



## Job Stress, Emotional Exhaustion and its Relationship with Job Performance

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**Abstract:** *The aim of the study is to find the level of emotional exhaustion of the employees working in the select IT sectors of Coimbatore city and also to find the relation between job stresses, emotional exhaustion on job performance of the employees and to find the factors influencing job stress of employees working in the select IT sector of Coimbatore city. Questionnaire is issued to collect the data from the respondents and the data is analysed using SPSS software. The results of the study proves that there is a high level of association between the factor contributing to stress at work and the stress relief method adopted by the employees and there is a negative relation between emotional exhaustion and job stress with job performance.*

**Keywords:** *Emotional exhaustion, Job performance and Job stress,*

### Introduction

Work-related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities that challenge their ability to cope. In other words Stress is the mental and physiological response that happens when one sees an imbalance in the level of interest put on the capacity to meet the demand on people. (Dr.M.Dhanabhakya,V.Anitha 2011) The World Health Organization advises that 'stress occurs in a wide range of work circumstances but is often made worse when employees feel they have little support from supervisors and colleagues and where they have little control over work or how they can cope with its demands and pressures". With different stressors forced in a workplace,

employees may react positively or negatively. While individuals are able to adjust to short-term stress and are able to continue performing their normal work. Long term stress in the work place may affect the employee's psychological and physical health. Women in professional job positions with high job demand were more prone to experience work-family conflict and work stress. (Dr.M.Dhanabhakya, J.Malarvizhli 2014)

Emotional exhaustion can be characterized as the degree to which workers feel emotionally overpowered and depleted by their work. Emotional exhaustion is commonly followed by feelings of frustration and anxiety. In general it is a heavy loss of energy that by which one's resources is spent. Stress can be reduced to an extent by the process of



employee empowerment which is the process of delegating the authority and responsibility of the employees. Stress at work can be managed by adopting different empowering strategies. (Dr.M.Dhanabhakyaam, Ravi Shetty, 2016)

#### Review of Literature:

**Cascio (1991)** Employee mindfulness has been associated with lower turnover intentions. Improving job performance and reducing turnover intentions is important to enhance organizational effectiveness. The performance of their employees obviously matters a great deal to organizations. The importance of turnover intentions may perhaps be less obvious. Retaining qualified employees presents a major challenge for many organizations, and losing skilled employees due to voluntary exit involves not only the loss of human capital, but also disrupts on-going activities and implies the need to identify, recruit, and train replacements

**Dr. Mohammed Owais Qureshi (2015)** the study aimed to find the impact of emotional exhaustion amongst employees working in the Kingdom of Saudi Arabia. The researcher also aimed to access the relationship between emotional exhaustion and job performance and emotional exhaustion and job satisfaction. The four factors of emotional exhaustion are identified and their relationship with job performance and job satisfaction are examined to achieve the aim In order to expound these aims the researchers first discussed the concept of emotional exhaustion and identified the four factors of emotional exhaustion that include compromised physical health, excessive work-load, supervisor support and relationship

with colleagues and negativity. And then the relationship between job performance and job satisfaction are reviewed, with these four factors of emotional exhaustion.

**Good et al., 2016 Reb & Atkins, (2015)** Organizations are progressively swinging to care to enable their employees to adapt to pressure, increment enthusiastic insight, and build up their administration potential.

**Jayanth Narayanan (2017)** the researcher examined the role of employee emotional exhaustion in resolves the relationship of mindfulness with turnover intentions and task performance. Drawing on theory and empirical research on both organizational behaviour and mindfulness, the researcher anticipated that more mindful employees would show lower turnover intentions and higher task performance and that these relationships would be mediated by emotional exhaustion.

**Tae Won Moon and Won-Moo Hur (2011)**, the researcher examined the effect of emotional intelligence on emotional exhaustion and individual's job performance. Partial least square regression analyses were conducted on the data. Three factors were identified – appraisal of emotions, optimism and social skill were negatively related to emotional exhaustion, and utilization of emotion showed no significant links with emotional exhaustion. The study concluded that emotional exhaustion was negatively related to job performance in terms of organizational commitment.

**M.Dhanabhakyaam and Mufliha.S (2015)** Burnout is an experience of physical mental and exhaustion which is described by negative self-idea dehumanizing perspective of



others in circumstances when over demands are made on the employees and he gets caught between high expectation and chronic situational stress. Due to the influence of burnout the employees will not be able to concentrate on their work and will affect the quality of work life. The results of the study revealed that when the employees are emotionally exhausted they tend to be low productive at work. The result of the study also proved that there is a significant relation between job burnout like emotional and physical exhaustion.

**M.Dhanabhakym and V.Anitha (2011)** The current study aimed to understand the level of stress faced by working women and to understand the sources of stress of working women. The study also examines the impact of stress of working women. Simple percentage method, average range, standard deviation, two was ANOVA and Henry Garrett Ranking method is used to analyse the data. The study revealed that young age working women are highly stress than the aged women, which proves that age and stress are related.

#### **Need For Study:**

Following the spurt in demand for IT space and Tidel parks, Coimbatore is considering expanding infrastructure. About 73 companies are being incorporated in the upcoming years. (THE HINDU 2017) Since there will be a large number of recruitment in the IT sector, which automatically leads to the job stress at the field. Thus there is a need to understand the employees emotional and stress related aspects which are related to job performance in the industry.

#### **Objectives of the Study:**

- To study the level of emotional exhaustion in employees working in select IT sectors in Coimbatore city.
- To examine the relation between job stress and job performance of employees in select IT sector.
- To study the factors influencing job stress and emotional exhaustion in select IT sector.

**Research Methodology: Source of Data:** The study is based on the primary data collected from the employees of selected IT firms in Coimbatore city. A descriptive research design with a survey method is used in this study as the characteristics of the respondents in the environment are observed and described.

**Sampling Design:** The IT sector companies in Coimbatore city are selected based on the purposive sampling method, among the companies listed in BSE. Top 3 companies in Coimbatore were selected for the study, based on their total asset value. 50 respondents from TCS, INFOSYS and HCL Tech are selected. About 150 respondents are selected in which 147 questionnaires were returned completed. Three questionnaires were rejected in the study because of unengaged responses.

#### **Hypotheses:**

1.  $H_0$  - there is no relation between emotional exhaustion and job performance in employees working in IT sector.
2.  $H_0$  - there is no relation between job stress and job performance in IT sector.



3.  $H_0$  -There is no association between the factors contributing to stress at work and the stress relief method

**Analysis and Interpretation:**

**Table 1 showing the reliability test for 3 constructs**

S.no	Construct	Chronbach's Alpha
1	Job Stress	.648
2	Emotional exhaustion	.728
3	Job Performance	.788

Source: Primary Data

Table 1 state that the variables- job stress has Chronbach's alpha of .648, emotional exhaustion has Chronbach's alpha of .728 and job performance has a Chronbach's Alpha of .788, which was tested using SPSS software that proves that the data are reliable and are normally distributed.

**Table 2 showing the percentage analysis for the variable control over the job**

S.NO	ITEMS	FREQUENCY	PERCENTAGE
1	Able to plan my work	32	21.9
2	Can participate in decision making	25	17.1
3	Have control over the place	31	21.2
4	Have no control	58	39.7

Source: Primary data

From the table 2 it is interpreted that 39.7% of the employees feel that they do not have control over the job due to the lack of authority in their working place. Only a minimum percentage of employees are able to participate in the decision making aspect in the organization as only they are given the authority to plan their work. Therefore prior authority must be given to the employees to manage their work must be provided by the organization.

**Table 3 showing the correlation between stress at work and job performance**

**PEARSON CORRELATION ANALYSIS**

	STRESS AT WORK
JOB PERFORMANCE	-.648

Source: Primary data

Significant at 5%



Table 3 indicates that the Pearson Correlation value is -.648, which indicates that the stress at work and job performance is negatively correlated at 5% level of significance. That shows when employees feel there is a lack of accomplishment in their work the level of stress increases which will de-motivate them which will lead to poor job performance. (Wright et al., 2004)

**Table 4 showing the correlation between emotional exhaustion and job performance**

**PEARSON CORRELATION ANALYSIS**

	<b>EMOTIONAL EXHAUSTION</b>
JOB PERFORMANCE	-.781

Source: Primary data

Significant at 5%

Table 4 reveals the correlation between emotional exhaustion and job performance. The Pearson Correlation is -.781, which indicates that there is a negative correlation between emotional exhaustion and job performance. Emotional exhaustion has a negative effect on the job performance when employees are emotionally exhausted they tend to get detached from their job, which will lead to decreased performance. (Mohammedbagher Gorji, 2011)

**Table 5 showing the association between factors contributing to stress at work and the stress relief method to reduce stress**

**CHI SQUARE ANALYSIS**

	<b>Factors contributing to stress at work</b>	<b>Stress relief method to reduce stress</b>
Chi-square	35.233	32.562
Asymp .sig <sup>*</sup>	.000	.000

Source: Primary data

\*Significant at 5%

From table 5, the chi square value for factors contributing to stress at work is 35.233 and the value for stress relief method to reduce stress is 35.562 which shows that there is high level of association between the two variables at 5% level of significance. Therefore the workers who face high stress tend to adopt different stress relief and stress management techniques to distract themselves.

The correspondence analysis results that employees who are facing

stress due to work pressure tend to reduce their stress by participating in interactive secessions as they can share their issues and problems with their team mates and they will get distracted from their work stress. Employees who suffer from stress due to deadlines tend to cut down their stress by attending team outing with their colleagues that will lead to increase their communication with other employees which acts as a platform to discuss about their work related deadline issues and other aspects.



**Table 6 showing the ranking of factors contributing to stress at work in GARRETT RANKING**

S.No	FACTOR	TOTAL SCORE (frequency X Garrett's score)	RANK
1	Dead lines	10801	<b>I</b>
2	Unhealthy time	9848	<b>II</b>
3	Work pressure	9051	<b>III</b>
4	Inadequate break time	8584	<b>IV</b>
5	Repetitiveness	8087	<b>V</b>
6	Job insecurity	7894	<b>VI</b>

Source: Primary data

Table 5 proves that deadlines is the main factor for stress at work and is ranked in the first position, with the total score of 10801. Unhealthy time is ranked second with a total score of 9848, work pressure is ranked in third position with total score of 9051, Inadequate break time is ranked in fourth position, repetitiveness is ranked in the fifth position with a total score of 8087 and job insecurity is ranked in the last position with a score of 7894. The organizations must provide adequate time for the employees to complete their work.

**Findings:**

From the basis of the analyses of the study, the researcher found the following results

- There is a negative relationship between job performance and emotional exhaustion. The increase in emotional exhaustion decreases job performance.
- Stress at work and job performance is negatively correlated, decrease in stress at work increases job performance.

- A close association between stress creating factors and the stress relief methods adopted by the employees is present.
- Inadequate break time is ranked first for the factors contributing to stress at work, the second rank is for repetitiveness of work and the third rank is for job insecurity for factors contributing to stress at work.

**Suggestions:**

On the basis of the findings of the study following suggestions are recommended by the researcher to reduce job stress at work place.

- The organizations working environment must be changed according to the convenience of the employees. Since most of the respondents feel that they do not have any control over the job, the employers must allow the employees to plan their work.
- The organizations must provide sufficient time to the employees to complete their work and the supervisors must allow the employees



to work under a pressure free environment.

- The employee must adopt various stress relief methods in order to reduce stress at work as there is a close association between the factors affecting stress at work and the stress relief methods. And it will aid in developing the performance of the workers.
- Participating in stress management programme, encouraging the employees in participating in planning their work accordingly will help the workers to reduce stress and increase job performance.

#### Conclusion:

Job stress is wide spread phenomenon in today's jobs, particularly in IT sector environment. Employees who face high work pressure lack to perform their job effectively. Job stress not only leads to low job performance but also leads to emotional exhaustion. The study revealed that there is a close association between the factors creating stress and the stress relief method followed by the employees. The study also proved that there is a negative relationship between job stress and job performance and emotional exhaustion and job performance and job stress. Therefore there is a need for the organizations to concentrate on the employees stress related issues and various stress relief methods must be adopted. Different kinds of stress management programs and training must be conducted to the employees to manage their stress at work.

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