



Mediating Role Of Organisational Strategies In Relationship Of The Individual Stressors And Depression

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ABSTRACT

Stress is now become the universal issue because every one in this world facing the problem of stress. Everyone of us want to reduce the level of stress but don't know How. The goal of this research paper is to identify the Mediating role of Organisational strategies in relationship of Causes (Individual stressors) and outcomes (Depression) of occupational stress. To analyse quantitative data statistical procedures were used. A survey has been conducted in Khyber Pakhtunkhwa using the samples from all the twenty five districts of Khyber pakhtunkhwa in accordance with population size with a view to include respondents from all over the province. Two hundred and fifty two judges and advocates represented by 18 female and 234 males completed a constructed and standardised questionnaire. This study shows the most frequent sources of stress followed by their outcomes. It also identifies the various coping strategies such as Personal strategies that play a very significant role while reducing the level of stress in the judges and advocates.

Key words: Occupational Stress, Individual stressors, Depression.

INTRODUCTION

Stress is commonly misconstrued and confused coming about into avoidable issues. It is in this way essential to comprehend the stress a long time before considering overseeing it. There are impressive measures of its implications. It can be portrayed as a mental and physical reaction to deferred internal or possibly common conditions in which a man's flexible capacities are overextended (Khan & 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.



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(Manjunatha & Renukamurthy, 2017).

Stress happens where there is a clear un-evenness among weight and adapting resources for a particular condition. Scholastics and media experts don't agree on a point by point significance of stress anyway they understand that stress exists and is unavoidable (Kannan & Suma, 2015).

BACKGROUND OF THE STUDY

Stress is an unavoidable consequence and is much more common in employees at lower levels of workplace hierarchies, where they have less control over their work situation. More recently, studies have targeted occupational stress in various professions, such as nurses, doctors, police officers, teachers and academics (Bell, 2014), but little research has been conducted on occupational stress among employees. Occupational stress has become one of the most serious health issues in the modern world (Kumar & Pragadeeswaran, 2011) and in recent years, occupational stress has become one of the most popular topics for applied research in psychology, and in the broader areas of social and medical sciences (Warraich, Ahmed, Ahmad, & Khoso, 2014). Steers (1981) indicate that occupational stress has become an important topic for study of organizational behaviour for several reasons

CAUSES OF STRESS

According to (Rahman, Kamruzzaman, Haque, Al Mamun, & Molla, 2015), stress is caused when a person is subjected to unusual situations, demands, extreme expectations or pressures that are difficult to handle. Following are the different causes of stress. Factors that are responsible for causing stress are called stressors. There are two types of stressors. Internal Stressors are those feelings inside a person that cause stress. External stressors are those factors outside a person, leads to stress

Organizational stressors

In organisations, there is no shortage of factors which can cause stress. Almost every aspect of work can be a stressor for someone. Although there are many factors in the work environment that have some influence on the extent of stress that people experience at the job, the following factors have been shown to be particularly strong in inducing stress.

The design of tasks.

Heavy workloads, infrequent rest breaks, long work hours and shift work; hectic and routine tasks that have little inherent meaning, do not utilize workers' skills, and provide little sense of control.

Management style.

Lack of participation by workers in decision- making, poor communication in the organization, lack of family-friendly policies.

Interpersonal relationships.

Poor social environment and lack of support or help from co-workers and supervisors.

Career concerns.

Job insecurity and lack of opportunity for growth, advancement, or promotion; rapid changes for which workers are unprepared.

Environmental conditions

Unpleasant or dangerous physical conditions such as crowding, noise, air pollution, or ergonomic problems.

(A SURVIVAL GUIDE| Alice Adams, Andrew Ryder, 2003, 138)

Outcomes of stress

Research has shown that coronary heart diseases, blood pressure, musculoskeletal disorders, cancer risk factors and psychosomatic symptoms are ill-effects of occupational stress. Samarasekara, et al., (2010). Depression, anxiety and trauma are the most commonly diagnosed psychological problems ((Warraich U A et.al, 2014).

Depression

According to Addae H.M., Parbooteah K.P. and Velinor N., (2008), stress basis an imbalance in the life of people because it leads to sadness and depression. According to Dollard Maureen F. and Jacques C. Metzger





(1999) and Palmer, Stephen, Cary Cooper and Kate Thomas, (2004), extensive stress can have unhealthy and harmful impact on the employees’ lives, which can reduced effectiveness and efficiency, less stimulation, decrease dedication and enlargement in absentees into the Work.

Coping strategies

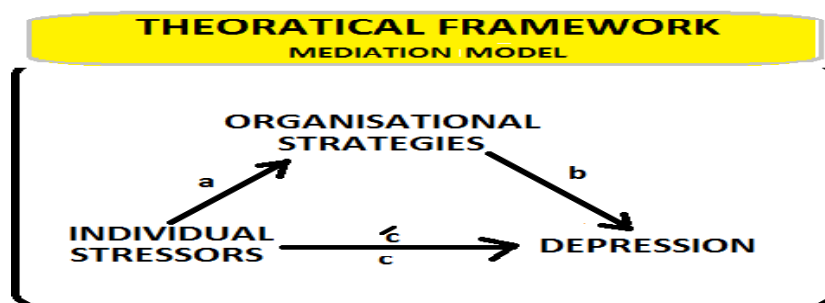
Coping refers to actions and strategies applied by an individual to react to stress and problem situations. Literature on stress indicates that each individual is affected differently by stress situations.

Organizational Strategies

Following are the different strategies that can reduce the level of stress among the employees. By adopting these strategies the organisation can enhance the out of the employees.

- Make improving **communications a priority.**
- Consult with employees.
- Examine the organization’s reward systems.
- Provide training opportunities:
- Establish counselling and advice systems through an Employee Assistance Programme (Anguilla, 2013).

Framework



Research methodology

Data was collected from the standard questionnaire distributed among Judges and advocates (High court and lower courts) of KPK. Questions that were utilized as a part of the exploration are open-ended questions. The open-ended questions expected to give respondents the scope of flexibility to express their perspectives in an unconstrained way. Utilizing these surveys the scholar examined reasons for causes of stress, Outcomes of stress and coping strategies to overcome these stressful situation.

Baron & Kenny (1986) Model For The Research Variables

<p>CONDITIONS</p> <ol style="list-style-type: none"> 1. ‘a’ must be significant [IV-MV] 2. ‘b’ must be significant [MV-DV] 3. ‘c’ must be significant [IV-DV] 4. ‘c’ may or may not be significant [IV-MV-DV] 	
<p>To compute a, b, c, & c'</p> <ol style="list-style-type: none"> 1. Run a Simple-Regression IV – MV [a] 2. Run a Hierarchical Regression with Model-1 (IV-DV) and Model-2 (IV&MV-DV) [c, b, & c'] 	
<p>Decision: If ‘b’ is statistically significant, then given that ‘a’ is already statistically significant (Step-1), the interpretation is that M mediates between X & Y. if ‘c’ (Step-2) is <u>non-significant</u> then M is Fully mediating the relationship. If c' is statistically significant, then M is a Partial mediator.</p>	

Mediation-Analysis



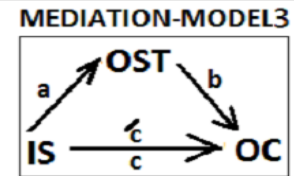


Mediation analysis is a statistical process for computing the ‘intermediary role’ of explaining the relationship between the main predictor (X) and criterion variable (Y). These intermediary variables are called ‘Mediators’

MEDIATION MODEL [IS→OST→DEP]

Figure Mediation Model (Mediator = PS)

Individual Stressors was hypothesized as the major determinant of Outcomes while Organizational Strategies was tested as Mediator. The **question** was ‘Whether Individual Stressor or Organizational Strategies are playing bigger and significant role in bringing variation in the **depression** Outcomes of stress?’



Hypothesis Personnel Strategies mediates in the Relation between Individual Stressor & Depression.

i. Computing ‘a’ Model-1

Table Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.345 ^a	.119	.116	.66231	.119	33.825	1	250	.000

a. Predictors: (Constant), Individual stressor

Table Coefficients of Regression [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.837	1	14.837	33.825	.000 ^b
	Residual	109.663	250	.439		
	Total	124.500	251			

a. Dependent Variable: ORGANISATIONA STRATIGIES

b. Predictors: (Constant), INDIVIDUAL STRESSOR

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.706	.558		3.056	.002
	INDVLstressor	.599	.103	.345	5.816	.000

a. Dependent Variable: ORGANISATIONAL STRATEGIES

ii. ‘b, c, & c’ Model-1

Table b Summary Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	F	Sig.
1	.411 ^a	.169	.165	1.24249	.169	50.702	50.702	.000 ^b
2	.757 ^b	.573	.570	.89224	.404	235.798	167.060	.000 ^c

a. Predictors: (Constant), Organizational strategies

B. Predictors: (Constant), Organizational Strategies, Individual Stressors

Table c Coefficients of Regression [H₃]





Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.514	1.047		11.947	.000
	Individual stressor	-1.377	.193	-.411	-7.121	.000
2	(Constant)	14.746	.766		19.248	.000
	Individual stressor	-.592	.148	-.177	-4.005	.000
	Strategies	-1.308	.085	-.678	-15.356	.000

a. Dependent Variable: Depression

a. Dependent Variable: Depression

Analysis

	Conditions	Y/N	
1	'a' must be significant. [IV-MV]	Y	'a' B = 0.500 p = 0.000
2	'b' must be significant. [MV-DV]	Y	'b' B = 1.3p = 0.000
3	'c' must be significant. [IV-DV]	Y	'c' B = 1.3 p = 0.000
4	'c' may or may not be significant [IV-MV-DV]	Y	'c' B = 0.59 p = 0.000

In Stepwise Multiple Regressions (IV-DV & IV&MV-DV) R2 changes from 11.9 to 11.6% (0.116 to 0.119 due to Mediator. Similarly, Beta-weight of 'c' drops from 1.308 to 1.377 (with significant p-value of .000) while this is replaced by a huge Beta-weight of Mediator 'b', which is .59. However, since 'c' has not gone 'insignificant' therefore **PARTIAL** mediation is confirmed occurring in the model with powerful supporting statistics. Hypothesis is therefore substantiated.

Conclusions

Taking stress and its effects not only affects your life but also affects your relation with your family, friends and professional relations. People use to lose their relations with others because of inability to deal with the stress and they undergo the serious problem of depression. Instead of taking tension and stress in life, it is good to reduce and cope with the stress and is a best way to keep you away from the major diseases. So in order to reduce the level of stress the organisation adopted various technique which reduces the level of stress among the employees of the judiciary. It is Concluded from the above results that the strategies used by the organizations such as Making improvement in **communication**, Consult with employees, Examine the organization's reward systems, Provide training opportunities, establishing counseling and advice systems through an Employee Assistance Program by saying that "Everything is possible" but what is required, is your positive attitude towards life can cope the stress full situation.

Recommendations:

There are several recommendations used to reduce the level of stress successfully particularly in the background of developing countries like Pakistan.

- Make improvements in **communications a priority so that every management order should properly communicated to the employees.**
- Consult with employees their issues regarding the job as well as discuss with them their personal issues.
- Organisations should properly introduce reward systems. And every employee should properly rewarded
- Organisation should also provide the training opportunities: to their





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