JOB STRESS AS A RESULT OF INTERPERSONAL CONFLICT. AN EMPIRICAL EVIDENCE FROM THE BANKING SECTOR OF PAKISTAN.

Muhammad Arif Ullah
Researcher
Foundation University, Institute of Engineering and Management sciences, New Lalazar, Rawalpindi cantt, Pakistan

Dr.Hummayoun Naeem
Associate Professor
Foundation University, Institute of Engineering and Management Sciences, New Lalazar, Rawalpindi cantt, Pakistan

Abstract
Nowadays the major threat to our nation is the conflict among various departments mostly in public sector. Employee’s performance is a key element in the success of organizations. Employees are expected to perform more efficiently without job stress as compared to those who are working under stress. Keeping in view the significance of the issue, this study was planned to examine that the result of interpersonal conflict between employees and supervisors is job stress. A convenience sample of three hundred employees was drawn from the banks of Rawalpindi and Islamabad. Interpersonal conflict and job stress questionnaires were adopted for data collection. Empirical analysis showed that there was a strong relationship between interpersonal conflict and job stress.

Keywords: Job Stress; Result; Interpersonal Conflict; Empirical Evidence; Banking Sector; Pakistan.

INTRODUCTION:
Organizations of today work in a form of teams for their outcomes, creativeness, and consequences. Even though this is proven method, but it is knowable that when people are brought together from dissimilar environment and experiences conflict will arise there at any time. Conflict occurs when people’s standards, perceptions, goals concerning the outcome collide with each other (Allesandra, 1993). Itself conflict is not a negative strength, but it missing unaddressed is. Distrust, doubt, untruthfulness, defensiveness, barriers is the result of unaddressed conflict. Some people view conflict as negative and some view as positive. Negative conflict makes wrong activities or razes the self-confidence or detects the team’s task and negativity diverts power from significant team’s actions and issues that need power to resolve. Those who view conflict as positive, it opens the discussion of the topics and its result is clarification. When teams are capable how to work through conflict it make solidness in teams members and permit team members to increase those skills which are needed to resolve the conflict. Despite of those who view conflict as negative or positive, conflict is to be expected (Roth, 2011). “Conflict arises when difference exists in common situations above issues of matter or when exciting antagonisms make frictions among individuals or among groups (Schmerherm & Osborn, 2002). There are two unique types of stress. Substantive conflict arise when someone basically disagree with another person or group of people in the doing business (Schmerherm & Osborn, 2002). Emotional conflict arises in the thoughts of
a situation such as irritation, distrust, hate, fear, offense, and like. Commonly it is known as clash of personalities (Schermerhorn & Osborn, 2002).

Job stress means that inappropriate work-related burden or load that badly affects the mental and physical state of the employee (Keros, 1974). Peng says that psychological stress is neither incentive nor response but it is a managing method or managing relationship. It is the communication among individual and the environment which consumes the human behavior resources and endangers the employee’s physical fitness. When individual experience stress it comes due to the following symptoms; (1) psychological aspects; such as inactive, unhappy, nervous and irritation; (2) physical aspects; such as unequal incretion, pain, disturbance, restless; (3) behavioral aspects; such as vary of change activities, reduction of job participation, absence, and turnover (Peng, 1998). Stress is the result that an employee capability or skill fails to manage with the job or the job atmosphere cannot suit with the employee requirements (French, 1971). Stress is the alteration that drives the employees from standard psychosomatic and physical state (Beehr & Newman, 1978).

Problem statement
Keeping the above discussion in view, the researcher plans to study the job stress as a result of interpersonal conflict.

Originality of the study
The research area, that is the result of interpersonal conflict between employees and supervisors is job stress in the banking sector of Pakistan. When interpersonal conflict occurs between supervisors and employees it creates job stress and job stress affect the performance of the employees.

Applied aspects
Job stress is the prime target of every business venture. Whatever strategies and policies that are developed are meant to remove job stress. The findings of this research may be communicated for implementation in the bank sector to the bank authorities to remove job stress.

Objectives of the study
The main objective of the study is:
To analyze the relationship between interpersonal conflict and job stress in the banking sector of Pakistan.

Literature review:
Study the arbitration influence of connection among workplace conflict and employee well being. On the basis of existing conflict and stress the author formulate a hypothesis when there is more conflict and stress there will be more stress in organization and reduction in well being. To test this hypothesis the taken a sample of nurses and members of ancillary staff (N=191). When the result is found it shows the important role of conflict as a stressor at work (Stephen, 1985).

Examine stress and its relation with interpersonal conflict in organization or at work. The authors study the age of employees 24 to 64 years in both sexes. They study 4 years for
psychiatric hospitalization, 5 years for suicide, 6 years for long term medication. When the result is found it shows that result are same for both sexes (Appelberg & Romano, 1996).

Describe the relationship among group work and individual well being. In group work supervisory demand, change schedule of work, change work place, authority demand and much more are reasons of conflict or headachy. But in individual well being workers has no that of headachy. Two fields were studied one healthcare organization and the other is related to manufacturing organization. Questionnaire technique is used for data collection. As a result conflict was negatively in individual well being on that condition if individuals well being is low from group work (Janssen & Swaenswas, 2003).

Examine the relation between workplace, gender and age in an organization. How interpersonal conflict occur in an organization. So the author point out job status, working place, working conditions. Authors examine that interpersonal conflict can occur in men and younger worker. It shows that women and old age worker has low negative association with interpersonal conflict (Schein & Reid, 2005).

Explain fatigue among workers in different schedule. They investigate day workers, three shift workers, five shift workers and irregular shift workers. Data are collected through questionnaire and taking thirty two months. They differentiate day workers with other shift workers. As a result day worker has low fatigue occur compare to other shift workers. The ratio or percentage of day workers has 18.1%. The ratio or percentage of three shifts has 28.6%. The ratio or percentage in five shift workers has 23.7%. The ratio or percentage in irregular shift workers is 19.17% fatigue. Result shows that day workers have low fatigue as shift workers. Main difference for high fatigue is that, limited rest time reduces other activity and only focus on working (Jansen 2003, Amelsvoort 2003, Brandth 2003 and Kant 2003).

Theoretical framework

SOURCE: researcher’s own processing.

The following theoretical framework has been developed for the generation of hypothesis (see figure). Interpersonal conflict: the conditions in which dependent people describes difference in fulfilling their wants and interest and during satisfying their goals they understanding the other party interference. Job stress: inappropriate work-related burden which badly affect the mental and physical state of the employees.
Hypothesis
H1: The result of interpersonal conflict between employees and supervisors is job stress.
Ho: the result of interpersonal conflict between employees and supervisors is not job stress.

Methodology
For the locale the researcher chose the bank sector of Rawalpindi and Islamabad and the sample size is three hundred. Two variables are taken so the study is causal.

Tool for data collection
For data collection the researcher used two questionnaires. The interpersonal conflict questionnaire and job stress questionnaire developed from the thesis “the interpersonal conflict between employees and supervisors creates job stress (2011). 5 point likert scale was used for the investigation. 1) Strongly disagreed 2) Disagreed 3) Neutral 4) Agreed 5) Strongly agreed

Reliability of the instrument
For data analysis SPSS version 17 was used and for both instruments the alpha reliability during the per-testing is .813 shows a strong reliability between interpersonal conflict and job stress.

Data Analysis:

<table>
<thead>
<tr>
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<tr>
<td><strong>Reliability Statistics</strong></td>
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<table>
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<tr>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
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<td>.813</td>
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The alpha reliability during the per-testing is .813 shows a strong reliability between interpersonal conflict and job stress.

<table>
<thead>
<tr>
<th>Table No.2</th>
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<tr>
<td><strong>Model Summary</strong></td>
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<th>Adj. R Square</th>
<th>Std. Error of the Estimate</th>
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<tbody>
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<td>.641(a)</td>
<td>.411</td>
<td>.409</td>
<td>.38268</td>
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(a) Predictors: (Constant), interpersonal conflict

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<tr>
<th>Table No.3</th>
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<tr>
<td><strong>ANOVA (b)</strong></td>
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<table>
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<tr>
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<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
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<tr>
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<td>1</td>
<td>30.451</td>
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<tr>
<td></td>
<td>Residual</td>
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<td>298</td>
<td>.146</td>
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<tr>
<td></td>
<td>Total</td>
<td>74.091</td>
<td>299</td>
<td></td>
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</table>

(a) Predictors: (Constant), interpersonal conflict
(b) Dependent Variable: job stress
This can be seen in Model summary table that the variables were entered into the regression model had a combined correlation of $R = 0.641$ with the dependent variable Job stress. The value of $R$ square which is $0.411$ of the variances in job stress. The ANOVA analysis showed the valued of $F = 207.941$ was significant level at $0.000$. This model was found to be significant and can be used to predict the job stress. The value of standardized coefficients Beta of interpersonal conflict $= 0.641$ sig at $0.000$ level. The $P$ value i.e. $0.000$ is less than $0.05$ indicating significant impact of interpersonal conflict on job stress. Hence proving H1 and rejecting Ho.

**Conclusions:**
From the above findings it is clear that interpersonal conflict and job stress are strongly dependent with each other, interpersonal conflict between employees and supervisors proceed to job stress. This conclusion explains that there is a positive relationship between interpersonal conflict and job stress in the banking sector of Pakistan.

**Recommendations:**
1) The managers developed such type of methods inside in the banks that reduce job stress.
2) Managers change their way of communication for behalf of employees and organization.
3) The managers assign duties to employees according to their skills and abilities.
4) One best way of reducing stress is, ask employees that they share their stress with those who are close to them.
5) Managers try to control the environment and take care of their employees.

<table>
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<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
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<td></td>
<td>B</td>
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<td>interpersonal conflict</td>
<td>0.668</td>
<td>0.046</td>
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</table>

a Dependent Variable: job stress
References
Tsai-hua chuang, hsien-che lee 2011. The impact of leadership styles on job stress and turnover intention-Taiwan insurance industry as an example.