		25.45	0.00
	Organizational Strategies	-0.82	0.06	-0.62	-12.75	0.00
6	(Constant)	6.73	.37		17.80	0.00
	Organizational strategies	-0.72	0.06	-0.55	-11.78	0.00
	Personal strategies	0.33	0.05	0.31	6.63	0.00

(Constant)	6.73	0.37		17.80	0.00
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**Table 4.3 :** Regression Analysis

6 Models R <sup>2</sup> =0.40	IS	CS	PST	OST
Outcomes (P-value)	0.00	0.00	0.00	0.00

a. Predictors: (Constant), Individual stressors

a. Dependent Variable: Outcomes

b. Predictors: (Constant), Individual stressors, Collective Stressors

### 4.3 MEDIATION MODEL [Causes → OST → Outcomes]

a. Mediation Model-1 [IS → OST → OC]

Figure Mediation Model 1 (Mediator = OST)

Hypothesis # 3: Organizational Strategies mediates in the Relation between Individual Stressor & Outcomes of stress.

i. Computing 'a' Model-3

**Table 4.4:** Model Summary [H<sub>3</sub>]

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate	F	Sig.
1	0.50 <sup>a</sup>	0.25	0.25	0.607	87.02	0.00 <sup>b</sup>

a. Predictors: (Constant), Individual stressors

**Table 4.4 a:** Coefficients of Regression [H<sub>3</sub>]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.74	0.45		1.64	0.10
	Individual stressors	0.78	0.085	0.50	9.32	0.00

Dependent Variable: ORGANISATIONALSTRATIGIES

ii. Computing 'b, c, & c' Model-2

**Table 4.4b:** Model Summary [H<sub>3</sub>]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F	Sig.
1	0.63 <sup>a</sup>	0.40	0.40	0.71	0.40	170.49	0.00 <sup>b</sup>

2	0.72 <sup>b</sup>	0.53	0.52	0.64	0.12	140.58	0.00 <sup>c</sup>
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a. Predictors: (Constant), Individual stressors

b. Predictors: (Constant), Individual stressors, Organisational Strategies

**Table 4.4c:** Coefficients of Regression [H<sub>1</sub>]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.11	0.53		20.80	0.00
	Individual stressors	<b>-1.30</b>	0.10	-0.63	-13.05	0.00
2	(Constant)	11.52	0.47		24.07	0.00
	Individual stressors	<b>-0.87</b>	0.10	-0.42	-8.49	0.00
	Organisational Strategies	<b>-0.54</b>	0.06	-0.41	-8.13	0.00

a. Dependent Variable: outcomes

**Analysis**

	Conditions	Y/N	
1	'a' IV is Significantly connected with MV. [IV→MV]	Y	B = 0.78 p=0.00
2	'b' MV is Significantly linked with DV. [MV→DV]	N	B = -0.54 p=0.00
3	'c' IV Significantly explains DV. [IV→DV]	Y	B = -1.30 p=0.00
4	'c' may or may not be significant [IV&MV→DV]	Y	B = -0.87p = 0.00

In Stepwise Multiple Regressions, R<sup>2</sup> increases from 40% to 53%, i.e. (0.40 to 0.53) because of Mediator. Similarly, the Beta-weight of 'c' goes a bit up from -1.30 to -0.87 (with p-value = 0.00). Beta-weight of Mediator 'b', -0.542 and is 'significant' with a p-value of 0.00 partial mediation is happening; therefore, Hypothesis 1 is accepted.

**d. Mediation Model-2 [CS-OST-OC]**

<p>Figure 4.2 Mediation Model 2 (Mediator = OST)                  Collective stressors were hypothesized as the main factor of Outcomes while using Organizational strategies in the workplace are tested as Mediator. The question was, 'Whether Collective stressors or Organizational strategies are playing a bigger and significant role in bringing variation in the outcomes of stress?'</p>	<p><b>MEDIATION-MODEL 2</b></p>
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Hypothesis # 2: Organizational strategies mediate the Relation between Collective stressors & Outcomes of stress.

i. Computing 'a' Model-2

**Table 4.5:** Model Summary [H<sub>2</sub>]

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate	F	Sig.
1	0.09 <sup>a</sup>	0.00	0.00	0.702	2.18	0.14 <sup>b</sup>

a. Predictors: (Constant), collective Stressors

**Table 4.5a:** Coefficients of Regression [H<sub>2</sub>]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.33	0.41		10.53	0.00
	Collective Stressors	<b>0.13</b>	0.09	0.09	1.47	0.14

a. Dependent Variable: ORGANISATIONAL STRATEGIES

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F	Sig.
1	0.30 <sup>a</sup>	0.09	0.08	0.888	0.092	25.18	0.00 <sup>b</sup>
2	.72 <sup>b</sup>	.52	0.52	0.643	<b>0.434</b>	138.014	0.00 <sup>c</sup>

**Table 4.5c:** Coefficients of Regression [H<sub>2</sub>]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.56	0.521		3.00	0.00
	Collective Stressors	0.59	0.11	0.30	5.01	0.00
2	(Constant)	5.35	0.45		11.83	0.00
	Collective Stressors	0.72	0.08	0.36	8.30	0.00
	Organizational strategies	-0.87	0.05	-0.66	-15.09	0.00

a. Dependent Variable: outcomes

### Analysis

	Conditions	Y/N	
1	'a' IV is Significantly connected with MV. [IV→MV]	Y	B = 0.13 p=0.140

2	'b' MV is Significantly linked with DV. [MV→DV]	Y	B = -0.87 p =0.00
3	'c' IV Significantly explains DV. [IV→DV]	Y	B = 0.59 p =0.00
4	'c' may or may not be significant [IV&MV→DV]	N	B = 0.72 p =0.00
In Stepwise Multiple Regressions (IV-DV & IV&MV-DV), Path 'a' is insignificant, and as per Barron & Kenny if path 'a' is insignificant, then there is no Mediation; therefore Hypothesis (2) is , rejected.			

## V. CONCLUSIONS

Stress and its effects not only have impacts on an individual's life but also affect employee's family relations, relations with friends, and professional relations. Most of the people are unable to handle the stressful situation; therefore, they lose their relations. Due to stress employees undergo severe issues of absenteeism, trauma and depression, Therefore, it is essential to reduce stress and cope with different strategies at the organization level because it ultimately affects the performance of the employees. Instead of taking tension and stress in life, it is good to manage the things properly, and thus, in this way, one can prevent himself from the major diseases. So to reduce the stress level of the judiciary, one should adopt various techniques which reduce the level of stress among the employees of the judiciary. It is concluded from the results that the strategies used by the organizations such as reward policy, job consistency, consult with employees, provide employees training opportunities, bringing improvement in communication, establishing counselling system by saying that "Everything is possible" are significant and are helpful to reduce stress level among the employees of judicial system

### 1.9 Significant & Insignificant Factors:

The results of the present study describe the significance or relative function of the variables, along with the strength of the impact, as described in the literature. It is therefore concluded that:

- a. The outcomes of occupational stress and individual stressors are the most significant factors giving 100% significance of the relationship.
- b. All predictors are significantly correlated with individual stressors and collective stressors.
- c. The present study shows that collective stressors are not important for organizational strategies. This situation is very surprising because collective stressors are very widely reported as a critical factor in defining the outcomes of stress.
- d. Furthermore, the organizational strategies mediate the relation of individual stress and outcome, while organizational strategies don't mediate the collective stressors and outcomes.

### 1.10 Future prospect

A qualitative type of research could be employed by interviewing the respondents, i.e., judges and advocates. A longitudinal study is recommended to determine the effect of different causes of stress, their outcomes and strategies used to overcome the stressful situation in the organization. Stressors comprises of jobs demand, role conflict, work overload, group cohesiveness, role ambiguity, lack of social support, organizational climate,

conflicts, task design, interpersonal relationships, management style, career concerns, political factors, environmental conditions, technological factors and economic factors and are also found in the present research, but still, many factors play the role of catalyst in stress. The actual or real cost is still not clear and is a matter of perceptions which needs further study for its clarification.

### ***1.11 Limitations***

Coping with organisational strategies is very tough because the strategies discussed in this study can only be implemented in the judiciary therefore its findings cannot be applied in all governmental institutions. Although the literature emphasis that the views of other workers should be included due to limited resources, the employees from the other organisations could not be included. The research sample was limited because those persons are attached to bars and judiciary. The employees who are retired from their current position, other advocates having no practice or working outside of province are not included. All questionnaires were distributed during working hours; therefore, it is quite possible that stress' levels could be higher during duty. Therefore, before generalising the results into other departments, cities, or countries, these limits should be considered.

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