

**A STUDY ON THE EFFECT OF WORKING
ENVIRONMENT ON EMPLOYEES STRESS IN
PHARMACEUTICAL SECTOR OF PAKISTAN**



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ASBTRACT:

Stress in the workplace is the threat to mental as well as the physical life of employees around the world; this thing is been now the main focus of many researchers. Researchers around the world are trying to find out the flow of organization and stress and what is the cost associated with the stress at the workplace. (Nelson, 2000) explained that working environment problems should be regarded as production problems in order to achieve the economic gains. There are many hurdles to humans and they suffer from economic losses, and also the organizations face employees leaving the organizations and the decline in productivity of the workforce due to the illness which ultimately increase the cost of medical bills, that are supposed to be paid as the part of compensation. The turnover of employees make organization to spend more to replace and hire new employee which also increase the cost to a great extent, so these all hurdles create a need to implement such working condition which make sure that the planning, the standard of safety, and the control technology are up to the mark(PATEL, 1998).The experts who deal with employees medical expenses and aware of the fact that the cost due to stress is in great numbers (Gray, 2000).It is clear that the main cause of health issues of employees in the organizations of UK is due to he same thing, after the recognition of 19 health disorder which include the absence due to stress sickness and the muscular issues such as back problems.

Numbers of trend and development are been made in th study of stress by the researchers, these include the information of humiliating bosses to meeting unrealistic targets, heavy workloads, downsizing, long working hours, gender discrimination, lack of communication, less career growth and no power in decision making.

The sample for this research is taken from Islamabad and Rawalpindi. The size was of 100 members from three big pharmaceutical companies in the twin cities. Data collected for the research was through questioners, which were distributed among the sample of various age group and of different gender from multiple departments.

Result of this research was able to verify that the variables and the sources identified as the cause of workplace stress were indeed related to the aspects of lives of employees, whether work oriented or otherwise.

Chapter: 1

1. INTRODUCTION

Stress is the part of every human in the planet. During the early ages the cavemen use to stress out that how they are going to get the food for the next meal, but in those days the stress went unnoted and un treated. In today's competitive environment a stressed employee will contribute a lot in the success or failure of an organization so its recognition and management has great value in today's organizations.

The term stress begins from physical science where it alludes to the drive put upon a question that cause straining, twisting, or breaking. Stress can also be defined as emotional, intellectual, physical reaction to change in the demand (COX, 1998), stressed can be caused by the physical condition like any disease such as high temperature, high blood pressure, also stress can be due to some factors in the environment that are harmful to us and are beyond our resources to cope with them (FOLKMAN, 1984). Stress is the term that has different meaning for different people, some use this term to refer to the pressure they are facing in life while others refer it to the physical and mental consequence of these pressures. In the human setting and in brain research, be that as it may, stress is regularly used to portray the body's reactions to requests put upon it, whether these requests are good or troublesome. Anything that causes stress is known as a stressor (K Ahmadi, 2007). In well known terms stress is for the most part characterized as time weight. We feel pushed when we don't have room schedule-wise to play out the assignments that we need to perform inside a given period. The impression of time weight ordinarily triggers an arrangement of physiological responses that show that we are focused on (RA Depue, 2007). Stretch comes about because of the strain between an individual's response to troubles or difficulties and his or her capacity to handle and resolve the distressing circumstance. How individuals adapt to push relies on upon the assets that are accessible to them and whether they have the right stuff to use these assets. The term stressor identifies with a testing event that may create stretch.

The proofs are increasing day by day that there was never the time when stress was in such a high amount in the organizations, people are working in the environment of stress and mental torcher. Stress has the central role in any working environment. This change in the organizations

is like the tsunami. Many specialists think that the fast and rapid change in technology is also the cause of stress. The downsizing and the mergers and acquisitions are also playing the role to create anxiety among the workers. The stress doesn't just bring anxiety but also many other mental and physical health issues are associated to it. Stress cost companies in term of employee's health and their ability to perform the task, to compete to be good in analyzing and critically thinking to come up with the best solution, stress and workers behavior is undeniable concern. The cost arising from absenteeism, early medical retirement and staff turnover are massive, no doubt there is huge loss that companies face due to employee stress but still many few are taking steps to dress the issue because employers don not fully understand the risks associated with stress (Canadian perinatal health report, 2003).stress is also contributing to increase health care cost and a lot of physical and psychological elements that are reducing the productivity, it seems that the employers are creating the culture that has adopt the fashion of creating more stress (ALUET, 2001)

In this thesis that is focusing on primarily the impact of working condition on the stress level of employees, the independent variable is working environment and dependent variable is stress and employee dissatisfaction. Level and unit of analysis pharmaceutical industries in Islamabad and Rawalpindi.

In current business environment corporation try to find the ways of minimizing employs stress level, but in Pakistan not much is done to do that at most of the time, but some organizations have done little research. According to a research made by a bank (ismail, 2010) in Pakistan, the employees in the banks have greater level of stress due to work overload, having no clear idea about their role in the bank, and often there are the cases of role conflicts, there is no clear chart showing that who is responsible for what, not all the employees get the fair chance to participate in the organizational matters, and also there is no proper feedback system (Ramay, 2010), keeping up with the pace of technology is also lacking, and also the career development is very slow. The long working hours of the banks is also the main reason for high level of stress among the bankers. In Pakistan the nature of work is also changing in rapid speed, job stress is a threat to the employees as well as to the health of the organization, stressful working condition is a evil for sure, so the companies need to focus on providing such working conditions that the level of distress must not reach to a certain level. Stress full working conditions are actually associated

with many bad things like, absenteeism, tiredness and intentions of worker to quit the job. As the economic situation doesn't remain static which is the cause of layoff, and downsizing has made the organizations to get extra work from minimum number of employees to minimize the cost that is also the contributor to the stress. In many organization the level of stress is been maximized due to multiple roles by one individual, and less or no decision making power given to the employees, work overload, the disagreement with the supervisors are so often that it is effecting both the workers and the supervisors frequent, there is no timely feedback, stress in the workplace is also related to the inappropriate task assignments, workload, no rest breaks, assigning the works that are beyond or below workers skill level and providing the worker little sense of control (LR, 1996).

The technology used by the organizations are also the cause of stress, organization design can also be a factor creating stress, the reward system and the performance evaluation system can also create stress

The stress factor contributing the most for women is that the women's have to do most of the household work by themselves, wome work as well they take care of children and cook for men (DR.ANILA, 2016), women face a lot of stress from pregnancy, they have to look on their official work, the new baby and also the whole family, although men are expected to help out women's in kitchen, play with kids, and take intelligent conversations with the partner (Sparks and Cooper, 1997,1998,1999)but not such things are been the regular happenings in the Pakistani community

1.1 BACKGROUND:

Not just in the Asian countries but also in the developed country like America stress and its management has got great value. The fissures related to stress issues are climbing high. According to a survey conducted in America in the year 2007 there are a lot number of workers who are suffering from physical issues due to stress at work. According to the numeric value by the American Psychological Association (APA), two third of American new worker have work related stress as the main stressor in their life. The economic conditions of the countries as well as the organization are faltering which are no doubt the main cause of income shrinkage and layoffs of employees. There is a difference between the stress level of individual with low

personal income and individual with high level income. The individual with low income often report dissatisfaction and insecurity with the job. The people with low income job have often high level of physical work that they need to perform. Individuals who have the highest income also have more power and control on the job, but at the same time they are responsible for making decision which is according to them is more stressful. The noise in the working environment and when the employees really don't know that what is expected from them, but still they are required to do certain task on time which create pressure for them is also considered as negative stressor. There is no proper way to manage work and normal life balance, the increasing time pressure has made the individual to give more time to their work which leaves the normal life a side especially for the women, who are considered to be responsible for the family and this adds more stress load on there. No matter what is the reason for stress the stressed worker will make more mistakes, and will get tired as well as sick, which will ultimately lead to absenteeism, and these workers are most expensive to the organizations. The illness due to stress including the heart disease and depression causes \$200 to \$300 billion yearly to the businesses by losing their productivity. There is a huge cost difference in the workers those who faced the stress and those who didn't, according to an estimate 46% high is the cost of the workers who have faced stress as compare to the ones who didn't faced. Almost 60-90 percent of the employees visiting the doctors have issues related to stress, National Institute for Occupational Safety and Health (NIOSH). If the stress is not managed for the long time it can become a cause of heart disease, cancer and also diabetes and all these diseases are very expenses to treat. (WYAAT, 2002) In their yearly study recognized that psychological well-being scatters can likewise put representatives at more serious danger of different diseases, or increment the gravity, span and probability of repeat of interminable sicknesses. For instance, people who experience the ill effects of despondency as well as nervousness are at more serious danger of creating cardiovascular infection as well as the psychological illness. The National Institute for Health and Clinical Excellence (NICE) has assessed that mental sick wellbeing inside the worker populace has made UK bosses paying £27.3 billion every year. This can be distributed into £8.2 billion a year for ailment nonappearance; £15.5 billion a year for decreased efficiency on the job, and £1.6 billion a year for the employees leaving the job. The yearly study done by administration, the CIPD concluded that business connected anxiety is the main reason for long haul non attendance from work and one of the main five reasons for fleeting non

appearance. The normal worker takes 7.9 days infection nonattendance for every year, costing (by and large) £600 per representative per year. Those experiencing stress, tension or gloom take, 24.2 days off every year.

Diabetes alone cost business \$58 billion in 2007 in simply roundabout restorative costs, for example, 15 million work days lost to truancy and 120 million work days with diminished productivity.^{13, 14} Stress can likewise bring down the insusceptible framework and assume a part in a man's helplessness to more colds, influenza and different irresistible illnesses. Moreover, individuals who are focused will probably encounter torment related conditions, and a large group of different infirmities, from teeth granulating and mid-section snugness to fatigue.^{15, 16} indeed, an APA study found that 53 percent of specialists reported weakness because of work stress.¹⁷ Hallmark signs that laborers are encountering mental coercion incorporate poor fixation, touchiness, work disappointment and low morale.¹⁸ Stressed specialists have a raised danger of psychological wellness issues, going from tension and substance mishandle, and maybe, the most huge, misery. Truth be told, stretch and clinical wretchedness—the two regularly go as an inseparable unit—trail family emergency as the second and third most huge issues in the workplace.^{19, 20} The National Institutes of Mental Health gauges that melancholy has brought about \$23 billion a year in lost workdays. More managers perceive that right now is an ideal opportunity for activity. Specialists who are focused on today can be incapacitated tomorrow. Focused on laborers have twofold the medicinal services costs And, as society ages and elderly care giving develops, stress is probably going to develop as an issue, and alongside it, swelled human services costs. The empowering news is that, with a double procedure of hierarchical change and individual anxiety administration, organizations can be proactive and advance more beneficial, more gainful workers and lessen social insurance costs.

Stress present in all the organization and It plays integral role in the satisfaction as well as dissatisfaction of employees and efficiency and effectiveness of organization. if the working environment is in such a way that there is minimum or very low level of stress, then the employees will be motivated to perform good. Work stress has been a research related subject for almost eight decades. The study started by Walter Cannon in the 1930s known as the 'fight or flight' theory was made to understand, how humans respond to different and difficult

environments. Further, (SELYE, 1956), come up with positive (i.e. Eustress) and negative stressors (i.e. distress) to show the dynamic responses of stress. work-life balance and negatively associated with outcomes such as job satisfaction, organizational commitment, turnover and productivity (Kozuszik, 2012) Despite the fact that some stress levels (i.e. eustress) can fuel alertness and generate motivation necessary to overcome challenging demands, however, chronic exposure to stress often leads to unfruitful work outcomes. Significantly, 28 (Babatunde) some of the pronounced stressors identified at work have been characterized by the overwhelming globalization prospects which is increasing fierce market competition, company mergers and acquisitions resulting in redundancies, organizational budget constraints, trade union declivities, changing technologies and demographics that is necessitating the use of a flexible workforce (Evan, 2008) Further, these identified stressors resonates with a model developed by (CL Cooper, 1976), that conceptualizes factors causing stress within the workplace as falling into five broad factors which are: the intrinsic nature of work demands; employee intensive role participation; interpersonal workplace conflicts; slow career progression; fragmented organizational structure and climate. It is common perception that these factors are some of the realities causing unpredicted pressures on employees having to react, adapt and acquire new job skill sets for purposes of adjusting their abilities to march the high demands of changing employment relations (Smith, 2008). Thus, (Kossek, 2012) observed that the significant adoption of numerical flexible work arrangements arising from fierce competition and market changes has increased the precarious working conditions undermining labor productivity and employee well-being. However, these adverse cost implications in the Western economies are incomparable to what obtains in some developing countries in Asia where stress at work is reported in its extremity and sometimes considered part of life in these impoverished societies (Cooke, 2012). For instance, employment conditions across various formal and informal occupational sectors in most poor developing countries suffer from uneven enforcement of labor legislations, poor living standards, resource constraints, dark leadership, and high unemployment rates which are some of the disturbing factors that causes chronic stress situations, and unimaginable economic loses to organizations in these parts of the world (WOOD) While occupational stress is still a threat on a global scale, it is obvious from the reading of literature on work stress that there is no consensus as to its definition that has posed potential problems in developing appropriate intervening measures in dealing with work stress.

1.2 Problem Statement:

How working environment is causing stress, which is leading to employee dissatisfaction in pharmaceutical sector of Pakistan?

1.3 Objectives:

How age level and income level is related to the level of stress individual has

- What is stress according to different researchers
- What research have all ready found about the impact of working environment on the stress level of employees.
- The objective is to understand positive (Eustress) and negative (distress) stressor in organization, and what is positive stressor for the employees and how they help in enhancing their productivity.
- Find out negative stressor that what factors of working environment are negative stressor for the employee and how they are the cause of low productivity and dissatisfaction.
- Determine the impact of organization environment on employee's stress level
- Determine how psychological difference among employees is causing stress
- Determine the factors of organization culture that cause stress.
- Determine the positive and negative stressors.

1.4 Research Questions

In this research I have to seek the answers of following questions, after explaining the objectives of the study:

- How the gender, age, and income level of a person is related to the level of stress she/he has?
- How absenteeism, huge turnover, increased illness due to toxic chemicals is related to job dissatisfaction and ultimately to the job stress?
- Do the long hours, poor precautionary measures; bad lightning effect the level of individual output and individual stress?
- How the role ambiguity and lack of proper feedback, enhances the stress level in the workplace?

- What impact does organization stress has on employee's satisfaction?
- What role working environment plays in maximizing or minimizing negative stressors
- What are the factors of organization environment that cause employee turnover, absenteeism
- How noisy machines and toxic air effects employees health
- What are the precautions and measures organizations have, and what needs to b improved.

1.5 Scope of the study:

The focus of this study is on the pharmaceutical sector of Islamabad and Rawalpindi, study is not just focusing on low level employees but also the high level employers, the respondents are from all the age groups and from genders, respondent are not just from lower class but also the respondent are from the upper class. This study will help to understand that how the working condition is related to stress. This study can be a help for others to understand the level and aspect of stress in other organization using same level of machines and equipment. According to many author there are various effects of stress both at individual and organizational level, Organizational indications –, for example, discontent and poor assurance among the workforce, execution/profitability misfortunes, low quality items and administrations, poorer associations with customers, providers, accomplices and administrative powers, losing clients, terrible reputation, harm to the corporate picture and notoriety, missed open doors, disturbance to creation, high mischance and slip-ups rates, high work turnover, loss of profitable staff, expanded wiped out leave, changeless opening, untimely retirement, lessened participation, poor inward interchanges, more inner clashes, and useless working environment atmosphere.

1.6 Definition of the Key Term

Organization:

According to (ALUKO, 2003)define organization as the structure which carry out social activities on regular basis; and it's has the specific goals, has a membership which is defined, there is a set of rules for desire behavior and conduct, and has an authority.

Stress:

As work related social pressure and psychological differences (SHIROM, 1982; SHIROM, 1982)

Organization environment:

All the things in the environment that are around a organization and have some kind of impact on the execution, operations, and assets.

Employee dissatisfaction:

When attitude towards job is negative, it depends on various factors

Lack of autonomy:

Having no control over one's work

Layoffs:

Separation of employees from the organization due to economic or business reasons

Turnover:

The loss of employees by an organization

Summary of the Chapter:

In this chapter topic introduction, background of study, the area of analysis, key terms are been discussed. This chapter also contains the target of the study and the questions that it is going to answer, and also that why this study I justified to be done.

In the next chapter I will be discussing the literature review of the study. In which I will explain the key term according to the others authors perceptive, and identify the variables or dimension that affects the key concept.

Chapter 2

LITERATURE REVIEW

2. Literature Review

Work is the central thing in the life of majority of individual, so the impact of work related stress is an important issue for both the individual as well as the organization. The goal of this research is to come up with the reasons, sources and factors responsible for creating stress in the workplace and especially the main focus is on the pharmaceutical sector. In 2009 a pharmacist working in Tesco pharmaceutical mistakenly dispatched a medicine to the wrong patient 72 year old woman who subsequently died, the pharmacist was sent to jail for three months and after the court proceedings it was found that she was working ten hours continuously that's why the blunder happened. Around the same time, the Royal Pharmaceutical Society propelled a battle to address 'working environment weight' in drug store. The dispatch occasion painted the effect that late changes in the general pharmaceutical administrations get, the direction of drug stores, altering possession structure, new move designs and the issues of working more than the normal hours without break, and the inconsistent work schedule, and the long separations a few drug specialists needed to go to work were all having on drug specialist's execution and well-being. newly distributed discoveries as of the yearly magazines related to the pharmacy sector 'pay overview' proposed to working environment push right now beat the rundown of attentiveness toward group drug specialists, with 66% of drug specialist branch administrators and non-supervisor drug specialists explained they are been stressed due to work overload in the last 12. Moreover, from every 100 of the workers the 90 complaint that they don't get proper support from there manager regarding the work related stress and around half were firmly sure that the working environment stress has the main role of creating the opportunities for workers to do blunders. Over 850 million medicine things were apportioned by group drug stores in England a year ago (2010/11), an increment of right around 60 for each penny throughout the last ten years. Notwithstanding heightening administering volumes, group drug specialists have confronted expanding workloads from part extension because of the presentation by the pharmaceutical administration 2005.the recent contract by the pharmaceutical administration has arranged three level of. Fundamental administrations, which all group drug stores are required to give, cover administering, rehash apportioning and clinical administration necessities. Propelled administrations, including drugs utilize audits, and the new medications benefit (NMS) presented in 2011 are not compulsory and there is no need to get it prepared and authorized by the drug specialist. Improved administrations are charged locally to address evaluated issues and

incorporate minor infirmities plans, smoking end facilities and prescriptions administration administrations for long haul conditions. The quantity of improved administrations conveyed has ascended to 30,962 and 2.1 million MURs were led in England in 2010/11, an ascent of more than 23 percent from the past year.⁴ Despite the 2005 contract at first being gotten emphatically, confirm from various prevalently subjective reviews recommends that group drug specialists are attempting to meet their new obligations. These reviews recommend that expanding workloads, weights to meet targets, saw staff deficiencies, and falling apart working conditions have influenced staff prosperity and have prompted to worries that patient security is being bargained. 5-9 Systematic research confirmation is presently beginning to develop which measures and flow stretch levels inside group drug store in England in connection to other social insurance specialists and recognizes those parts of the workplace (work stressors) which especially add to view of worry for drug specialists. From a review led in 2010, utilizing a broadly utilized, approved anxiety estimation apparatus, it is demonstrated that group drug specialists are essentially more harried than NHS representatives by seven out of eight noteworthy wellsprings of business related anxiety (work-life adjust, work over-burden, employer stability, the nature of the occupation itself, work connections, control and pay and benefits).¹⁰ Furthermore, it is exhibited that long working days, being a drug store administrator and working for substantial products and grocery stores was connected with high level of involvement of these stressors(Jacobs, 1987).

The experience of stress in the workplace is not new in the research world (fletcher, 1988)a very famous study depicting the impact of working condition on the employee job satisfaction is been done by (fair brother and warn).there are number of work related factors that are related to stress. In organization stress can be due to the social interaction of workers with each other, and due to difference in psyche of workers. As stress is explained; as work related social pressure and psychological differences (Shirom, 1982)According to (LAZARUS, 1966) organizational stress is not in work environment and not even in individuals Psyche, instead it is the persons mental capability to analyze the situation and environment of workplace. Organization focuses on nature of work, to not provide work overload and also focuses on job qualification of employees, as (rogers, 1987-1984) explained the characteristics of stress in work place; the sources of organizational stress are workload, work design, job qualification, performance evaluation, organizational structure i.e. stress may be different in different organizations according to

structure, tall or flat structure that may cause authority conflicts and ambiguity. (job analysis and job performance controversy, 1984) has explained stress as role conflict and role overload, many organizations suffer from role conflicts, as two employees performing the same because no guideline is given to them or some time a single employee is performing different roles cause role overload stress. Now due to globalization businesses are in competition so as the business of medicine industry, there are many uncontrollable factor that are causing stress. According to (Hall, 1986) the continuous development in technology i.e new software's, hardware's, manufacturing machines has increase the demand from organizations stakeholder that are ultimately causing stress to employees. (Forbes, 1986) Explain stress as not knowing the outcomes and having no proper guidelines can cause stress. According to (Robbins, 2001) Stress is a two directional thing, it can be positive or negative thing, an opportunity may cause stress i.e if a person want to have promotion he may require to perform task in less time an he's happy to do that, and stress may be negative if employees are demanded to perform the task that are not desired but they have to perform it to be the part of an organization. Role conflict also explained by (Robert, 1997) as the source of stress he explained that when individual perform to different roles that are against one another then it will be a great cause of stress. In many organizations may be employees promotions schedules is not done by justice then employees may feel stress, as according to (Venne, (1990) the barrier to career promotion has a directly link with employees stress level, the more barriers to job promotion the more will be the level of stress. According to (NEWMAN, 1978) work overload can be quantitatively or qualitatively that can cause stress.

According to (Opperman, (2002) the working environment of all the organization is actually made up of its technical and human environment. The tools and equipment used for the manufacturing and all the other physical aspects involved in the organizations that help the employees to perform their operations comes under the technical. The leading and the management skills that are exhibit in the organizations by its people to strengthen the team work as well as to create the communication easy and comfortable comes under the human environment. Organizational environment is the whole that include systems of organization, procedures, practices, values; any problem in the working environment of the organization will increase or decrease the workers productivity. The two working environment in the eyes of (Kyko, (2005), are the toxic and the encouraging environments. The Helpful workplace is great experience to representatives and makes them ready to apply their capacities and conduct. This

kind of environment additionally fortifies self-realizing practices. In conducive environment there are chances that free riders may become highly devoted towards their job. Toxic workplace gives offensive encounters and in the meantime, deactualizes representatives' conduct. It makes the productivity of employees' low even the good working staff will not work efficiently

(Kyko, (2005)Six factors are cause of toxic environment. The components are: hazy administration, one-sided supervisor, and organization's arrangements, working conditions, the relationship between the employees and the salaries, biased management will make the employees moral low and hence low motivation will cause low productivity, the company's policy will have to be in favor of employees.

According to (Elywood., (1999)there are some factors which contribute positively and negatively in the organization, if we want to have the maximum output from the employees, we have to look on the overall organizational environment, so that we can conclude that either the job design is effective or not. The factors which can increase or decrease the output of employees include temperature, moistness and wind stream, noise, lighting, worker individual viewpoints, contaminants and dangers in the workplace, sorts of sub environment. The stress that is happening because of these factors has affected the employees as well as the employers in a negative way, when we look on the economic losses, the loses due to the employees leaving the organizations and the destruction of work life balance due to stress and sickness because of poor health measurements has caused more than 300 billion a year (grawitch, 2010).Other organizational cost that are stress for the organization are the expenses of lessened execution, high supplanting costs regarding work turnover (increment in enrollment, preparing and retraining costs), expanded wiped out pay, expanded social insurance expenses and incapacity installments, higher grievance and prosecution/pay expenses. (abrahamsson, 2000), Explained that working environment problems should be regarded as production problems in order to achieve the economic gains. Human enduring and financial misfortunes (the loss of labor and profitability, expanded cost towards therapeutic costs, pay and other shrouded liabilities, for example, substitution work and adjustment of working environment) are the consistent suggestions to actualize better hierarchical work configuration, arranging of work time, work wellbeing standard and control advances (nag, 1998).Gray (2000) stated that all the experts that are associated with the health of employees in the organization, Moreover, reports from cutting

edge economies like the United Kingdom have recorded rates of hierarchical anxiety issues somewhere around 2010 and 2011 at roughly 1.6million anxiety related cases with half of these cases identified with disorder and non-appearance (Health and Safety Newsletter, 2012).

According to (martin, 2000), home work conflicts are related to job dissatisfaction and psychological illness that also contributes to job dissatisfaction, employee who face hard or unfair scenarios may not only produce less but also they can get physically sick (voga, 2003).The occupation strain display by 1979 says that the upsetting requests of occupation can be kept up and oversaw if worker has some basic leadership control.

Stress that causes the burnout at job is also due to the exceeding demand on the employee which mean that there are plenty of events in which employee is been facing the work overload scenario workers with high level of stress and job burnout have greater level of job dissatisfaction, which makes them un loyal to the organization and the employee look for one slight better opportunity to leave the job, which ultimately increase the turnover (ASHFORTH, 1996)Since ladies tend to adjust family and vocation life, profession ladies' opportunity and vitality deficits may influence their work execution and maintenance in the employment, so in the long run these ladies confront extreme work-family strain, which demonstrated compeering request amongst family and work space. This creates higher level of the conflict between office and family of a lady, hence the role in the office as well as in the home will not be up to the mark, which will ultimately bring a lot of stress for the women (Baylor, 2003).on the other hand men have different factors contributing to the stress level, the workplace aggression that includes verbal abuse, violence, bullying, discriminations, threats, absence gestures and harassments and also the companies have downsized large number of staff, and many organizations have outsourced the staff by hiring the staff on temporary basis rather than on permanent basis. These trends have contributed to the widespread insecurity in the workplace for individuals who are directly affected and also for the individuals who fear that they might be the next in line. The technology has no doubt helped to ease the work at the workplace but rapid changing technology is also contributing to the stress level of the employees, the data smog's, emails, phone calls, faxes and the long working hours all are the contributors in creating pressure for the men to devote more time work and hence missing the family life. modern culture is also the big cause of stress, now a day's everybody wants to have money and success, wants a big promotion, a big

house, bigger tv and bigger car, irrespective of the fact that in doing so they may lose the wellbeing of their life. Worry at work is connected with noteworthy financial and human expenses to people, organizations, groups and, apparently, society everywhere: including, expanded non-attendance, expanded laborer turnover, diminished employment fulfillment and related reductions in specialist's wellbeing .Stress is ordinarily characterized as an apparent irregularity between the requests made on individuals and their assets or capacity to adapt to those requests. There is a significant measure of research on business related anxiety. In any case, most by far of studies analyzing business related anxiety have tended to concentrate, solely, on psychosocial parts of work association and the social setting of the workplace with, in examination, constrained consideration looking at the relationship between attributes of the physical workplace and business related anxiety.

Early research looking at the impacts of noise on laborer's conduct can be followed back to the work of German exploratory therapist ,who examined the impact of commotion on response times in his Leipzig lab. Despite the fact that, it is for the most part expected that noise is both a wellspring of irritation and natural worry there has generally, be that as it may, existed some verbal confrontation on what makes commotion upsetting. The conventional view has concentrated, seemingly only, on the absolutely physical properties of commotion, particularly its uproar and how it is identified with mental excitement or stress. A general subject that can be seen to cut over this recorded writing is the perception of the changeability of individuals' reaction to noise, recommending that distinctions among people are regularly very wide and differed. To be sure, look into concentrate the mental effect of commotion is frequently muddled by two issues: (1) noise can be irritating as a result of its physical qualities, as well as on account of its intending to the audience; and (2) individuals vary broadly in what they characterize and in the way they react to it. Thus, contemporary perspectives recommend that commotion may make worry through its importance, as a flag of a possibly debilitating occasion or through the discernment that noise itself is undermining.

There is a strong relationship between the noise and the worker output, the field of psychology and physical work has the main focus on this aspect. The loose point in these studies is that they were done in the laboratory rather than in real organization environment or setting. The impact of noise on worker performance depends on number of factors: like what is the type and intensity of

noise and what kind of task is been going on in that context. Indeed, the noise whose intensity and can be predictable are less severe than the noise whose intensity and kind is unpredictable, and in general, the impact of noise also depend on the difficulty of task.

Unsurprising noise incorporates consistent sounds (e.g, those made a ventilation frameworks and engines) and boring or expected sounds (e.g., stamping machines, presses or different sorts of hardware). An audit of early research facility concentrates found that nonstop or normal commotion prompted to diminishes in the precision of execution regularly under four conditions: (1) amid administrative assignments, when the noise changes; (2) amid some exceedingly requesting engine undertakings; (3) amid exceptionally requesting watchfulness errand when the commotion was noisy (100 decibels); and (4) when double errands when commotion was uproarious (100 decibels). Conversely, a few reviews have watched that persistent as well as general noise once in a while prompted to enhanced speed or exactness under four particular conditions: (1) amid straightforward administrative errands when the commotion was vital to the undertaking; (2) amid a basic mental assignment in a brief work-session; (3) amid a basic, tedious engine undertaking; and (4) amid an engine assignment when the noise was of low recurrence. The creator recommended that the impacts of unsurprising noise on a disability of execution could be clarified by expanded excitement or by the concealing of valuable sound-related signals by.

Various both test and field ponders have exhibited a relationship between presentation to wild commotion and inspiration insufficiencies. An early review by Glass and Singer in 1972 watched that when people were presented to a wild noise this was found to have a self evident pessimistic effect on errand ingenuity: to be specific, the members were more averse to endure on testing astounds taking after commotion introduction. Various research center and field tests have repeated these early discoveries by Glass and Singer: for instance, Cohen , and evans

Under five conditions the unpredictable noise will decrease the performance, this is according to the studies done in then laboratories: (1)when noise is repetitive and its happening during a clerical task (2)when some is memorizing something and doing some mental tasks like calculating a financial statement data(3) during highly or moderately demanding motor tasks; and (5) when performing multi tasks the unpredictable noise will temporarily distract the individual performing the task.

Indeed, issues connected with low levels of discontinuous or unpredictable noise have progressively turned into a typical wellspring of worry in word related settings (e.g., phone ringing, individuals talking, and so forth.), with the expanding use open-arrangement workplaces and frameworks furniture .Indeed, low-force commotion (a typical element in numerous office settings) might be fit for creating execution deficiencies also, especially when data handling requests are high. A review by Leather and colleagues] researched the effect of low force commotion on British office specialists by dispersing a poll among 143 laborers. This review did not locate a primary impact for high noise levels (i.e., aerating and cooling, phones, workplaces machines, individuals talking, and road commotion) with stress. In any case, an arbitrator impact between noise introduction and word related anxiety was seen, with higher commotion intensifying negative impacts of employment strain, authoritative duty and prosperity. This review highlights that in spite of the fact that the physical qualities of a domain won't not be unpleasant in themselves, they may all things considered impact the negative effect of some at the same time happening psychosocial stretch.

Noise related stress is regularly connected with psychosocial conditions in the working environment. For instance, a review by Lercher, Hortnagl and Korfer discovered irritation with noise had a positive association with diastolic circulatory strain: in particular, as inconvenience with commotion expanded, so did the deliberate diastolic pulse. This watched connection relationship was observed to be intensified among specialists who reported high employment disappointment and low levels of social support at work. In a reproduced open-office explore directed by Evans and Johnson .in a research center setting, they watched that a commonly low power office commotion has no unfriendly impact on basic assignments, however stretch hormones were observed to be lifted and undertaking inspiration was lessened after a 3-hour introduction period. Despite the fact that, there was seen to be physiological, inspiration and perception proof of hoisted worry for low-force commotion introduction, specialist's self-reports and a basic file of efficiency were unaffected by low power noise.

Noise is a typical component of the surrounding workplace, and, thus, is a typical ecological stressor in the work environment. There is confirmation to demonstrate that commotion in the work environment not just effects adversely upon laborer's prosperity and fulfillment with work, additionally upon their execution and inspiration. The surveyed confirm proposes that the potential impacts of noise on laborer's wellbeing, prosperity, fulfillment at work, and profitability

are dependent upon the nature and attributes of the job needing to be done. Remembering this, overseeing commotion and sound in the working environment can't, subsequently, be considered in confinement from their full social and hierarchical setting: specifically, considering the way of the assignments to be expert, the authoritative structures and process that the physical workplace is intended to bolster, and the part of individual contrasts there inside

The study of three gatherings of office specialists intended to examine the relationship between the nature and substance of perspectives from windows in the work environment and laborer's self-reported level of stress and occupation fulfillment. Representatives whose outside perspectives included just fabricated segments, (for example, streets and structures) encounter larger amounts of occupation worry than others. Interestingly, representative's with a perspective of some characteristic components reported more elevated amounts of employment fulfillment, than those with a perspective of fabricated components or with no outside view at all from their work areas (kaplan, 1998).

Cowhide and accomplices inspected the potential affecting instruments of windows in the workplace in association with three outcome measures: worker's thriving, work satisfaction, and desire to stop the affiliation. This audit theorized that access to windows in the workplace would influence delegates flourishing through three potential frameworks: general level of light; illumination quality (sunlight penetration); and the view (the rate of nation segments in open view). The survey was particularly fascinated to assess whether the impact of windows was quick (i.e., self-sufficient of level of business strain) or distorted (i.e., happened due to its relationship with levels of occupation strain) in nature. The eventual outcomes of the audit found the level of lighting up (measured using a light meter) was not found to connect with any of the outcome measures. Sunlight passageway was found to have a positive direct effect on business satisfaction, and self-reported success, and a negative direct effect on objective to stop. It's just plain obvious, strangely, apparently had no prompt outcomes for the foreordained outcome measures, yet was, in any case, found to have wise (coordinated) impacts with occupation strain to affect both objective to stop and parts of success. More especially, this audit watched that having points of view of nation parts through a window smothered the negative impact of occupation strain upon both mean to stop and success among reviewed pros. The implications of

this finding suggests that parts of the physical environment may add to worker's adjusting resources, and it gives having induction to a point of view of nature can help in adjusting work strain and may yield other remedial favorable circumstances for specialists.

In a comparable vein, (Yildirim, 2002), investigated this idea by exploring the likelihood that entrance to a window may help laborers adapt to overstimulation and absence of security, which is regularly inborn in open-arrangement workplaces. The consequences of their review found that representatives that worked in nearer closeness to a window had a more positive view of their worksite, than those whose work environment was further far from a window. Also, those laborers that worked assist far from a window were found to grumble a greater amount of being exasperates by associates, while those working with prepared access to a window or profited from high parcels (giving sensible level protection) were seen to report higher fulfillment with their worksite. This review gives additional proof to exhibit that the qualities of the physical workplace, such as having entry to a window; seem to make up for a portion of the negative impacts of many workplaces, especially open-arrangement workplaces. Kaplan contends that a view (especially of regular settings/components) from a window may serve as a therapeutic capacity for representatives, in that it might give the individual a brief break to one's coordinated consideration and, in this manner, moderate/adapt to mental depletion and other work environment stressors.

2.1 Theoretical Framework

Stress and work environment are two of the main variables of the study, and the main interest is in understanding the associations between stress and work environment as well as the relations between these two variables.

- **WORKINGCONDITIONS**
- **STRESS**



DIMENSIONS-INDEPENDENT VARIABLE	DIMENSIONS-DEPENDENT VARIABLE
CAREER PROMOTION	PERFORMANCE EVALUATION
TECHNOLOGICAL	MANUFACTURING MACHINES
COMMUNICATION	ORGANIZATIONAL STRUCTURE
TEMPERATURE	PRECAUTIONARY MEASURES
BAISNESS	CONFLICTS

The independent variable is work environment and dependent variable is stress at work place. The characteristics of working environment are technological infrastructure, Communication issue, temperature, and biasness. The characteristics of dependent variable Stress are performance evaluation manufacturing machines, organizational structure precautionary measures, no and conflicts.

These characteristics are gathered from the literature review that how different researchers have define the characteristics of stress and working environment. In theoretical framework there is a

design that describes the relationship between dependent and independent variable and to justify these relationship the questionnaire is constructed.

As stress is explained; as work related social pressure and psychological differences (SHIROM, Organizational Stress in Elite Sports, 1982). As (ROGERS, 1987 & 1994) explained the characteristics of stress in work place; the sources of organizational stress are workload, work design, job qualification, performance evaluation, organizational structure i.e stress may be different in different organizations according to structure, tall or flat structure that may cause authority conflicts and ambiguity.

Stress caused by many things in organizations, it can be caused by work overload, it can be caused by behavior in work, it can be caused by the installation of new machines, the method to operate these machines and the procedure in which the technology can be operate. Stress can also be due to the different positions of authority in the organization, the way of communication.

Stress is the part of daily life, either the home or the office and they are normal but, a lot of stress will definitely play with the worker output as it damages the physical and psychological health of the worker. If the worker deal with the stress in appositive way he will get success but if failed to mange he will fail as well:

2.3 HYPOTHESIS

H₀: IF WORKING ENVIRONMENT HAS A NEGATIVE IMPACT ON EMPLOYEES IN WORK PLACE, STRESS WILL INCREASE.

H₁:IF WORKING ENVIRONMENT HAS POSITIVE IMPACT ON EMPLOYEES IN WORKPLACE, STRESS WILL DECREASE

Chapter 3

METHODOLOGY

3. RESEARCH METHADODOLOGY

3.1 METHODOLOGY

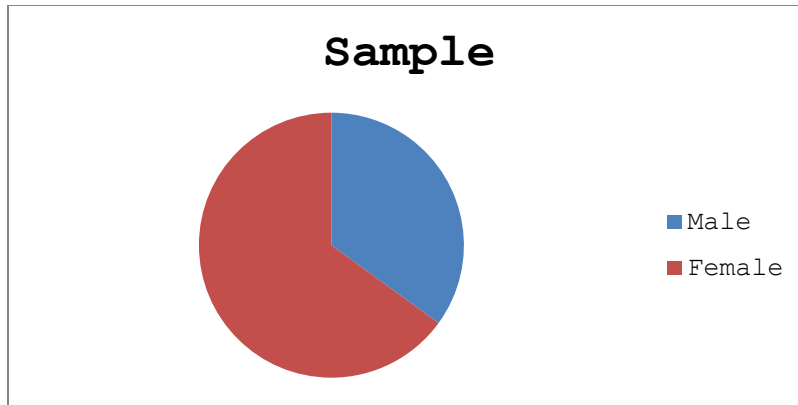
The studies done by most of the prior researcher in this area was by using questionnaire for the production department and also taking interview from some of the top managers the study conducted in banking sector of Pakistan was done by using the questioner, which were distributed and also there were few interviews with the top level management were done, so from the literature review of many researchers work this method was most justified. The methodology followed in this research is as the interviews from the production manger the d pharmacist, quality control department head, hr manager and the inventory control manager, to understand their view on stress in the workplace, the pre test was also conducted to make sure that the questions are phrased properly and they are covering all the variables and the aspects of the problem in detail. The primary data is collected from working staff, whereas secondary data is collected from website of corporation and also from the reports of the corporation. Questioners are developed by using likert scale. Data is analyzed by using SPSS software.

3.2 Population

The population of the study is organizations (W.WILSON, METRO, WERRICK)and their workers in Islamabad and Rawalpindi. The population size is around 3000 employees

3.3 Sample

The sample is drawn by using 95% confidence level which means that the the certainty of answer given by sample will depicting that the same answer will be given by the whole population.the confidence interval is 10 which will tell the minimum and maximum range of answer given by sample is that would have got,if same question is been asked to all the population, so by using this data the calculator has given the sample size of 100 members.The sample is from the pharmaceutical sector. There are 100 employees (men and women) comprising 65 women and 35men,



3.4 Description of the Instrumentation

- Questionnaire – to find the response of employees regarding working environment and stress at work place.
- Work Environment – the Independent Variable
- Stress at work place– the Dependent Variable
- Unit of analysis – pharmaceutical sector Islamabad and Rawalpindi

The answers were distinguished using a 5-item-Likert scale as strongly agree, agree, neutral, disagree and strongly disagree.

3.5 Data Collection

The sample was done in a way which was convenient but authentic to get data. All the organizations were visited. In manufacturing department inventory management department and also some top managers were asked questions. Sample of 100 was been distributed and got feedback from the organization. Interviews of some managers were also conducted after the questionnaire was analyzed so that it gets confirmed that the data collected is.

3.6 Data Analysis

SPSS Inc 13.0 and MS-Excel 2007 are used to get the results. Correlation and regression is checked and results are shown in the analysis part.

3.7 Limitations of Study

However information is gathered with full level of our endeavors, yet there stay a few imperfections in our review. While doing research, numerous issues are there to be confronted by the analyst. The prime troubles which are been confronted in accumulation of information in this review are examined beneath:

- ***Understanding of employees:*** The employees are not much educated so simple questioner was made for them.
- ***Lack of resources:*** the survey is limited to Islamabad and Rawalpindi as the time and financial resources to collect the data from all over Pakistan is not possible.
- ***Small area for research:*** the scope of study is only limited to Islamabad and Rawalpindi.
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Chapter 4

Findings, Analysis, and Discussion

CHAPTER 4:

4 . FINDINGS:

4.1 *CORRELATION TEST*

Correlations

		WORKING CONDITIO N	STRESS
WORKINGCONDI TION	Pearson Correlation	1	0.79**
	Sig. (2-tailed)		.000
	N	99	99
STRESS	Pearson Correlation	0.79**	1
	Sig. (2-tailed)	.000	
	N	99	100

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

There is a value of correlation 0,79 with the significance level of $0.000 < 0,05$. this result shows that there is a strong significant relationship between these two variables.

4.2 *REGRESSION TEST:*

Variables Entered/Removed^a

Mode	Variables	Variables	Method
1	Entered	Removed	

1	WORKING CONDITIO N ^b	.	Enter
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a. Dependent Variable: STRESS

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.509 ^a	.259	.251	11.61187

a. Predictors: (Constant), WORKINGCONDITION

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4567.498	1	4567.498	33.875	.000 ^b
	Residual	13079.047	97	134.836		
	Total	17646.545	98			

a. Dependent Variable: STRESS

b. Predictors: (Constant), WORKINGCONDITION

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.759	.055		4.611	.000

WORKINGCONDI TION	.999	.068.	.966	14.760	.000
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Chapter 5

Analysis and Discussion

CHAPTER 5:

5. ANALYSIS AND DISCUSSION:

5.1 *Correlation Analysis:*

As from the correlation test it is clear that there is significant correlation between working condition and stress. So the need to have good working condition is the main aspect in order to minimize stress. If the working condition is in such a way that it has negative impact on employees than the stress level will increase. career promotion is no doubt a positive stressor for any employee in the organization but for career promotion there is a need to have set performance evaluation method, if the performance is evaluated differently and without setting the criteria then the promotion of one employee is a negative stressor for the other member of the organization because they are aware of the fact that hard work is not required to get promoted rather there is no proper evaluation method and there are pure chances that the one who has not been up to the mark might get promoted and the deserved one might get rejected for the promotion. From the answer of the question that in the working environment career promotion motivates to work hard more than 50% strongly agreed on that but at the same time 70% disagreed on the fact that there is set performance evaluation method. So even though career promotion is positive stressor for majority of the respondent, but it becomes a negative stressor when it is not according to set criteria. For career promotion there are chances when the highly deserved candidate who just needs a little training can be promoted for the job, but biased management is not providing the training to the suitable candidates rather there is no proper training need assessment in the organizations to train the potential candidate for its development. technology is no doubt required in today's working environment and pharmaceutical sector in Islamabad Rawalpindi are using up to the mark machines but here again it is been analyzed that the workers that are in the production department are ,mostly less educated and there is no proper training for the new employees, so automation is also stress for majority, in order to work well there is a need to eliminate the communication barrier, communication barrier in the pharmaceutical sector indicates that conflicts are the part of employees daily life and they are the main cause of stress in the organization. there is high education difference gap between the people working in the production department and the people in other department, this gap is also

contributing to the communication barrier which is leading to the conflicts, in the sector the woman are in majority in the packaging and production department so gender difference is also not been managed well that is also leading to conflicts. The participation from the lower level employees has been bound, as one of the employees explained that in order to get a few hour leave one has to wait for hours to meet the manager, and also one reported that once a mixture for tablet production fell on the ground and even though the employee was aware that it can't be used again according to the quality control standard but the production manager ordered him to use the mixture again and het it well to clerk the ipurities. ben though he didn't wanted it to do but he did it because in decision making he has no participation right, While answering to the question regarding the disagreement between the employees and the supervisor 48 said that they are strongly agree that they continuously disagree with their supervisor, 36 percent remained neutral that they have disagreement with the supervisors, 16 those who were from the middle and upper level positions were on the point that they never had disagreement with the supervisors, this also shows the level of communication gap. In the pharmaceutical sector there is always the smell; noise and temperature imbalance issues that is also the cause of the stress, in order to minimize the stress there is need to have proper precautionary measures in the organizations, no doubt majority of the respondent said that there is proper precautionary guideline provided by the management but to control that each employee follow that there is no such control, few employees follow and few don't follow. Precautionary guidelines like wearing gloves jackets, cap and how to utilize the tools is the most important thing in the pharmaceutical sector, as if it's not present that there will be the stress due to the sickness, and also company will bear the cost because of the insurance provided to the employees. According to the data gathered through questions, it is been understood that majority of the employees are not satisfied from their job and they felt burnout by their present job, the percentage answer of this category was of 52%, the 13% have said that they are not burned out by the job and 35% were in the middle they were sometimes burned out by the job and sometimes they felt all good. Burnout is mainly due to the constant work overload on the employees. There are proper set working hours for one single employee in the organization but often the employees work late In order to full fill the production demand. One of the d pharmacist in the company told us that the cause of stress for her is the work overload and the role ambiguity as she is working as d pharmacists as well as the production manager for the organization and often she has to work late in the organization to

meet the production goal, even though she gave the chemical combination and formula to produce the medicine. In the questions on the role ambiguity it is been analyzed that 22% were stressed out due to roll ambiguity because they were continuously confused to understand that what exactly is there role in the organization, out of 100 respondents the 52 said that they are always facing work overload, 25 were neutral that indicates that work overload Is sometimes stress and sometimes not, 23 disagreed and was on the point that work overload has never been faced by them.

5.2 Regression:

T-value of working condition is 14.760 with the significance level equal to .000. As $0.000 < 0.05$ hence the hypothesis if working environment has negative impact on employees in work place stress will increase is proven true. The beta value of working environment is also greater which is 0.99.

B – it shows the regression equation that is used to find out the level of stress due to working condition in the pharmaceutical sector. The regression equation is presented in many different ways, for example:

$$\mathbf{Y\text{-predicted} = b_0 + b_1*x_1 + b_2*x_2 + b_3*x_3 + b_4*x_4}$$

The column of estimates provides the values for b_0 , b_1 , b_2 , b_3 and b_4 for this equation.

Working condition: the un standardized coefficient of working condition is .999. it means that every unit increase in working condition will increase a.999 in the stress variable.. .
e. **Std. Error** – these are the errors associated with working condition and stress.

Beta – it's showing the standardized variables or coefficient, if all the variables are standardized in regression these variables will be obtained including the stress and all of the working condition, and ran the regression. Before running the regression if all the variables are standardized it will put all the variable on the same scale this will help to compare the magnitude of change in one variable due to change in other variable and the magnitude of effect in one variable due to other variable. If the beta is large there will be large value of t and lower value value of p.

t and **Sig.** - These are the t-statistics and their associated 2-tailed p-values used in testing whether a given coefficient is significantly different from zero. Using an alpha of 0.05:

The coefficient for **working condition** (0.999) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05.

Chapter 6

Conclusion and recommendations

6.1 Conclusions:

The organization chosen were highly equipped with the best technologies, the variable defined through the literature review were accurately matched with what we wanted to gather, from the correlation and regression test it is understood that the working condition, which is the overall environment of the organization is highly impact able on the employees stress level in the organization, no doubt the organization try to remain up to the mark but often there are mi management that leads to the employee stress level, career promotion is necessary in the organization but if the promotion is based on biasness than the employee will stress out, similarly bringing new technologies in the organization is necessary now a days in order to compete but there should be proper training and precautionary measures to use those technologies and training must be analyzed that which employee need the training if there is no proper training method for the employees to use the new technology than the new technology will be a source of stress in the organization rather than competitive edge, similarly if there is communication gap in the organization than the employees will feel uncomfortable and will suffer from the stress, no doubt sometimes organization need individual to multitask but this is not the way to make it habit and make the employee getting tired from the workout as this will be the cause of stress and employee will burnout. Similarly there will be a clear role for one single employee so that he is totally focused to his or her job and goals and work with positive energy too much rotation will cause stress. The temperature the space, the noisy machines and all, there should be proper precautionary measures for these so that they can be managed and there will be no stress. the data gathered from the organization proves that if the working conditions are not up to the mark the level of stress will increase and this will not only impact the employee but also the organization.

6.2 Recommendation:

The organization must have effective support system like employee assistance program, there must be a counselor for stress counseling so that the well being of employees can be maintained and employees will feel as the part of organization because they have someone that is taking care of them, this will make the employee loyal to the organization and employees will take care of the company in return of the care by the company. The Sainsbury Center for Mental Health has proposed that a diminishment of 30 percent in emotional well-being connected affliction nonappearance (with comparable decreases in presenteeism and turnover) can be accomplished by associations executing a representative prosperity strategy. Using this gauge, NICE has figured that the powerful administration of mental prosperity could spare an association with 1000 specialists £250,000 consistently (at 2009 pay levels).²¹ On the start of their calculations, NICE have developed a costing gadget for managers from which they can assess the cost of mental debilitated prosperity to their own specific affiliation and the potential cost speculation assets of executing a system for suspecting and administering working environment push.

- Supervisors should be supportive there should be no communication barrier so that the employees feel free to share their issues with the supervisor, supervisor is in such position that he can increase as well decrease the negative stressor, even without changing the workload the supervisor can decrease the stress by providing information, support and esteem.
- There must be certain level of autonomy to each employee so that he feels that he has some part in the organization, and he don't have to go to the boss even for the simple decisions
- There must be proper training need assessment and training programs for employees, both new and the old employees so that if they are lacking behind in some area they train them to do that job as well
- Gender equality, promotion should be according to the set evaluation method, not on the basis of gender. Both men and women should be promoted and appraised according to set criteria.
- Proper precautionary measures must be provided to the employees so that they don't get sick, as sickness is a big cause of stress for both the employees as well the company

- Work overload must not be the daily routine and the role ambiguity must be eliminated.

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Questioner

This survey is a part of research study conducted to analyze that how working environment is causing stress in the workplace, the reasons sources of stress in the organization. Your opinion and contribution will help the researcher in the study; all information provided by you will remain confidential.

Thank you for your time and efforts in filling out the questions.

#	ITEMS	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Career promotion is a positive stressor?					
2	Innovative technological structure is important for the organization?					
3	Communication barrier is a risk in team work?					
4	Temperature and noise effects the mental capability?					
5	Biased management can lead to low productivity?					
6	Performance evaluation should be according to set criteria's?					
7	New machinery gives edge to compete?					
8	Employee interaction depends on organization structure?					
9	A precautionary guideline from management motivates?					
10	Conflicts are part of employee's daily work?					
11	Most often you feel burnout by your job?					
12	Is constant work overload is a stress for you?					
13	Often there are disagreement between employees and supervisors?					
15	Lack of autonomy in decision making is causing stress?					
16	Role ambiguity is always present in the organization?					
17	Do you consider yourself often getting sick due to work related stress?					
18	Bullying in the organization is causing stress between the departments?					
19	Multiple role performing in the organization has contributed to mental and physical stress?					
20	Women need more efforts to get promotion as compared to men's?					

