

ASSESSING THE ROLE OF EMOTIONAL STABILITY AND EMPLOYEE MOTIVATION IN DECLINED JOB PERFORMANCE: ROLE OF JOB STRESS IN HEALTH CARE SECTOR

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ABSTRACT

Employee performance is a key to an organization's success and it comes from the members of the organization. It is considered as one of the most important output as it contributes to organizational development. It is considered that job stress often diminishes it in presence of emotional stability and motivation. The purpose of this study is three-fold where initially researchers analyzed the relationship between job stress and employee job performance. Mediating role of motivation and moderating role of emotional stability has also been tested in this regard. The target population of this study was the public and private hospitals and healthcare centers of Pakistan. The data were collected through simple random sampling technique in which 200 nurses were selected from the healthcare sectors of Islamabad and Rawalpindi regions. The findings revealed that job stress is significantly but negatively correlated with job performance so, it can decrease employee performance while the motivation plays a significant mediating role too along with the confirmation of the moderating role of emotional stability that has also been confirmed in present study and it can reduce the impact of stress on performance. This study is significant due to its mediated moderation model and unique methodology.

INTRODUCTION

Background

Management contributes a lot in the success of an organization by keeping the affairs aligned with organizational goals and objectives, however; the major contribution comes from the grass-root level employees. The outcome of employees is often re-

garded as employee job performance which is vital to discuss as it is the sub-unit of organizational performance and depicts company's position in the marketplace (Goodwin et al., 2011; Zhang and Venkatesh, 2013). Individuals are the blood and breathe for an organization as without them hardly any organ-

ization can become successful. Thus, the factors hindering and affecting employees' performance are most important resource of an organization and these need to be diagnosed and monitored properly.

Among factors which affect employee's performance, job stress is one of the most important factors. Poorly designed jobs create stress which leads to reduced employee performance (Spielberger, 2010; Tausig and Fenwick, 2012). It emerges when job facets do not match the requirements of employee who has to perform it. Tension, stress and pressure are the symptoms of job stress (Hahnet al., 2011). Deviant practices done by employees of an organization such as workplace bullying, cynicism, incivility and other aggressive behaviors can detach employees from their job due to the related stress or burnout that make them worried about their survival rather than the performance (Tausig and Fenwick, 2012c). Employees need a particular reason to perform assigned tasks under the job description. Pay which they receive as their right against services rendered sometimes may not prove to be

sufficient to make employees committed towards the organization (Daniel and Gabriela, 2013; Hameedet al., 2014; Mahesar, 2015).

Thus, an extra push is always required to get the optimum that often comes from motivation. Motivation is a persuasion done by the organization in order to provide a reason to its employees to perform with more due diligence and efficiency (Cadwallader et al., 2010; Solomon et al., 2012). It has been seen as the controller of many organizational malpractices in the research of the performance domain as it copes-up with deviant practices. It is true that employees are the curers of their own disorders regarding the workplace performance. They have the capability to control themselves from behaving explicitly and rashly in a situation in which a better alternative is to behave rationally than the aggressively (Horn et al., 2014; Ortiz and Sasi, 2013).

Emotional stability is an attribute of the individual's personality which keeps him away from showing anxiety, fear, stress and pressure at the workplace. It is often used in contrast of neuroticism (Neff et al., 2011)

in which employees behave oppositely as they are confronted with fear, stress and anxiety and they reflect their consequences in their performance too while an emotionally stable employee can tackle all such problems through controlling and understanding of the problem (Ho et al., 2013; Mieg et al., 2012).

Organizations are caring for their employees through attractive salary packages and remuneration along with training and development programs by considering them a major source of capital (Driskell and Salas, 2013; Mahesar, 2015). Despite of all the efforts made, employees' performance at the workplace is diminishing due to job stress present among the workers. Its results from either the job facets or the behavior but damages the organizational productivity (Nabirye et al., 2011; Walumbwa et al., 2011). The profitability of the organizations is under alarming situation due to such job stressors which hinders productivity to dent the organization.

Most of employee performance related studies were concentrated on knowing the positive determinants (Chen and Francesco, 2003; Ellinger et al., 2003;

Rodwell et al., 1998) as studies have tried to see it from negative behaviors. Moreover, studies conducted on job stress in contrast of its performance have used performance as extraneous and stress as moderating variable (Bacharach et al., 1991; Judge and Colquitt, 2004). Hence, this study endeavours to examine the relationship between job stress and employee job performance in mediating and moderating role of motivation and emotional stability respectively.

Rationale of the study emerged from the problem statement which has already stressed to eradicate the factors diminishing the individual's performance at workplace in spite of investing on them along with the future research directions of many prior studies suggested to analyze the relationship between employee performance and job stress in cross-cultures and cross-disciplines (Babin and Boles, 1996; Jamal, 1984; Netemeyer et al., 2005).

To achieve the aim of this study following objectives have been framed:

- To examine that job stress and employee performance are linked with each other or not.

- To determine the role of motivation in the relationship between job stress and employee job performance.
- To test the moderating role of emotional stability in the proposed model
- To find out and suggest the ways to reduce job stress at the workplace

This study is significant as it is going to be an enriched literature as well as inducing practical benefits to healthcare sector along with all other service and manufacturing industries. Furthermore, its theoretical contributions will extend the job stress models and theories in contrast of employee performance by incorporating stress and emotional stability in their prescribed roles. Practically, this study will guide healthcare authorities as well as the executives of all the other industries about the negative consequences of job stress and its harmful impacts on motivation and performance. The scope of this study has been revolving around the public and private sector healthcare centers of Pakistan.

LITERATURE REVIEW

Employee Performance

Many studies have found that performance can be seen on two explicit fronts named as employee performance and organizational performance. Organizational performance refers to the extent to which an organization achieve its goals and objectives (Gilboaet al., 2008) whereas employee performance is a more subjective term and associated with the physical, behavioral and cultural output of an individual. It should be aligned with organizational goals and objectives in order to get appraisal and acceptance (Bakker, 2015). Organizational performance is the result of job performance of employees but there is a clear distinction between organizational and employee performance because of measurement and rewarding nature (Grant, 2008). To discuss the both paradigms without interchanging and as present study is concerned with employee performance hence researcher remain focused on it in latter parts. Prior studies evidenced job performance as an ability of individual who possess certain skills and

competencies in order to perform good. Much relevant behaviour such as commitment, motivation and engagement support such competencies to enable them to give their best (Mayer and Gavin, 2005).

It is also argued that job performance is normally measured by the supervisory rating which is quite subjective so could not be relied (Drucker, 2013). Politics in performance assessment and appraisal is the major concern to eradicate from the rating due to an unintentional tending of supervisor towards some employees due to their marginally greater performance. Moreover, Lawler (2005) has demonstrated that there is no objective mean to measure performance, reason being work conditions are never stable as these are vulnerable to external as well as internal elements at the workplace for many jobs (Giauque, Anderfuhren-Biget & Varone, 2013). Breughel proposed four facets of a job performance of an individual namely quality, quantity, dependability and specific job knowledge. Core self-evaluation can also be done by the employees in order to assess their job performance. Besides, locus of control, neuroticism, self-efficacy and self-esteem per-

sonality dimensions which were proposed in this regard to measure job performance (Drucker, 2013).

Job Stress

Literature reveals that above 60% of the Japanese employees are suffering from job stress due to various reasons which are widely spread in social and organizational paradigms (Gelsemaet al., 2005). On the other hand, the rate of job stress is 10% higher in US (Barskyet al., 2004; Keller, 2001). Presently, businesses need customer-oriented employees at full potential. But the factors like job stress are hindering the performance of human capital which is getting a headache for top executives (Flanagan, 2006). It has often used interchangeable with occupational stress in the literature. Researchers defined job stress as negative mood and tension which an employee experiences during his job tenure (Zhuet al., 2004; Penney and Spector, 2005). Yet such studies did not explicitly explain about the in-job and after-job exposure of stress in relation to social life (Reilly, Dhingra & Boduszek, 2014). Response based model of job stress has been used to deal

with stress as a reaction to some environmental stimulus (Boyas and Wind, 2010). Many studies illustrated that stress is not something which can be indigenously produced but it needs some demands and stimuli which provoked it to produce. The general adaptation syndrome proposed by Cooper (1983) who explained job stress as a disorder which lies within an individual. The author of the model provides a fight or flight reaction by extending response based model as he described that whenever some stimuli affect individual in order to get response then the individual either try to fight with it by responding back or fly from it by avoiding it (Wan, Downey & Stough, 2014).

The psychological approach of job stress was given by Cooper and Cartwright (1994), which entailed that the individual differences matters while discussing job stress at workplace. Transactional model of stress proposed by Lazarus (1995) illustrated that stress is generated from environmental demands and when these exceed from the individual's capacity of absorption then it turns into stress which determines the cognitive part of an

individual. This model further defines, stress as a transaction between an individual and environment. The main emphasis was on the word transaction in order to explain the active and continuous nature of stress in relation to the environment (Cox, 1987). Cybernetic theory of organizational stress proposed by Edwards (1992) entails that stress cannot deviate individuals suddenly from goal because of the cybernetic nature in which an employee can find the worst ways to respond the stress.

Researchers highlighted that extra-organizational factors of job stress are not closely but definitely related to job stress. Outcomes of the job stress can be very drastic. The most troublesome of the consequences is the deviation in which the employees get indulged and then their response turns a linear situation into cyclical one that becomes the cause to spread this disease in the whole organization probably in different veils (Clays et al., 2005; Gelsema et al., 2005; McGilton et al., 2007). Eventually, damages lead to reduced employee and organizational performance which should be addressed.

Job Stress and Employee Performance:

Management research suggests that employee performance is crucial for any organization due to its vitality in shaping an overall position and productivity (Jamal, 2007). It is generated through multiple sources which are harmful to productivity because research highlighted that it can divert the attention from core duties towards responding the stress with some counter behavior (Kazmi et al., 2008; Zhu et al., 2004). Hence, hypothesis is proposed in this regard;

H1: Job stress has a significant influence on employee performance.

Motivation

Psychological studies discussed motivation from different perspectives as it has been evoked as an influential attribute (Porter et al., 2003). It can insist or stop from doing something. Prior studies discussed two types of motivation i.e. intrinsic and extrinsic (Benabou and Tirole, 2003). Former one is generated from individuals' inner-self and can be an outcome of factors (Khalatbary, Ghorbanshiroudi & Firouzbakhsh, 2013) and in

Pakistan's context, it is important to be realized that most of the motivation generated factors are external. It targets the psyche of an individual which make him feel liable for particular things and gear up and perform the tasks with greater efficiency (Porter et al., 2003; Lin, 2007). Whereas, later one is generated by the external factors which can either be employer, coworkers or the society (Benabou and Tirole, 2003).

The forms through which extrinsic motivation can take place include rewards, incentives, appraisal and respect. Basically, these sources are classified into two categories namely monetary and non-monetary sources. In monetary sources, bonuses, performance shares, performance pay, allowances and many other financial benefits are given to make them motivated for the assigned tasks (Latham and Pinder, 2005; Curtis et al., 2009). On the other hand, non-monetary factors are induced by external parties like respect, appraisal, acceptance and recognition (Plantinga, 2006).

Among many theories of motivation, the most regarded in the literatures are Herzberg Two Factor Theory, Maslow

Hierarchy of Needs Theory, Instinct Theory, Theory X and Theory Y and Self-efficacy Theory. Herzberg (1966) proposed that satisfaction and dissatisfaction with the help of some hygiene and motivating factors. He revealed that some factors are hygiene for the job as their existence is necessary in order to avoid dissatisfaction among employees which may result in quit intentions, at the same time some factors are regarded as motivators whose presence can increase the motivation. Hierarchy of needs theory proposed by Maslow and Herzberg (1954) mentions five levels of needs which an individual has. These are physiological, security, social, self-esteem and self-actualization needs. Literature has quoted another theoretical framework for motivation named as instinct theory that was proposed by Loewald (1971) in which he resembled motivation with the instinct as we respond to that particular feeling. Such response mechanism generates a system of motivation in which meaning is provided to individuals through stimuli. Theory X and Theory Y was another great contribution in the motivation literature that is

presented by McGregor (1960). He explained the personalities of two different kinds of people on the basis of social characteristics. Self-efficacy theory which was presented by Bandura (1982) is also a strong implication in the literature regarding motivation. This theory elaborates that when a person gets acknowledged of his abilities then an intrinsic motivation arises due to the self-actualization need that can gear high performance in desired direction.

Mediating Role of Employee Motivation

Previous literature suggests a link between motivation, job stress and employee performance. Job stress deviates employee from his core task thus motivation to do a task for the benefit of the organization is reduced up to a certain extent because a bad perception about the organization gets planted in the mind due to job stressors which can be organizational as well as group (Porter et al., 2003; Weiner, 2013). This decreased motivation is too harmful for the employee performance (Donoso et al., 2015) and will find no reason behind doing something

extra work (Benabou and Tirole, 2003). Pakistan's market has indicated the similar trends where employees often not try to put anything extra in the performance box and just rely on the work which they normally do. In view of this, following hypothesis has been proposed:

H2: Motivation significantly mediates the relationship between job stress and employee performance.

Emotional Stability

The strong personality plays a vital role in driving many individual and organizational outcomes as it lies in the disposition of the individual which can never be separated (Hills and Argyle, 2001; Brassen et al., 2011). Among big five traits of personality, there is one trait named as emotional stability which can alter the outcomes due to its extraordinary function of keeping things stable (Barrick et al., 2002; Gosling, Gaddis, and Vazire, 2007). This trait has engulfed with low anxiety, less fear and greater absorption of the stress (Shaffer and Shaffer, 2005; Verbeke and Kenhove, 2002). It is not emotional intelligence yet it can be one part of it. In emotional

stability, individuals keep emotions under control and do not let them to behave in an unorthodox way which helps him to cope with fear and stress (Judge et al., 2004; Brassen et al., 2011). Such person can show low level of anxiety thus can be better utilized in any managerial position where many surprises and contingencies are waiting for him on each and every day. Some researchers have linked it with the medical and psychological functions in which one is brave enough to bear and absorb the resultant pressure (Trivellas, Reklitis, & Platis, 2013). By showing calmness whereas, neuroticism leads an individual towards fear, anxiety and stress that is harmful at both external and internal fronts (Harris et al., 2010).

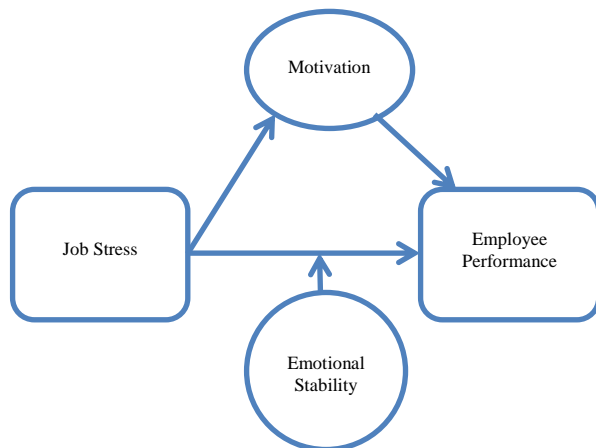
Emotional Stability and Moderator

It can moderate the relationship between job stress and employee performance as suggested in the literature. Job stress is result of many sources which also include personal stressors. Through, emotional stability such personal stressors can be coped (Trépanier, Fernet &

Austin, 2013). For all other stressors, emotional stability can enhance the absorption power of an individual to respond the stimulus softly and try to avoid its intensity from any cyclical deviance (Barrick et al., 2002; Harris et al., 2010). In such a way job stress will not hinder the employee performance with same intensity due to the presence of emotional stability (Shaffer and Shaffer, 2005). Thus researchers propose the following hypothesis:

H3: Emotional Stability can significantly moderate the relationship between job stress and employee performance.

Theoretical Framework:



METHODOLOGY

Positivism philosophy has been utilized as researcher wants to keep its interference minimal by considering the empirical nature of the study. Deductive approach has been utilized as this study broadly reviews the literature and then has narrowed it down to test the hypotheses in the Pakistan's private and public sector. Along with explanatory nature of the design, this study has used cross-sectional research design in which data has been collected from the respondents only for one time in a designed structured survey. This is due to the fact that there was no need to check before and after effect regarding job stress and one time results were enough according to the resources allocated to study.

Target Population and Sample

The target population consists of the employees of public and private sector organizations of Pakistan. The reason behind choosing both sectors is that job stress is an issue for both kinds of organizations so this study has tried to engage both types of organizations prevailing in Pakistan. Sample was selected from Benazir Bhutto hospital, Holy

Family and Shifa Hospital of Rawalpindi and Islamabad regions. According to Stern et al. (1977), for the investigated variable minimum sample size must be at least 5 times of investigated variable cases. Hair et al. (1995) suggested that it is sufficient to analyze the data with the sample size of 200. This sufficiency has been drawn from the normality results of the previous studies as data is approached to be normal in such sample size that's why it has been considered as enough. Therefore, total 250 questionnaires were distributed to the respondents of different organizations out of which only 207 questionnaires were received. Questionnaires were distributed by keeping this thing in view that it is not possible to have a 100% response rate so that's why some additional questionnaires were distributed. The researchers excluded 7 questionnaires that were not properly filled to make the data more reliable and valid. Out of the 200 respondents 114 and 86 were male and female respectively.

Measurement Instruments

The researcher measured employee job stress, performance, motivation and emotional

stability on the scale that was previously used by many researchers. To get proper response from the respondents, slight changes were made in the questionnaire items to make it easier and understandable. **Job stress** was measured through a scale developed by Parker and Decotiis (1983). This scale consists of 10 items. Further, **employee motivation** was measured through the scale developed by Forest (2008) to assess the level of motivation of the employees. The measure is comprised of 12 items. **Employee performance** was measured by the scale of Singh (2000). This scale has 16 items. Finally, **emotional stability** was measured through the scale developed by Eysenck et al., (1985). This scale is comprised of 12 items. All items were measured through 5-point Likert scale, where 1 represents 'strongly disagree' and 5 'strongly agree'. These instruments have been used because they have already been utilized in past studies and have reported a good reliability score of more than .7 for Cronbach Alpha. Furthermore, almost all the scales were clearly reflecting the area of research too.

Data Collection

Data were collected from employees of public and private hospitals of Pakistan. A self-administered questionnaire was employed as data collection tool. Consent of participants was sought before distributing questionnaires. Researchers explained questionnaires to participants where needed and also instructed them regarding completion of instrument. Having permission from incumbent authorities, researchers visited the various hospitals of both regions. In each visit the researchers explained the purpose of the research to the respondents for completing questionnaires and also made sure that no confidential information regarding the company will be provided to anyone.

RESULTS AND ANALYSIS

This study is focused on analyzing the role of job stress on employee performance in a health care sector. Moreover, the role of employee motivation as mediator and moderating role of emotional stability is also studied. For the analysis of data Statistical Package of Social Sciences (SPSS) and AMOS were used. Different tools and

techniques were applied for data analysis in order to get a detailed and clear status of relationship between job stress and employee performance. Tests of correlation, reliability, fitness of model, regression and mediating and moderating process tests have been applied to reach the results.

Reliability Analysis

Table 1: Cronbach's Alpha

Variables	Cronbach's Alpha
Job stress	0.889
Employee's performance	0.987
Employee's motivation	0.949
Emotional stability	0.971

Table-1 shows the values of Cronbach's alpha which describe the reliability of the scales. Cronbach's alpha is a co-efficient of internal consistency which determines the average correlation of items in an instrument to measure its reliability. Cronbach's alpha is 0.889 for job stress, 0.987 for employee performance, 0.949 for employee motivation and 0.971 for employee stability. These values

show that items used in study are reliable as Nunnally (1978) indicated that 0.70 is an acceptable reliability coefficient, and the higher scores describes the more reliability of the scales.

Correlation

Table 2: Correlations (N=200)

		Job Stress	Job Performance
Job Stress	Pearson Correlation	1	
	Sig. (2-tailed)		
Job Performance	Pearson Correlation	-.691**	
	Sig. (2-tailed)	.007	

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

Table-2 indicates the value of Pearson correlation coefficient between job stress (independent variable) and employee performance (dependent variable). It shows a value of -.691 which shows the job stress and employee performance are negatively correlated.

Regression:

Table 3: Model Summary

Model	R	R Square	Std. Error of the Estimate
1	.691 ^a	.637	.13830

a. Predictors: (Constant), Job Stress

Table 3 depicts the value of R^2 which indicates the explanatory power of regression. The value of R-square is 0.637. This shows that job stress can affect the performance of employees by 63.2%.

Table 4: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.737	1	9.737	7.515	.007 ^b
	Residual	256.554	198	0.296		
	Total	266.291	199			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Job Stress

Table 4 describes the ANOVA value, the level of variance between the means of variables. It shows the level of significance that exists between the relationship of independent and dependent variables. The above table depicts a value of significance of .007, lower than .05 which is a maximum value. It means that there exists a significant relationship between job stress and employee performance.

Table 5: Coefficients^a

Model		Un-standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.535	.303		14.9	.000
	Job Stress	-.694	.197	-.689	2.74	.007

a. Dependent Variable: Job Performance

Table 5 of co-efficient reveals the value of beta which shows the impact of independent variable on dependent variable or expected change on dependent variable. The above table shows beta value of -.689 which shows that job stress reduces the performance by almost 69%.

Mediating Role of Employee Motivation: For the analysis of mediating role of employee motivation on the relationship between job stress and employee performance Andrew F. Hayes test was applied.

Table 6: Total effect of X on Y

Effect	SE	t	p
-.5395	.1968	-2.7413	.0067

Direct effect of X on Y

Effect	SE	t	p
-.3406	.1909	-1.7846	.0459

The above values in table 6 clearly justify the mediating role of employee motivation in the relationship of job stress and employee performance. Values are indicating that employee motivation mediated the relationship between job stress and employee performance as for as its p-value of total effect is significant and the value of direct effect is lesser than the indirect effect.

Moderating Role of Emotional Stability

Andrew F. Hayes test was applied for analysis of moderating effect of emotional stability

on the relationship between job stress and employee performance.

Table 7: Model

	coeff	se	t	p	LLCI	ULCI
constant	3.7710	.0773	48.8136	.0000	-3.6186	3.9233
Emo Sta	-.2394	.0566	-4.2331	.0000	-.3510	.1279
JobStr	-.3906	.2207	-1.7695	.0784	-.8260	.0447
int_1	-.3512	.1706	-2.0584	.0409	-.6878	.0147

Hayes test of moderation was applied and the above values in table 7 describe the moderating impact of emotional stability. Results gathered from that test indicated that for int_1, the value of P is 0.0409 which is less than 0.05. It depicts that emotional stability significantly moderates the relationship between job stress and employee performance.

Discussion and Conclusion:

The negative consequences of job stress in any organization and working sector are known as a challenge for employees as well as the management. However, scarce number quality studies were conducted in exploring adverse effects and consequences along with their proposed solutions to be implemented in the workplace lacks adequate study. Job stress having chronic and negative impact on employee motivation level and perform-

ance is still a topic to be studied in Pakistan especially in the health sector addressing nursing staff.

Conferring to past researches, Female nurses experience more stress as compared to their male counterparts because females are emotionally weak and sensitive then men by nature. However, the importance of female nursing staff in the hospital and health care settings cannot be ignored. It is very significant to know how job stress affects female nursing staff and what are the main reasons and sources of job stress in the hospital environment. It is important to regain more information about working conditions, job stress and motivational factors, generation of emotional stability and ultimate increase in job performance. The information can be used to reduce job stress, increase motivation, enhancing emotional stability and increase performance.

The results show that job stress has negative relation with their performance which makes our hypothesis H1 accepted and the same has supported by the literature too (Grant and Adam,

2008). There are many reasons and factors which result towards job stress such as, extreme workload, unhealthy working environment, inadequate resources, people's suffering, work-life conflict, lack of professional respect, less pay and benefits, lack of promotion chances, domestic issues, and marital problems are the major causes of job stress. Such results are also confirmed by prior studies which have given same kind of propositions. The values of direct and indirect effect have been proven that motivation significantly mediates the relationship between job stress and employee performance. So, H2 is also accepted and it has got support of literature too as studies have claimed that motivation can be significantly correlated with stress and performance. The similar kind of relationship is also backed by the literature (Jamal, 1984). The significance value of interaction has proved that emotional stability can moderate the relationship between job stress and employee performance. So H4 is also accepted in this regard.

So, the results have clearly indicated that job stress is a

negative determinant of employee performance as it can undermine it directly and through lack of motivation too. Yet, moderation analysis of emotional stability has also elicited that emotional stability can reduce the impact of job stress on employee performance. The reason elicited from the literature is that job stress often comes due to emotional or behavioral imbalance and if these two things can be controlled, stress will automatically be controlled easily.

Implications of the Study:

The first step to be taken is to train managers / senior doctors / supervisors to regard their workers as family members. They should adopt a style in which they develop a deeper understanding of all their issues or responsibilities of employees. Supervisors should communicate the job requirements to employees in such a way that they do not take it as tension or stressful. Likewise, ensuring that all the top management is with them at all the steps and workers should feel free to discuss every difficulty with them. Thus, supervisors and managers may need to take at least some ownership

of employee problems that curtail from the work-family interference. Managers who have self-interest and selfish attitude may be hurting the employees and organizational goals. Secondly, managers can structure the workplace so that employees are encouraged and feel motivated towards their job. Management can offer different extra benefits to employees on performing better. Research shows that such actions can reduce employees' perception of taking work as stress and enhance their performance. Thus, management must carefully design employees' job design, keeping in mind their specific needs. For example, work-life initiatives are shown to be more effective for women employees.

Coming towards theoretical implications, this study can help to form a theory regarding job stress. Furthermore, this study has added the literature regarding job stress by integrating it with emotions and motivation for the sake of sustainable performance. Moreover, this research study has also added in the empirical evidence regarding moderating relationship of emotional

stability which has not been tested in past in these kind of human resource models. Thus it can help future researchers to form other mediated moderation models to incorporate other type of personality and emotional factors. Finally, this research has guided the researchers to test the disablers of job stress to find out determinants for enhancing organizational performance.

Limitatino and Further Research:

Few preventive measures are suggested based on our findings. It is advised how to diminish job stress of female nursing staff which will contribute towards maintaining a motivated and productive nursing staff. Study confirms the relationship between job stress, motivation and employee performance. The significance of this investigation is evident because half the workers view job stress as a major problem. Stress is a common complaint of worker and the impact of job stress on employee performance is very much straight forward. Researchers strongly recommend job stress as a serious issue of concern from the perspective of employees and employers and future models may

consider the context of the job when specifying relationships among work family conflict, job stress and performance outcomes. It is established that increased level of job stress can lead to higher decline in motivation and effecting job performance. Therefore, it is recommended that managers assess sources of job stress and design programs that include the most influential and appropriate elements for their workforce and also consider workforce individually which may result in policies to become effective. Hence, further research is required targeting any single issue in the research such as linking job stress with employee job performance and moderating role played by emotional stability or the effect of job stress on employee motivation which could be intrinsic or extrinsic leading towards opposing consequences.

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