IMPACT OF WORK STRESS FACTORS ON EMPLOYEES’ JOB PERFORMANCE WITH SPECIAL REFERENCE TO LEATHER GOODS MANUFACTURING COMPANIES AT VELLORE DISTRICT

M. KAVERI & G. PRABAKARAN

Doctoral Research Scholar, Department of Business Administration, Government Arts College, Dharmapuri, Tamil Nadu, India
Assistant Professor, Department of Business Administration, Government Arts College, Dharmapuri, Tamil Nadu, India

ABSTRACT

The purpose of this study is to identify the impact of work stress factors such as role ambiguity and job insecurity, increased work load and improper work schedule, lack of supervisory support, unhealthy work environment and imbalanced work-life policies that many employees faced in the organization on employees’ job performance in Leather goods manufacturing companies at Vellore district. The research design used was descriptive survey research design. Stratified proportionate random sampling was used. Data was collected using questionnaires and analyses such as descriptive statistics, chi-square, correlation and regression analysis and Friedman test was done to establish the relationship between work stress and employees’ job satisfaction. Data was presented in the form of tables. Based on the findings increased work load and improper work schedule and lack of supervisory support are having a positive and significant relationship with employees’ job performance, but imbalanced work-life policies is not having significant relationship with employees’ job performance. Role ambiguity and job insecurity and unhealthy work environment are having negative and no significant relationship with employees’ job performance. Hence the impact of work stress factors on employees’ job performance is fairly accepted. Conclusions as well as implications are discussed.

KEYWORDS: Work Stress Factors, Employees’ Job Performance, Leather Goods Manufacturing Companies at Vellore District

INTRODUCTION

Stress in organizations is a wide-spread phenomenon with extensive concrete and economic concerns. Work stress is an employee’s awareness or feeling of personal dysfunction as a result of perceived conditions or happenings in the workplace, and the employee’s psychological and physiological reactions caused by these uncomfortable and undesirable work environments. In recent times Industrial sectors are under a great deal of work stress for due to physical, psychological and financial imbalances of an employee and it has significant economic implications for the organization. Employees in every sector of economy are undergoing through a great deal of work stress and they are losing their confidence, refuse to take responsibilities, get quickly irritated, unsatisfied with their job and resulting in deteriorating employees’ job performance. Altogether work stress affects employees themselves, their families and the organizations. Predominantly, Leather sector is the one in which employees are highly affected by work stress due to many factors such as improper work load, lack of supervisory support, work schedule, dissatisfactory compensation, unfavorable work environment, discriminating recognition of skill and performance etc. Therefore the managers and employers are supposed to identify the symptoms of work stress and they should have the necessary knowledge for managing and reducing it before the organization verves for danger. The purpose of this paper is to study the work stress faced by the employees in Leather
goods manufacturing companies at Vellore district and it looks into the causes and consequences of employees’ work stress. It also studies the relationship and the impact of work stress factors on employees’ job performance.

Problem Definition

Stress is a universal factor that continuously disturbs the life of an individual either directly or indirectly. Every individual of the society is facing stress with its different forms and impacts. Stress causes the imbalance in employee’s life; it may improve the efficiency of them or badly affect the health, attitude and job performance of them. Stress significantly affects those employees working in manufacturing organizations that needs physical and mental ability to perform the job. Consequently it is important for the Leather industries to recognize and address properly work stress of employees because it badly affects the employee’s mental and physiological health. This paper brings out the broad outline of stress, its factors, causes and examines whether it has a positive or a debilitating effect on job performance employees.

Research Question (RQ)

Q1: Is there any association between work stress factors and employees’ job performance?

Q1: Do work stress factors have any significant impact on employees’ job performance?

Objectives of the Study

The main purpose of the study is to identify the impact of work stress factors on employees’ job performance. The specific objectives of the study are

- To determine the influence of role ambiguity and job insecurity on employees’ job performance in Leather goods manufacturing companies at Vellore District.
- To determine the influence of increased work load and improper work schedule on employees’ job performance in Leather goods manufacturing companies at Vellore District.
- To determine the influence of lack of supervisory support on employees’ job performance in Leather goods manufacturing companies at Vellore District.
- To determine the influence of unhealthy work environment on employees’ job performance in Leather goods manufacturing companies at Vellore District.
- To determine the influence of imbalanced work-life policies on employees’ job performance in Leather goods manufacturing companies at Vellore District.

Significance of the Study

This study is the broad study about employee work stress and its effect on job performance in Leather goods manufacturing companies at Vellore district. It has both practical and theoretical significance. It spreads knowledge and understanding of how work stress factors affect employees’ job performance in Leather Goods manufacturing companies at Vellore district; and it may also be used to assist other manufacturing organizations in formulating effective management of work stress to increase job performance of employees and productivity of organizations.

Scope & Limitations of the Study

The study was conducted within Leather Goods manufacturing companies at Vellore district. The work stress factors that significantly affect the employees’ job performance such as role ambiguity and job insecurity, increased work
load and improper work schedule, lack of supervisory support, unhealthy work environment and imbalanced work-life policies was considered for the study. The study is limited to work stress factors affecting employees’ job performance in Leather Goods manufacturing companies at Vellore district, it does not consider other problems faced by Leather goods manufacturing companies and it doesn’t taken into consideration of tanning and finishing Leather companies. All findings are based on the information provided by the respondents, and are subject to the potential bias and prejudice of the people involved.

LITERATURE REVIEW

Work Stress

Kazmi, Amjad, and Khan, 2008 have defined stress as “a change in one’s physical or mental state, in other words disturbance or imbalance from normal state. Stress is caused disturbed events in work environment, social environment, and in routine life (work, family and social life) and also caused by emotional, psychological, mental and physical illness”. Moreover, “Stress comes from any situation or circumstance that require behavioral adjustment any change either good or bad is stressful or whether it’s positive or negative change, the physiological response is same” (W. Colligan and M. Higgins, 2010). Usman & Ismail (2010) elaborated that work related stress is one of the most increasing and problematic issue for the working organizations. They elaborated that stress is that state of mind of an individual in which he faces confusion and conflict between demands, responsibilities or opportunities and desired work outcomes of these and feels that these important and necessary outcomes are not clear and productive. Ziauddin et al (2010) explored stress as the main cause behind the low satisfaction of employees about the job and low job commitment which ultimately hinders the overall performance of the working organizations.

Impact of Work Stress Factors on Employees’ Job Performance

Role Ambiguity and Job Insecurity

Jackson and Schuler (1985) and Muchinsky (1997) studies found role ambiguity to lead to such negative outcomes as reduces confidence, a sense of hopelessness, anxiety, and depression. Stress is created where the employee lacks information regarding his authorities, tasks to be performed, duties and powers (Kahn, R. L., 1964). Job insecurity includes powerlessness and threats to one’s job (Ouyang, Y., 2009). Threat to one’s job includes both qualitative and quantitative aspects where quantitative aspect means threat of losing one’s job while qualitative aspect is related to a reduction in one’s job features, for instance, promotions, increments and development in career path (De Witte, H., 2005).

Increased Work Load and Improper Work Schedule

Ricardo et al found stress as a condition in which an individual is not able to meet the conflicting demands of the job due to inability of using the provided capabilities and resources for the particular task/job and these inabilities comes from the forces which pressurize the individual to complete the job. Occupational Stress Factsheet (2006) described the insecurity of job, high workload, time pressure, and little control over job, insufficient job resources and understaffing as the sources/causes of stress. Stavrouta et al provided poor work, poor management and unsatisfied working conditions as the root causes of stress. They emphasized that less the mismatch between work demands and pressure and worker capabilities less will be the stress and vice versa. According to Wilkes et al. (1998) work overloads and time constraints were significant contributors to work stress among community nurses. Work that creates pressure when it exceeds an individual’s capacity level to perform the job (French, J. J., 1972). It is a situation where a person feels pressure on him, or when the demands of a situation are much larger than what one can handle; and if this situation continues for a long time
without any pauses or breaks, then different physical, behavioral and mental problems may arise (Health and Safety Executive, 2001).

**Lack of Supervisory Support**

Management support helps in reducing or increases stress in employees, (Stamper & Johlke, 2003) apparent organizational assistance, management support work as a cushion which acts positively in decreasing work related stress in employees. He also mentioned that support from supervisors and colleagues helps to reduce stress at work place. Without much support from the supervisors and peers, the workers feel alone and disserted and their pace of work and performance retards. Dewe, Cox, and Ferguson, (1993) argued that “stress is not the internal attitude of person or his surroundings but it is the interaction between them, it can also be called as ongoing transaction i.e. the relationship of person and the surroundings”, (Cooper, O’Driscoll, and J. Dewe, 2001).

**Unhealthy Work Environment**

Barling et al (2004) as cited in Euvropean Foundation for the Improvement of Life and Working Conditions, 2007) reported that, work related stress has increased in Europe and is a hot topic of discussion for the researchers. The report pointed out that due to the changes in work place environment employees feel over loaded which cause workplace stress. Moreover they reported the results of European Working Condition Survey (2000 as cited Euvropean Foundation for the Improvement of Life and Working Condition, 2007) which showed that the causes which gave birth to health problems at workplace, stress is at second position in them. Beehr (1990, as cited in Umer Azeem et al 2010) provided the fact of stress as the feelings when employees are uncomfortable and irritated in their work environment which reduces their interest in the job. If employee’s job exposes him to breathe fumes, dust or other potentially harmful substances then these factors can create stress in employees. Stress has also been defined as a reaction to physical agents of working environment that also have impact on employee’s performance. Stress is a reaction of employee to environmental stimulus (Kasl, S., 1973).

**Imbalanced Work-Life Policies**

There are a lot of reasons causing stress work family conflicts work over load one of reason identified by (Stamper & Johlke ,2003) that if the organization or management does not appreciates its employees for their hard work or contribution toward the organization creates stress and mostly creates intention to leave. According to (Anderson, R 2003) work to family conflicts is also a predecessor which creates stress in employees of an organization. Family and work life is mutually dependent and interconnected with each other as one area of life is affected by experiences in other area (Beehr, T., 1976). An employee has to experience stress if conflict arises between family and work life (Sarantakos, S., 1996).

**Relationship of Work Stress on Employees’ Job Performance**

Jackson & Schuler (1985), Abramis (1994), and Tubre, Sifferman, and Collins (1996) conducted meta-analyses on the results of research that examined the relationship between role stressors and subjective indicators of performance. These findings suggest that there is considerable variation among the correlations across these studies. Furthermore, the average correlation between role stressors and performance ratings from supervisors or peers was very modest (-.12), though slightly higher correlations were observed between role stressors and self-assessments of performance. Xie & Johns (1995) posited a U-shaped curvilinear relationship between job scope and the stress variables of emotional exhaustion and anxiety, suggesting that both high and low scope may be dysfunctional. In their study a curvilinear relationship was found with exhaustion, while anxiety had a more typical negative association with the job scope measures. Stress positively affects up to tolerable level and when it exceeds this level, it has negative impact on employee
performance (Laiba Dar, A. A., 2011). Stress exists in every organization either big or small the work places and organizations have become so much complex due to which it exists, work place stress has significant effects over the employees job performance, and the organizations in Uk are trying to cope with this scenario, (R. Anderson, 2003).

**THEORETICAL FRAMEWORK**

In the literature review, it has been observed that employees’ job performance has an impact on different work stress factors such as role ambiguity and job insecurity, increased work load and improper work schedule, lack of supervisory support, unhealthy work environment and imbalanced work-life policies. Organizational performance ultimately depends upon employees’ job performance and managing work stress of an employee is the tool to improve employees’ job performance. The following theoretical framework has been formulated to depict a relationship between different work stress factors and employees’ job performance.

**Hypotheses Development**

On the basis of the various work stress factors affecting employees’ job performance, the following hypotheses are developed for the study

H1: Work stress factors have significant association with employees’ job performance.

H2: Work stress factors have significant impact on employees’ job performance.

H3: Personal factors have significant association with work stress.

H4: Role ambiguity and job insecurity is positively related to employees’ job performance.

H5: Increased work load and improper work schedule is positively related to employees’ job performance.

H6: Lack of supervisory support is positively related to employees’ job performance.

H7: Unhealthy work environment is positively related to employees’ job performance.

H8: Imbalanced work-life policies are positively related to employees’ job performance.

H9: No significant difference between the five work stress factors.
METHODOLOGY OF THE STUDY

This study scrutinized the relationship of work related factors such as role ambiguity and job insecurity, increased work load and improper work schedule, lack of supervisory support, unhealthy work environment and imbalanced work-life policies with employees’ job performance in Leather goods manufacturing companies at Vellore district. It is basically a descriptive study which was aimed at gaining in depth understanding of the effect that various work stress factors have on employees’ job performance. It is also an empirical study as it provides conclusions based on analysis quantitatively.

The target population of this study consists of those employees working in selected 10 Leather goods manufacturing companies at Vellore district. The sample size was 250 employees. Stratified proportionate random sampling has been used to collect data from the employees. Here the employees were divided into strata based on departments in which they worked, and therefore respondents were selected randomly on proportionate basis for the various departments. The data collected is based on both primary and secondary data source. Primary data were collected through a personally administered structured questionnaire from the employees working in Leather goods manufacturing companies at Vellore district.

The questionnaire consists of different questions on five work stress factors such as role ambiguity and job insecurity, increased work load and improper work schedule, lack of supervisory support, unhealthy work environment and imbalanced work-life policies and also questions related to job performance of employees. The questionnaire was developed by using a five point Likert scale, whereas 1 = dissatisfied, 2 = somehow satisfied, 3 = satisfied, 4 = moderately satisfied, 5 = highly satisfied. The secondary data used in the study have been collected from related journals, books, newspapers and internet, etc. In this study, some statistical measures such as descriptive statistics, correlation, chi-square, regression and Friedman test were used to examine relationship and impact of work stress factors on employees’ job performance.

ANALYSIS AND FINDINGS

Reliability Test

Reliability tests were conducted on the independent and dependent variables which are role ambiguity and job insecurity, increased work load and improper work schedule, lack of supervisory support, unhealthy work environment, imbalanced work-life policies, work stress and employees’ job performance by using the Cronbach’s alpha. It may be mentioned that its value varies from 0 to 1 but the satisfactory value is required to be more than 0.6 for the scale to be reliable (Malhotra, 2000; Cronbach, 1951). As a result, Cronbach’s alpha for the role ambiguity and job insecurity (0.904); increased work load and improper work schedule (0.901); lack of supervisory support (0.908); unhealthy work environment (0.807); imbalanced work-life policies (0.801); work stress (0.876) and finally, for employees’ job performance (0.878).

<table>
<thead>
<tr>
<th>Scale</th>
<th>No. of Items</th>
<th>Cronbach’s Alpha (α)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role ambiguity and job insecurity</td>
<td>6</td>
<td>0.904</td>
</tr>
<tr>
<td>Increased work load and improper work schedule</td>
<td>6</td>
<td>0.901</td>
</tr>
<tr>
<td>Lack of supervisory support</td>
<td>6</td>
<td>0.908</td>
</tr>
<tr>
<td>Unhealthy work environment</td>
<td>6</td>
<td>0.807</td>
</tr>
<tr>
<td>Imbalanced work-life policies</td>
<td>6</td>
<td>0.801</td>
</tr>
<tr>
<td>Work stress</td>
<td>6</td>
<td>0.876</td>
</tr>
<tr>
<td>Employees’ job performance</td>
<td>6</td>
<td>0.878</td>
</tr>
</tbody>
</table>

Source: Primary Data
Impact of Work Stress Factors on Employees' Job Performance with Special Reference to Leather Goods Manufacturing Companies at Vellore District

Descriptive Statistics

Table 2

<table>
<thead>
<tr>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Variables</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>250</td>
<td>7</td>
<td>29</td>
<td>RAJI</td>
<td>18.32</td>
<td>5.874</td>
</tr>
<tr>
<td>250</td>
<td>8</td>
<td>30</td>
<td>IWLIWS</td>
<td>19.09</td>
<td>5.976</td>
</tr>
<tr>
<td>250</td>
<td>8</td>
<td>30</td>
<td>LSS</td>
<td>18.80</td>
<td>5.942</td>
</tr>
<tr>
<td>250</td>
<td>8</td>
<td>30</td>
<td>UWE</td>
<td>18.83</td>
<td>5.186</td>
</tr>
<tr>
<td>250</td>
<td>9</td>
<td>29</td>
<td>IWLP</td>
<td>19.82</td>
<td>5.049</td>
</tr>
<tr>
<td>250</td>
<td>8</td>
<td>30</td>
<td>WS</td>
<td>20.09</td>
<td>5.931</td>
</tr>
<tr>
<td>250</td>
<td>8</td>
<td>30</td>
<td>EJP</td>
<td>19.75</td>
<td>5.756</td>
</tr>
</tbody>
</table>

Source: Primary Data

Chi-Square

This test is administered to ascertain the association between the personal factors and work stress faced by the respondents.

No Association - NA and Association - A

Table 3

<table>
<thead>
<tr>
<th>Personal Factors</th>
<th>Chi-Square Value</th>
<th>P Value</th>
<th>NA/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>61.275</td>
<td>0.001</td>
<td>A</td>
</tr>
<tr>
<td>Age</td>
<td>47.443</td>
<td>0.001</td>
<td>A</td>
</tr>
<tr>
<td>Educational qualification</td>
<td>31.940</td>
<td>0.001**</td>
<td>A</td>
</tr>
<tr>
<td>Job position</td>
<td>98.182</td>
<td>0.001</td>
<td>A</td>
</tr>
<tr>
<td>Experience</td>
<td>29.663</td>
<td>0.001**</td>
<td>A</td>
</tr>
<tr>
<td>Income</td>
<td>31.687</td>
<td>0.001</td>
<td>A</td>
</tr>
<tr>
<td>Marital status</td>
<td>26.031</td>
<td>0.001**</td>
<td>A</td>
</tr>
</tbody>
</table>

Source: Primary Data

It is evident from the above table that hypothesis 3 is accepted in ALL cases. It is thus concluded that gender, age, educational qualification, job position, experience, income and marital status are positively associated with work stress of employees.

Correlation

It was performed to find out the pair wise relationship between the following variables.

RAJI : Role Ambiguity and Job Insecurity;
IWLIWS : Increased Work Load and Improper Work Schedule;
LSS : Lack of Supervisory Support;
UWE : Unhealthy Work Environment;
IWLP : Imbalanced Work-Life Policies;
WS : Work Stress and
EJP : Employees’ Job Performance.

Table 4: Correlation Matrix for Work Stress Factors and Employees’ Job Performance

<table>
<thead>
<tr>
<th>Variables</th>
<th>RAJI</th>
<th>IWLIWS</th>
<th>LSS</th>
<th>UWE</th>
<th>IWLP</th>
<th>WS</th>
<th>EJP</th>
</tr>
</thead>
<tbody>
<tr>
<td>RAJI</td>
<td>1</td>
<td>.934**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IWLIWS</td>
<td>.934**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LSS</td>
<td>.898**</td>
<td>.921**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UWE</td>
<td>.943**</td>
<td>.894**</td>
<td>.833**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IWLP</td>
<td>.806**</td>
<td>.848**</td>
<td>.745**</td>
<td>.825**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WS</td>
<td>.654**</td>
<td>.715**</td>
<td>.721**</td>
<td>.621**</td>
<td>.623**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>EJP</td>
<td>.867**</td>
<td>.899**</td>
<td>.829**</td>
<td>.849**</td>
<td>.883**</td>
<td>.803**</td>
<td>1</td>
</tr>
</tbody>
</table>

Source: Primary Data

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

The above table shows that the factors RAJI, IWLIWS, LSS, UWE, IWLP and WS are independently positively correlated with EJP and also highly significant at 1% level. Therefore, H1 of the present study is accepted.

Here it is obvious that the maximum correlation ($r = 0.899$) is existing between IWLIWS and EJP, followed by the association ($r = 0.883$) between WS and EJP; RAJI and EJP ($r = 0.867$); UWE and EJP ($r = 0.849$), LSS and EJP ($r = 0.829$) and WS and EJP ($r = 0.803$). Work stress factors are pairwise positively significant at P-value 0.000. Among the five factors the relationship between the UWE and RAJI ($r = 0.943$) is the highest, followed by the link between IWLIWS and RAJI ($r = 0.934$).

Regression

Let the dependent variable, employees’ job performance be denoted by $z$

Let the independent variables role ambiguity and job insecurity, increased work load and improper work schedule, lack of supervisory support, unhealthy work environment and imbalanced work-life policies be denoted by $x_1, x_2, x_3, x_4$ and $x_5$ respectively.

$$z = f (\text{role ambiguity and job insecurity, increased work load and improper work schedule, lack of supervisory support, unhealthy work environment and imbalanced work-life policies}) = f (x_1, x_2, x_3, x_4, x_5)$$

$$z = f(x_1, x_2, x_3, x_4, x_5)$$

Also let

$$Z = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5 + e$$

Where $a$ = parameter of regression model

$b$ = Coefficients

$x$ = Independent Variables

e = Standard Error

- Predictors: (Constant), Role Ambiguity and Job Insecurity, Increased Work Load and Improper Work Schedule, Lack of Supervisory Support, Unhealthy Work Environment and Imbalanced Work-Life Policies.
- Dependent Variable: Employees’ Job Performance
Impact of Work Stress Factors on Employees’ Job Performance with Special Reference to
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Table 5: Variables Entered/Removed

<table>
<thead>
<tr>
<th>Model</th>
<th>Variables Entered</th>
<th>Variables Removed</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>IWLP, LSS, UWE, IWLIWS, RAJI</td>
<td></td>
<td>Enter</td>
</tr>
</tbody>
</table>

- a. All requested variables are entered
- b. Dependent Variable: EJP

Table 6: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.742</td>
<td>.550</td>
<td>.541</td>
<td>4.019</td>
</tr>
</tbody>
</table>

- a. Predictors: (Constant), IWLP, LSS, UWE, IWLIWS, RAJI

Table 7: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>5</td>
<td>963.377</td>
<td>59.643</td>
<td>.000*</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>244</td>
<td>16.152</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>249</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- a. Predictors: (Constant), IWLP, LSS, UWE, IWLIWS, RAJI
- b. Dependent Variable: EJP

Total variation = total= \( \sum (y - \bar{y})^2 \) = 8758.064
Error of variation= residual= SSE=\( \sum (y - \bar{y})^2 \) = 3941.181
Regression variation= SSR= SS total- SSE=8758.064 – 3941.181= 4816.883
P value = <0.001**

The work stress factors (IWLP, LSS, UWE, IWLIWS and RAJI) in the above model revealed the ability to predict EJP (\( R^2 = 0.550 \)). In this model, the value of \( R^2 \) denotes that 55% of the observed variability in EJP can be significantly explained by the work stress factors namely IWLP, LSS, UWE, IWLIWS and RAJI. The remaining 45% is not explained which means that the rest 45% of the variation of EJP is related to other variables which are not depicted in this model. This variance is highly significant as indicated by F value (F = 59.643 and P = 0.001**). The ANOVA table indicates that most possible combination of predictor variables that could contribute to the relationship with the dependent variable.

Table 8: Coefficients of Predictors of EJP

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(.Constant)</td>
<td>5.155</td>
<td>1.129</td>
<td>-4.566</td>
</tr>
<tr>
<td></td>
<td>RAJI</td>
<td>-2.59</td>
<td>.175</td>
<td>-2.57</td>
</tr>
<tr>
<td></td>
<td>IWLIWS</td>
<td>.381</td>
<td>.159</td>
<td>.383</td>
</tr>
<tr>
<td></td>
<td>LSS</td>
<td>.512</td>
<td>.118</td>
<td>.513</td>
</tr>
<tr>
<td></td>
<td>UWE</td>
<td>-.028</td>
<td>.158</td>
<td>-.024</td>
</tr>
<tr>
<td></td>
<td>IWLP</td>
<td>.168</td>
<td>.102</td>
<td>.143</td>
</tr>
</tbody>
</table>

Dependent variable: EJP

Source: Primary Data

The regression equation is:

Employees’ Job Performance = 5.155-0.259x1+0.381x2+0.512x3 -0.028x4+0.168x5+e

The above table shows that IWLIWS, LSS and IWLP are highly positively affecting the dependent variable EJP (direct relationship with EJP) as the beta value for IWLIWS = 0.381; LSS = 0.512 and for IWLP = 0.168. If IWLIWS, LSS and IWLP increase the job performance of employee also increases. But the work stress factors such as RAJI and UWE are having indirect relationship with employees’ job performance as the beta value for RAJI = -0.259 and for UWE = -0.028. Based on the P value, the independent variable IWLIWS is having a positive and significant relationship with the dependent variable at 5% level and LSS is having a positive and significant relationship with the dependent variable at 1% level, but IWLP is not having significant relationship with dependent variable at 5% level. RAJI and UWE are having
negative and no significant relationship with dependent variable. On the basis of above analysis, hypotheses 5 and 6 are accepted but hypothesis 4, 7 and 8 has been rejected. Hence the hypothesis 2 is fairly accepted.

**Friedman Test**

<table>
<thead>
<tr>
<th>HR Factors</th>
<th>Mean Rank</th>
<th>Chi-Square Value</th>
<th>P Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>RAJI</td>
<td>2.46</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IWLIWS</td>
<td>3.21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LSS</td>
<td>2.96</td>
<td>62.861</td>
<td>0.001**</td>
</tr>
<tr>
<td>UWE</td>
<td>2.89</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IWLP</td>
<td>3.48</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data

The above table shows that there is a significant difference between the mean rank and work stress factors because the p value is 0.001**. Therefore we reject Hypothesis 9 at 1% level. The most important work stress factor that affects employees’ job performance is IWLP (3.48) followed by IWLIWS (3.21), LSS (2.96), UWE (2.89) and RAJI (2.46).

**CONCLUSIONS**

Reducing employee work stress is an area of great interest to employers who depend on a highly skilled workforce. The purpose of this study was to examine whether work stress factors such as role ambiguity and job insecurity, increased work load and improper work schedule, lack of supervisory support, unhealthy work environment and imbalanced work-life policies would affect the performance of the employees working in Leather goods manufacturing companies at Vellore District. The results supported that the work stress factors such as role ambiguity and job insecurity, increased work load and improper work schedule, lack of supervisory support, unhealthy work environment and imbalanced work-life policies have highly and significantly correlated with employees’ job performance in the organization. From the chi-square test, it is found that all the personal factors of the employees such as gender, age, educational qualification, job position, income and marital status are associated with work stress of employee. From the Regression model, it is clear that the work stress factors have a moderate impact on employees’ job performance. From the Friedman test, it is found that imbalanced work life policies is the significant work stress factor that affects employees’ job performance followed by increased work load and improper work schedule, lack of supervisory support, unhealthy work environment and role ambiguity and job insecurity.

**POLICY IMPLICATIONS**

It is evident that reducing work stress of employee to increase the performance and productivity and healthy work environment in Leather Industries is a necessary and vital, but it has not been fully industrialized. It may be appropriate to state briefly the policy implications for the study.

- Stress is a consequence of the employer's failure to provide a safe workplace. Therefore it is the duty of the employer to provide healthy work environment to reduce the work stress and enhance the job performance of employee.
- Work stress can also be reduced by the employee by prioritizing and organizing their responsibilities according to their work schedule. The employer should also consult employees about their work scheduling and work rules.
- The supervisor has to share information with employees to reduce uncertainty about their jobs. They have to...
clearly define employees’ roles and responsibilities and make communication friendly and efficient to lessen the work stress and to upsurge the job performance of employee.

- The employer should give workers opportunities to participate in decisions that affect their jobs also they have to praise the good work performers and offer them with rewards and incentives for the same to increase the morale and job security of the employee.

- The employee has to manage their time in a better way by having balance it their work-life. It is also the responsibility of the managers to provide effective work-life policies which pays a way for the employee to take relax by going for a walk, spending time with their family, watching music etc.

REFERENCE


23. Stavroula, L. Ananda, G & Tom,C, Work Organizations and work stress, Protecting workers’ health series; no.3, Institute of work, health and organizations, UK.


