

Modeling of Effect of Job Stress on Medical Representative's job Performance

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ABSTRACT

Purpose –The prime objective of this research is to explore relationship between job stress and job performance of medical representatives and to know what extend job stress impact the job performance.

Design/ methodology/approach –To know the cause and effect relationship between dependent (job performance) and independent variables (stress dimensions), we chock out a causal research design. Our population for this research is every individual who represent his/her company to chemist shop and doctors. We distributed 280 questionnaires among medical representatives (respondents) and got back 260 questionnaires only. To know the relationship between dependent and independent variable, we use multi-regression technique with the help of SPSS 16.0.

Findings- This research explains the relationship between job stress (Independent Variable) and job performance of medical representatives. Findings of this research confirm the impact of job stress on job performance. All the job stressor (work load, Role conflict, role ambiguity and inadequate monetary rewards) influences the job performance.

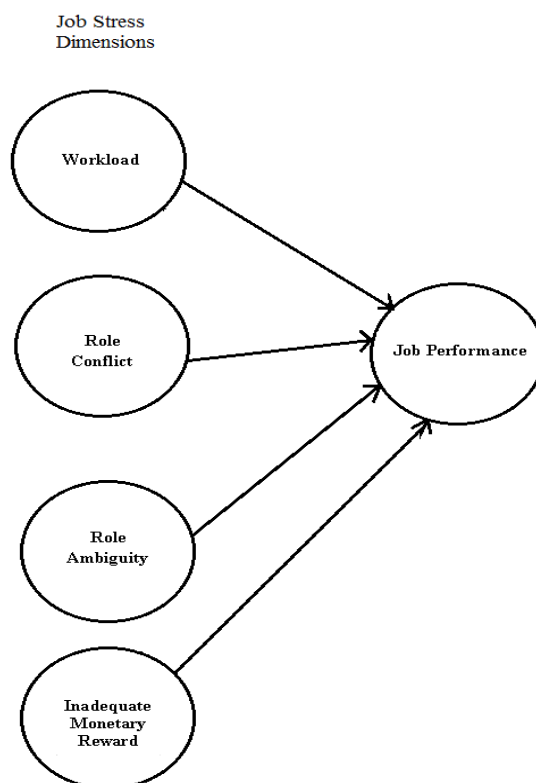
Originality/value – We extensively review the past studies related to impact of job stress on job performance in different industries. To the best knowledge of us very few studies is conducted on sales person. This research gives unique insight on impact of job stress on job performance of medical representatives.

1. Introduction

In today's fast paced world, it is impossible to live without stress. The nature of work has undergone drastic changes with stress appearing almost automatically. It is a worldwide phenomenon that occurs in various forms in every workplace. In today's work life, employees are often required to work strenuously for over long period of time as their responsibilities keep rising. Stress is common in every type of job and people must face it in every facet of life(Fonkeng, 2018).It matter of concern for the human resource manager to address the job stress among their employees. Job stress negatively impacts the organization performance. In this research, we will explore the relationship between job stress and job performance. How much extend job stress impact the job performance on medical representatives.

2. Theoretical Framework

We develop a theoretical framework to know the relationship among job stress dimensions and job performance of medical representative in this research. This research will develop a model which will be explain how much and in which direction job stress dimensions impact the job performance of medical representatives. In this section, we explain all variables related to job stress and job performance.



2.1 Job Stress

Job stress is the harmful physical and emotional responses that occur when the requirements of the job do not

match the capabilities, resources, or needs of the worker¹. Stress at work is a relatively new phenomenon of modern lifestyles. The nature of work has gone through drastic changes over the last century and it is still changing at whirlwind speed. They have touched almost all professions, starting from an artist to a surgeon, or a commercial pilot to a sales executive. (Kotteeswari & Sharief, 2014). Job stress always does not negatively influence job performance. Moderate level of job stress increases the job performance. In this study we explore four dimensions of job stress i.e. workload, role conflict, role ambiguity and inadequate monetary reward.

2.1.1 Work load

Workload refers to the concentration of assignments at work. It is one of the main causes of stress in employees. The attitude of various employees is different towards workload. Some comfortably manage it at the work place while for some it becomes difficult to manage (Ali et al., 2014). Workload has significance and positive impact on job performance (Gharib, Jamil, Ahmad, & Ghouse, 2016).

2.1.2 Role conflict

Role conflict refers to lack of compatibility between different expectations from a job. Role conflict can be defined as individuals jointly do different roles which conflict each other (Gharib, Jamil, Ahmad, & Ghouse, 2016). In literature relationship between role conflict and job performance is inconsistency. Many studies give evidence in favor of relationship between role conflict and job performance and on other hand, many empirical studies denied the effect of role conflict on job performance.

2.1.3 Role ambiguity

Role ambiguity, or the extent to which one's work responsibilities and degree of authority are unclear, is one of the most widely studied variables in the field of occupational stress. Employees who experience role ambiguity feel uncertainty about which behaviors are and are not appropriate².

2.1.4 Inadequate Monetary Reward

In the real world, it is very important to reward high performance levels because this motivates and controls the performance. Indeed, reward strategies confirm the level and the merge of non-financial and financial rewards required to attract, maintain and inspire skillful competent, and capable employees to make the organization prosperous (Gohari, Kamkar, Hosseinipour, & Zohoori, 2013).

2.2 Job Performance

Job performance has been defined as the overall expected value from employees' behaviors carried out over the course of a set period of time (Motowild, Borman, & Schmit,

1997). In this research we will measure the performance of medical representative.

3. Objectives of study and formulation of research hypotheses

3.1 Objectives of study

After the review of related literature on job stress dimensions (workload, role conflict, role ambiguity and Inadequate Monetary Reward) and job performance, we established following research objective for this:

1. To know the relation among job stress dimensions variables.
2. To check the impact of job stress on medical representative's job performance.

3.2 Hypotheses of Study

H_{a1}: Workload significantly impacts the job performance of medical representatives.

H_{a2}: Role conflict significantly impacts the job performance of medical representatives.

H_{a3}: Role ambiguity significantly impacts the job performance of medical representatives.

H_{a4}: Inadequate monetary reward significantly impacts the job performance of medical representatives.

4. Methodology

To know the cause and effect relationship between dependent (job performance) and independent variables (stress dimensions), we chose a causal research design. We design a structured close ended questionnaire to collect relevant data. We divided questionnaire into two parts (1) socio-economic status, (2) job stress dimensions and job performance related questions. We ask (1) 6 statements on workload (2) 6 statements on role conflict (3) 5 statements on role ambiguity (4) 5 statements on inadequate monetary reward (5) and 6 statements on job performance. Our population for this research is every individual who represent his/her company to chemist shop and doctors. But due to time and money constraints, we only contact the MRs who spread in territory of Five district of Haryana only i.e. Rohtak, Bhiwani, Jhajjar, Sonapat and Jind. To find the relevant respondent, we use snow-ball sampling. We distributed 280 questionnaires among medical representatives (respondents) and got back 260 questionnaires only. Out of 260 questionnaires, two found not fully completed for research study. We discard two incomplete questionnaires; therefore, this study is based on 258 questionnaires. To know the relationship between dependent and independent variable, we use multi-regression technique with the help of SPSS 16.0.

5. Results and Discussion

Table 1 show the data related to demographic characteristic of respondents. This is male dominated research 98% of respondent are male and rest of respondents 2% are female. Around 40% of respondents are in age group of 25 to 30 years followed by 30 to 35 years which are 20%. Table 1 reveals that population of this research is young. Table 1 depicts that 58% respondents are married followed by 34% single.

¹The Center for the Promotion of Health in the New England Workplace, University of Massachusetts Lowell

²Contents can be accessed from website <http://psychology.iresearchnet.com/industrial-organizational-psychology/job-satisfaction/role-ambiguity/>

Around 47% of respondents are graduates followed by 23% up to higher secondary and post graduates. 83% of respondent's salary upto Rs. 3,00,000.

Table 1: Demographic Profile of Medical Representatives

Variables	Class of Variables	No. of respondents	Percentage
Gender of respondents	Male	253	98.06
	Female	5	1.94
	Transgender	0	0.00
	Total	258	
Age of respondents (years)	Less than 20	18	6.98
	From 20 to less than 25	50	19.38
	From 25 to less than 30	100	38.76
	From 30 to less than 35	52	20.16
	From 35 to less than 40	15	5.81
	40 and above 40	23	8.91
	Total	258	
Marital Status of respondents	Married	150	58.14
	Widowed	1	0.39
	Separated	12	4.65
	Divorced	8	3.10
	Single	87	33.72
	Total	258	
Education Qualification	Up to Higher Secondary	60	23.26
	Diploma	7	2.71
	Graduation	121	46.90
	Post Graduation	60	23.26
	Any other	10	3.88
	Total	258	
Income of respondents (Annually)	Below 2,50,000	95	36.82
	2,50,001-3,00,000	123	47.67
	3,00,001-3,50,000	25	9.69
	3,50,001-4,00,000	11	4.26
	Above 4,00,000	4	1.55
	Total	258	
Experience as Medical Representative	Less than one year	46	17.83
	One year to less than two	59	22.87
	two year to less than three year	71	27.52
	More than three year	82	31.78
	Total	258	

Table 2 shows the reliability of variables. We use Cronbach's Alpha statistic. Table 2 shows confirm validity of variables.

Table 2: Validity of Variables

Serial No.	Variable	Number of statements	Cronbach's Alpha
1	Workload	6	0.785
2	Role Conflict	6	0.854
3	Role Ambiguity	5	0.781
5	Inadequate Monetary Reward	5	0.776
4	Job Performance	6	0.831

Table 3 shows the sample descriptive for variables. Workload mean value is 3.879 which depicts high workload among MRs. Table 3 reveals moderate level of role conflict among MRs. Role ambiguity mean value is 2.789 which show

moderate level stress. Table 3 shows moderate level monetaryreward. Job performance mean value is 3.976 which is more than moderate job performance.

Table 3: Sample Descriptive

Serial No.	Variables	Mean	Standard Deviation
1	Workload	3.879	0.656
2	Role Conflict	2.645	0.688
3	Role Ambiguity	2.789	0.676
5	Inadequate Monetary Reward	2.984	0.568
4	Job Performance	3.976	0.587

Table 4: Correlations among variables

	Workload	Role Conflict	Role Ambiguity	Inadequate Monetary Reward	Job Performance
Workload	1				
Role Conflict	0.556	1			
Role Ambiguity	0.541	0.641	1		
Inadequate Monetary Reward	0.437	0.576	0.445	1	
Job Performance	0.476	-0.341	-0.376	-0.331	1

Table 4 shows the correlations among variables. Table 4 reveals positive correlation between workload and job performance. There have negative correlation between role conflict and job performance. Correlation between role

ambiguity and job performance is significantly negative. Further, correlation between inadequate monetary reward and job performance is significant negative.

Table 5: Multiple regression Model

Variables	B	Beta	T	p-value	Adjusted R ²	F	p-value
(Constant)	5.674		15.766	0.000	0.38	80.46	0.000
Workload	0.096	0.198	3.654	0.003			
Role Conflict	-0.076	-0.174	-3.544	0.012			
Role Ambiguity	-0.036	-0.056	-3.886	0.034			
Inadequate Monetary Reward	-0.045	-0.165	-3.767	0.025			

B=Unstandardized Coefficients; Beta=Standardized Coefficients significant at 0.05.

Table 5 show the model summary. F statistic with p-value 0.000 confirms the fitness of model for analysis of impact of job stress on job performance. All dimension of job stress is significant which means all variables contribute variation in dependent variable (job performance). Total variation explained by four independent variables (job stress dimensions) is 38% in dependent variable (job performance).

Testing of Hypotheses

H_{a1}: Workload significantly impacts the job performance of medical representatives

Table 5 shows the results regarding coefficient of independent variable. *H_{a1}* is tested and result show that workload positively impact the job performance and we accept alternate hypothesis *H_{a1}*, this consistent with (Gharib, Jamil, Ahmad, & Ghouse, 2016) which explain young medical representatives are capable to take more workload.

H_{a2}: Role conflicts significantly impacts the job performance of medical representatives

With the help of Table 5 result, we tested alternate hypothesis *H_{a2}* and same is accepted which means Role conflict significantly impact the job performance of medical representatives. And association between role conflict and job performance is negative which indicate more Role conflict less job performance. Our results on this dimension consistent with result (Gharib et al. 2016) study.

H_{a3}: Role ambiguity significantly impacts the job performance of medical representatives

We found by tested *H_{a3}* that role ambiguity is among MRs and role ambiguity is negatively impact the job performance. Regression coefficient of role ambiguity is -0.056. Our result on this dimension is inconsistency with study conducted by Gharib et al. (2016). Gariab et al. found no cause-effect relationship between role ambiguity and job performance.

H_{a4}: Inadequate monetary reward significantly impact the job performance of medical representatives

This study shows that inadequate monetary reward significant negatively impacts the job performance of medical representatives. Therefore, we accept the *H_{a4}*. Our results on this dimension consistence with study conducted by Ali, Raheem, Nawaz, & Imamuddin(2014).

6. Conclusion

This research has explored and dictates association between job stress (Independent Variable) and job performance of medical representatives. Findings of this research confirm the effect of job stress on job performance. All job stressor influence the job performance. Work load positively impact the job performance which shows that a compatible level of workload positively increase the job performance. Role conflict negatively impacts the job performance. It means there should not be Role conflict among medical representatives. Further, this research confirms negative relationship between role ambiguity and job performance. It means role ambiguity negatively impact the job performance. Last dimension of job stress, inadequate monetary reward, negatively impact the job performance. All

four dimensions of job stress impact the job performance significantly. Pharmaceutical companies should take of their

medical representatives in respect of their job stress.

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