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**THE MODERATING ROLE OF LEADERSHIP IN EXPLAINING  
THE RELATIONSHIP BETWEEN JOB STRESS AND JOB  
PERFORMANCE: A STUDY OF BANKING SECTOR OF  
PAKISTAN**

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As per the Tokat Gaziosmanpaşa Üniversitesi, Sosyal Bilimler Enstitüsü thesis writing guide, I declare and accept all kinds of legal sanctions. “The Moderating Role of Leadership in Explaining the Relationship between Job Stress and Job Performance. A Study of Banking Sector of Pakistan”, which I have prepared under the supervision of Doç. Dr. Kubilay ÖZYER is mine and original work and is appropriate in terms of scientific, ethical values and rules.

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**THE MODERATING ROLE OF LEADERSHIP IN EXPLAINING THE  
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STUDY OF BANKING SECTOR OF PAKISTAN**

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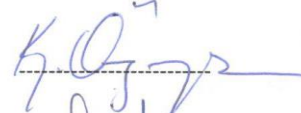
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To My Loving and Caring  
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## ABSTRACT

The previous literature regarding the relationship between job stress and job performance is inconsistent. According to Jex (1998) the inconsistent findings may be due to the moderating effects, thus suggested to include broader range of moderators to study the stressors-performance relationship.

For this reason, the current research tries to explore the moderating role of transformational and transactional leader's in explaining the relationship between job stress and job performance behaviors in banking sector of Pakistan.

Two set of administrated questionnaires were used as a research instrument for the collection of data from the banking individuals and their respective leaders. The first set was used to collect the data from the employees to know, what they perceive about their leaders. Similarly, in the second set, transformational and transactional leaders were asked to rate their employees task performance behavior, organization citizenship behavior and counter-productive behavior.

The result suggests, challenge stress and hindrances stress have different effects on the bankers. Challenge stress has a positive impact on task and organizational citizenship behavior and a negative impact on the counter-productive behavior. The hindrance stress has a negative impact on task performance and organizational citizenship behavior while a positive impact on negative behaviors. The moderating effect of leadership has quite mixed findings. However, the leadership moderates the relationship between job stress and job performance behaviors. They are more likely to manage the employees stress. Thus, it can be concluded that leadership transforms the employee's pain into gain.

**Keywords:** Challenge stress, hindrance stress, job performance, leadership.

## ÖZET

Stres ile çalışan performansı arasındaki literatür incelendiğinde bir tutarsızlık olduğu göze çarpacaktır. Jex'e (1998) göre, birbirlerinden tutarsız sonuçlar elde edilmesinin temel nedeni düzenleyicilik etkileridir. Dolayısıyla yazar, stres yapıcılar ile performans ilişkisi çalışılırken düzenleyici etkisi olma ihtimali olan değişkenlerin çok daha geniş tutulması gerektiğini önermektedir.

Bu nedenle, mevcut çalışmada dönüştürücü ve işlemci liderlerin Pakistan bankacılık sektöründe iş performansı ve iş performansının alt boyutları ile iş stresi arasındaki ilişkide düzenleyici rolünü araştırmaya çalışmaktadır.

Araştırma verilerinin banka çalışanlarından ve onların yöneticilerinden toplanabilmesi için veri toplama aracı olarak 2 tane soru ölçeği seti düzenlenmiştir. Birinci soru seti çalışanlardan yöneticileri hakkında ne düşündüklerini ne bildiklerini anlamak için kullanılmıştır. Aynı şekilde ikinci set ise, dönüştürücü ve işlemci liderlere çalışanlarını görev performansları, örgütsel vatandaşlık davranışları ve üretkenlik karşıtı davranışlarını derecelendirmeleri için kullanılmıştır.

Sonuçlar her iki stres tipinin de banka çalışanları üzerinde farklı etkilere sahip olduğunu göstermiştir. Olumlu (Challenge) stres örgütsel vatandaşlık davranışı ve görev performansı üzerinde olumlu yönde bir etkiye sahipken, üretkenlik karşıtı davranış üzerinde ise olumsuz yönde bir etkiye sahip çıkmıştır. Diğer yandan çalışanın işte ilerlemesini engelleyen olumsuz (hindrance) stres ise, diğerinin tam tersine görev performansı ve örgütsel vatandaşlık davranışı üzerinde olumsuz bir etkiye, ancak üretkenlik karşıtı davranışlar üzerinde ise olumlu bir etkiye neden olmuştur. Bu ilişkiler üzerinde liderliğin düzenleyici etkilerine ilişkin de farklı farklı sonuçlar elde edilmiştir. Ancak, bu farklı sonuçlardan elde edilen ise liderliğin iş stresi ile iş performansı ve iş performansının alt boyutları arasındaki ilişkide düzenleyici etkilerinin bir şekilde olduğudur. Bu düzenleyici etkiler çalışanların yaşadıkları stresi yönetmede etkili olacaklardır. Bu nedenle, liderliğin çalışanlara bir çok noktada katkı sağlayacağı kesinlikle ifade edilebilecektir.

**Anahtar Kelimeler:** Olumlu stres, olumsuz stres, iş performansı, liderlik.

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**List of Abbreviations**

CJC	Job Complexity
CJR	Job Responsibility
CS	Challenge Stress
CWL	Work Load
CWP	Work Pace
HAH	Administrative Hassles
HIC	Interpersonal Conflict
HJI	Job Insecurity
HOP	Organizational Politics
HRA	Role Ambiguity
HRC	Role Conflict
HRI	Resource Inadequacy
HS	Hindrance Stress
JP	Job Performance
ME	Moderating Effect
OCB	Organization Citizenship Behavior
SEM	Structure Equation Modelling
TFL	Transformational Leadership
TRB	Task Role Behavior
TSL	Transactional Leadership

## CHAPTER ONE

The current chapter briefly discusses the description of stress and the types of stress, the study background, introduction to the topic, the problem statement, the research aims and the research objectives, moreover contribution and importance of the study in practice and in theory. The current study sheds light on how the stress affects the job performance behaviors: task performance, organizational citizenship behavior and counterproductive behavior. Moreover, the current chapter also examines how the transformational and transactional leader changes the employee's pain into gain. How the transformational and transactional leaders moderate the relation between stress and job performance.

### 1.1. Introduction

A Google search related to the terminologies of "Job" and "Stress" has produced around 643 million websites in just 0.34 seconds. Similarly searching the same words in the Web of Science database has produced a list of 4,693 articles. This huge number indicates the substantial interest in the job stress area. Thus, an important area of research in the management and organization is the job-related stress.

Enormous amount of changes are occurring in the financial sector due to movement into a global economy and shifts that results in the deregulation of the markets (Hassard et al., 2017; Kaur et al., 2017). The credit industry, due to the global economic movement and financial crisis is experiencing a particular importance in the current decade. These enormous changes have almost affected each and every single aspect of the financial sector. Banking sector is amongst one of them. Amongst the numerous changes in the banking sector, few of them are the organization, structure, technological shifts and its effect on the banking employees (Hassard et al., 2017; Kaur et al., 2017). The huge number of mergers and acquisitions is the prime cause of reorganization of the banks in Italy. The reorganization was based on the strategic decision rather than the financial failures (Pohl and Tortella, 2017). These mergers and acquisitions have not only redrawn the landscape but also changed the proper setting of the banking sector. The global financial explosion in 2008 triggered a structural crisis in European countries like Italy, Portugal and Greece. Although motives for the



curiosity of the stress work varies, but the main motive is, how to deal with the stress as the individuals are experiencing higher stress at the workplace. This statement is supported by the survey carried out by (Greenberg and Canzeroni, 1996; National Institute of Occupational Safety and Health, 1999) in which the findings reveals over the last four decades, almost three quarters of individual's feel stress at the workplace. Moreover, in the report of The Mitchum (1990) the findings were quite interesting. Their report finding suggests that, the employees stress level is much higher than of what they experienced 10 years ago. Indeed, the increasing job-related stress level has made employees of this generation more stressful than the earlier generations.

In light of this, it is not surprising that the managers and researchers concern has to identify the effects of this trend and how to turn their pain into gain. There is numerous counter-productive behavior associated with the stress: such as sabotage, stealing the work property, absenteeism, employees' turnover, health related issues etc. According to the study of Goetzel, Anderson, Whitmer, Ozminkowski, Dunn, and Wasserman (1998) employees with high stress costs their employers 46% more in health-related expenses than the employees who are less stressful. Empirical evidence related to the stress work has shown to be associated with the poor performance, illness, burnout, and absenteeism and employees' turnover (Jackson and Schuler, 1985; Kahn and Byosiere, 1992; Sonnentag and Frese, 2003).

## **1.2. Stress in Banking Sector**

Caral and Dhara (2016) conducted a study in both private and public banks. They argued, the way in which the banks work and operates, is totally revolutionized by the globalized competition and technological advancement. This has led to higher stress level among the employees working in banks. Stress level among the employees is growing rapidly. They concluded that there exists a significant relationship between occupational stress, age, gender, education, banking types, interpersonal relations and job-role. Moreover, they argued that banking sector employers must come up with new strategies to deal with the stress level faced by the employees so, in order to maintain a good physical environment that ultimately will contribute to the productivity.

Employees working in the public and private banks experiences higher stress (Priyanka and Alok, 2015). The management should take necessary actions for relieving the employees stress. They emphasized that in order to improve the physical work environment the bank managers must manage their employees. A healthy employee is a productive employee therefore they suggested, to enhance productivity and employee's retention, the banks should invest more on the psychological well- being and health of the employees. This will help the banks in achieving greater heights. According to Vishal and Mushtiar (2014) stress among the banking employees is due to performance pressure, inadaptability to changes, no planning at the workplace, work family conflict and more importantly the lack of efficient manpower are the main factors that causes stress among the banking employees.

The existing research related to job stress emphasize on what stress is, how to cope with and how to use stress into their benefit. Masses have a common assumption about the stress i.e. stress has negative effects on an individual and the organization (DeLongis, Folkman and Lazarus, 1988). However, the research has shown that this is not always true. Individuals experiencing stress can transform the stress into some positive motivation (Cavanaugh, Boswell, Roehling, and Boudreau 2000). Thus, the purpose of this research is to demonstrate how an individual experiencing stress can transform into positive outcomes i.e. job performance behaviors. In order to demonstrate the above linkage, the current research will explore the relationship between challenge and hindrance stress associated with job performance behaviors: task performance behavior, organizations citizenship behavior and counter-productive behavior. Moreover, the current research will explore how the transformational and transactional leaders moderate the relationship between challenge and hindrance stress with that of individuals job performance behaviors: task performance behavior, organization citizenship behavior and counter-productive behavior.

In order to explore and develop the nature of relationship further, it is utmost important to understand what actually stress is. Furthermore, how stress is associated with the individuals and how these associations affect the individual performance outcomes. To accomplish the above stated task, previous research will be reviewed to clearly demonstrate the effects of stress on the individual and organizational outcomes.

To develop a theoretical framework the current study will use the challenge and hindrance framework of Cavanaugh et al., (2000).

### **1.3. Research Aims**

The overall aim of the current research is to examine and address the lack of research related to stressor-performance relationship. Moreover, the current research will explore the sources of job stress and its effects on numerous types of performance behaviors. The nature and strength of relation between the stress and job performance will be gauged through different tests that will demonstrate linear or curvilinear based interaction. The current research will be undertaken in the baking context consisting of two different studies. The first study is related to the direct effect of job stress on job performance behaviors and will examine the relationship between the stress and performance. The data in study will be collected from the banking employees. The second study is based on the data to be collected from the employees regarding their leaders. This will enable the researchers to assess the moderation effect of leadership between job stress and job performance behaviors.

The current research will be guided by a conceptual framework consisting of two theoretical research models. Job stress is the first theoretical model while job performance is the second theoretical model. Job stress model include two major types of stress i.e. challenge stress and hindrance stress (Podsakoff, 2007). Challenge stress are demands at the workplace that tend to be appraised as promoting to the accomplishment of job tasks and personal development of individual. While hindrance stress are demands at the workplace that tend to be appraised as barriers or obstacles to the accomplishment of job tasks and the personal development of an individual. Both challenge stress and hindrance stress are having numerous types of strains and stressors. Stressors in the challenge stress framework includes: workload, job responsibility, task complexity and work pace while stressors in the hindrance stress framework includes: role ambiguity, resource inadequacies, organizational politics, administrative hassles, interpersonal conflict and job security. The second model i.e. job performance model incorporates key performance behaviors such as activities that have a direct relation to the organization technical core, by carrying the technical or core task functions of a job (task performance), behaviors that are not related to the core task activities but are

important because they support organizational, social and psychological context (organizational citizenship behavior), behaviors that goes against the organizational norms and values or against the goals of an organization and behavior that violates organizational norms in some harmful manner (counter-productive behavior) Robinson and Bennett (1995).

The decision to focus on the stressors, performance behavior and leadership is based on the empirical, theoretical and contextual grounds. Moreover, there has been a strong gap in the literature of job stress and job performance behavior that is needed to be underpin by different models specifically related to the study context. How closely job stress, job performance behavior and leadership reflect the individual performance behavior is an important consideration of the current research. Job stress, job performance and leadership models are all relevant in the banking sector keeping in consideration the impact of large scale reforms, global financial crisis and global competition. The reforms have had a long-lasting effect on the life of banking employees as they are directly influenced by the structural changes. The key components of the effect are directly captured and measured by the sub dimensions of job stress and sub dimensions of job performance behavior model. The literature suggests that financial industry is going through enormous amount of changes due to movement into a global economy and shifts into deregulated markets sector (Hassard et al., 2017; Kaur et al., 2017). The credit industry, due to the global economic movement and financial crisis is experiencing a particular importance in the current decade. These enormous changes have almost affected each and every single aspect of the financial sector. Banking sector is amongst one of them. Such enormous changes have completely restructured the banking working style and patterns. The new structure has a mixed effect of the employees of the banking sector in Pakistan. Such studies point towards a fit between chosen model and the study context. This fit will not only help in identifying those working conditions that may positively contribute towards positive performance behaviors but will also enable the leaders in identifying the job conditions and stressors that needed to be restricted or controlled so that effects of hindrance stress can be minimized.

Three general performance-based behavior will be examined in the current research: task performance behavior, non-task based i.e. organizational citizenship behavior and counter-productive behavior. Separation of the task performance-based behavior from non-task performance-based behavior will help in clarifying where there exists a differential relationship between job stress model and performance-based behavior types (Cropanzano et al., 2001b; Organ, 1988). The current research is based on different theories related to the job stress and job performance behaviors. The current research is based on two different theories: transactional cost theory of stress and social exchange theory (Blau, 1964). The rationale behind choosing the social exchange theory of Blau (1964) is that the theory offers a distinction between an economic and social transaction. Blau (1964) argued that there exists a difference between social and economic transactions at the workplace. The economic transaction is based on the employee's task-based behavior contribution in exchange of some economic resource. An example of this economic transaction is decision making power. The decision-making power is linked to an individual position in a hierarchy (Jex, 1998). A manager having skilled workforce and machinery will be more productive than a manager having no machinery and workforce. Thus, this can be concluded that the presence of economic resources such as land, labour, capital and enterprise are the fundamental essentials for core task activities. Besides the economics resources the employees also need some social support from their leader's and colleague's. The social support establishes a healthy working environment in which they not only perform their tasks but also help and support their other group fellows. The employees thought to be in a healthy social supportive environment and feel themselves an active part of the social transaction. Thus, it is possible to deduce that the employees working in a social supportive environment will in return contribute more in the shape of extra role performance behavior. The separation of the social and economic transaction provides the theoretical grounds to examine the differential relationship between task-based behavior and non-task-based behavior.

The current research is based on a sample taken from the banking industry in Pakistan. There are numerous reasons behind the selection of this particular sample. The literature suggests, research focusing on the job stress and level of stress is greatly influence by industry type or sector. Human services sector is considered to be the top

ranked sector in which stress level is usually higher than the other sectors (Greenglass and Burke, 2003; Griffiths, Randall, Santos, and Cox, 2003; Karasek and Theorell, 1990; Shane, 2010). Amongst the human services, banking sector is one, where the stress level is higher than the other service sectors. Changes in the banking sector such as organization, structure, technological shifts have a great impact on banking employees (Hassard et al., 2017; Kaur et al., 2017). Keeping in view the increase psycho-social disorders in the banking employees. It is indeed a well-deserved area in which a thorough analysis is required. According to a search in Medline database articles, different studies conducted in different banks revealed a uniform agreement i.e. the employees stress level is at critical stage. Moreover, the extreme amount of stress in the banks can have deleterious psychological and physical effects on the bankers. These negative effects ultimately affect the banks as-well. Most of the studies undertaken in the banking sector reveal an increase in the mental health problems of the employees working in the banking sector. It starts with anxiety and depression, leading to counter-productive behavior and ends in job burnout and turnover. The findings of the current research will help the banking industry in identifying the strategies of reducing and eliminating the job stress at the workplace. Moreover, the study will help in improving the overall employee's outcomes in occupational context. The findings may also be helpful in other human services profession where the employees face similar level of stress.

#### **1.4. Problem Statement**

Till date, only few studies have been conducted on the two-dimensional stressor types (Clark, 2012; Jamal, 2012; Rodell and Judge, 2009; Wallace et al., 2009). The current study tries to explore the relationship between stressor types against the job performance behavior with the moderator role of transformational and transactional leadership. Different constructs related to the job stress, task performance behavior, organization citizenship behavior and counter-productive behavior have been developed and empirically tested in the developed nations (Baba, Jamal and Tourigny, 1998; Maslach, 2003). But, the two-dimensional stressors type has been rarely used and therefore Jamal, (2010); Pudelka, Carr, Fink and Wentage, (2006); Zahra, (2011) the studies may also need to be conducted in the non-western and developing countries. For

this purpose, the stressor-appraisal process needs to be researched in more detail with the influential role of leaders in the stress appraisal process. Such as abusive supervision might serve as stressor (abusive leadership: Tepper, 2000). LePine (2015) argued, what lacking is a clear picture of how leaders can influence the followers stress in numerous ways so that can be beneficial to both the individual and the organization. Crum, Salovey, and Achor, (2013) suggested that it might be possible for the leaders to enhance the propensity of the positive side of challenges and subsequently increasing the positive outcomes. Similarly, Lazarus and Folkman, (1984) argued that leaders can lessen the tendency of negative side of stress and subsequently decreasing the negative outcomes. LePine (2015) suggested that leaders can transform the follower's perception of stressor pain to performance gain.

Keeping in view, the current study will contribute to the mainstream literature of international stress management by examining the two-dimensional stress: challenge and hindrance stress with that of the job performance behaviors: task performance behavior, organization citizenship behavior and counter-productive behavior. A conceptual framework has been developed to guide the present study.

### **1.5. Research Objectives:**

**RO:** To investigate the relationship between challenge stress and job performance.

**RO:** To investigate the relationship between hindrance stress and job performance

**RO:** To investigate the moderating effect of transformational leadership between challenge stress and job performance behavior.

**RO:** To investigate the moderating effect of transactional leadership between challenge stress and job performance behavior.

**RO:** To investigate the moderating effect of transformational leadership between hindrance stress and job performance behavior.

**RO:** To investigate the moderating effect of transactional leadership between hindrance stress and job performance behavior.

## **1.6. Research Importance**

The current study aims to make three major contributions to the job stress, job performance behavior and leadership literature.

The first important contribution is, the current research will help in the provision of much needed information regarding the relationship between job stress and performance-based behavior. The study will explore the relation between stress related working conditions its effect on numerous performance-based behavior: task performance behavior, citizenship behavior and counter-productive behavior. Moreover, the study will also help in the knowing the moderating effect of leadership in managing employee's stress and job performance outcomes. The current study will identify those stressful working conditions that needed to be either eliminated or to be reduced so to have a positive effect on the employee's outcome. According to Hart and Cotton (2003); Riga (2006) the stressful working conditions are closely linked to attitudinal and health outcomes. Similarly, Wallace et al., (2009) also pointed that, the adverse stressful working conditions have a negative effect on the employee's health and attitude. Despite the fact that high costs are associated with the stressful working conditions, the organizations are still not addressing the sources of job stress (Giga Noblet, Faragher, and Cooper, 2003). Similarly, Caulfield, Chang, Dollard, and Eishaug, (2004) and Murta, Sanderson, and Oldenberg, (2007) also pointed, stress has a negative effect on the psychological working conditions. The organization despite knowing that fact still focuses on employees coping capacities rather than controlling the stress sources. This not only affects the employees but also hurt the organization performance. According to Perry and Wise (1990) individual effectiveness is strongly dependent on their energy and their enthusiasm. In human service industry, effective employees play an important role in the success of their organization. Thus, this can be concluded that in service sector industry the organizations working for gaining competitive advantage over its competitor may need to reduce and control the work-related stress. Managers roles is to continuously monitor individual performance. Performance fluctuations arising due to stress should be address on time. Richardson and Rothstein (2008) research pointed, stress prevention and intervention is effective when workers and the workplace are both taken into consideration.



The second important contribution of the current research is that, it will determine that whether different performance-based behavior is vulnerable to work related stressors. Three types of performance-based behavior are to be studied in the current research: task performance behavior, non-task related i.e. citizenship behavior and the counter-productive behavior. The previous researchers have more focused on the task performance and have rarely examined the other performance related behavior in the same investigation (Eatough et al., 2011; Jex et al., 2006; Sliter et al., 2012). The incorporation of the different performance-based behaviors in this study may easily provide the different work stressors effects on the various performance-based behaviors. These work-related stresses will incorporate the challenge and hindrance stress dimensions, transformational and transactional leadership styles and performance-based behaviors. Focusing on the challenge and hindrance stressors will help in clarification of the inconsistent results with that of job performance (Eatough et al., 2011; Gilboa, Shirom, Fried, and Cooper, 2008). Thus, the finding will extend the stressor-performance research taking the leadership as moderators.

The third contribution of the current research is that, most of the previous studies have assumed a linear and direct relation between the job stress and job performance. i.e. job performance behaviors are directly related to job stress. The job performance decrements with the raising level of stress. However, according to Rydstedt et al., (2006), there are strong indications of the nonlinear relationship between stressors and job performance. Thus, an important contribution of the current research is to look for the nonlinear effects too. This may identify the working conditions under which the stressor performance relationship may be undermined or enhanced. The identification of these working conditions may help in the formation of the most effective coping stress strategies. Such as the job control and workload have a positive association with the employee's performance. This may encourage the managers to closely monitor the workloads of the employee's so that to ensure a smooth and healthy working environment builds (Aittomaki, Lahelma, Rahkonen, Leino-Arjas, and Martikainen, 2008). For the curvilinear relationship, the eustress or distress literature presented by Selye, (1974); Yerkes and Dodson, (1908) may needed to be use by the firms so that to identify optimal level of stress that may optimize the desired outcomes. Similarly, for the linear relationship the managers may implement a

generalized approach so that to optimize the stress levels (Mackay, Cousins, Kelly, Lee, and McCaig, 2004). However, regardless of the linear or curvilinear relationship, a more detailed analysis is required to understand the relation between work stressors and job performance behavior. This may help the concern bodies and authorities to develop and maintain various approaches to manage the stress at the workplace.

The current research will make specific contributions to banking literature related to stress. The current research will provide a detail insight of the different types of stress at the workplace and the moderator's effects of the leadership in managing their employees stress levels. According to DeJoy, Wilson, Vandenberg, McGrath-Higgins, and Griffin-Blake, (2010) the psychological working conditions changes with time. The organizational working conditions are strongly related to the job performance behaviors thus, interventions may be required to alter and optimize these conditions. Thus, the current investigation may enable in better understanding of the work setting conditions that are essential for the positive and enhanced job performance outcomes.

Lastly the current research may also be significant in other human service sector. Such as: health care services, law enforcement agencies, social work and universities, where the core task is provision of services to the customers and masses.

## CHAPTER TWO

The current chapter has four major sections. The first section describes the leadership, history of leadership, different leadership theories and different styles of leadership. Moreover, the current chapter discusses in detail the two leadership styles that are taken as moderators in the current study: transformational and transactional styles of leadership. The difference between these two styles of leadership and finally how these leadership moderates manages the employees stress and can convert the pain into gain.

### 2.1. Leadership

Leadership is a process which influences an individual or group activities which they undertake to achieve their goals in any given situation (Hersey and Blanchard; 1984). Bass (1997) defined the term leadership in a different way than that of the earlier definitions. Leadership is an amalgam of a group's movement, activities and the overall coherence during action. Another kind of definition considered leadership to be an art that has the power to inculcate compliance in others. Some recent definitions highlight leadership as the core influence in work-relationships, differentials of the power play during persuasion of acquiring goals. Defining specific roles and reinforcement of structural initiation. These definitions perceived that there are certain traits and behaviors which are in consistence with the general perceptions about leadership. Bass (1997) concluded that the term leadership includes all the above definitions. To organizations the contextual meaning of 'leadership' pertains, to the personnel who are designated by the higher management to oversee and follow all the operations and ongoing activities at the work-place.

The different aspects of leadership are effective in exerting its influence on all stakeholders. With the continual changes and challenges being unfolded in the fields of technology, politics and economics and the emergence of new laws and processes, the utilization of available resources should be flexible and there should be a promotion of effective and continual learning. Hence, the leaders must contribute more in terms of coming up with new ideas, imparting and gaining knowledge, inducting decision-

making power and skills in employees and adapting to the ongoing changes (James and Collins, 2008; Leavy and Mckiernan, 2009).

According to Trottier et al., (2008), Leadership is a quality which has been seen in man since the times when people started interacting with each other. People of all cultures, religions, societies and economic backgrounds possess and display leadership. Leadership is a very old concept. It is still not a simple term and scholars try to keep digging about it continuously. This is due to many reasons, one of which is the number of definitions used to explain this term. It is thought that there are, may be, as many definitions of the term “leadership” as there are scholars and researchers. According to Trottier et al., (2008), some commentators depend upon shorter definitions, with narrow meanings, in order to have convenience while communicating (for instance: “leadership is the act of getting other people to do what they would not otherwise willingly do” (Bennis, 1959) and other researchers shape its definitions for serving specific interests of research (for instance: “the investigation of power relationships” (French and Raven, 1959).

Leadership may be delineated as a complex process in a society, having its roots in the core societal values, thought processes of a society and members of society. So, it is mostly regarding the continual process of not only establishing but also maintaining a link between the people who tend to lead the society and the people who are willing followers (Hersey and Blanchard, 1984). Moreover, the topic of leadership has had pivotal significance in the discussions by various academicians as well as research programs and in the records of above a dozen journals. Many researchers made important contributions to different theories and practices regarding leadership, and over time, this subject has emerged as a solid discipline which needs to be studied in detail (James and Collins, 2008). Despite the varied points of views and definitions and the ever-evolving nature of the subject of leadership, most researchers are in agreement about the basic meaning of leadership. Most scholars agree that leadership is in fact a combination of all the skills a person possesses and the personal behavior which allows those various skills to be exhibited (Bass et al., 2003; Bolden et al., 2003; James and Collins, 2008).

## **2.2. Leadership Theories**

There are numerous leadership theories. Each theory has its own application, strength and weakness. Different leadership theories are suited at different time periods and specific environment. Thus, it can be concluded that no theory is useless.

### ***2.2.1. Relationship Theory***

The relationship theory is also known as the transformational theory. Northouse, (2007) noted that, it concentrates on the association developed between leaders and subordinates. They inspire and motivate the subordinates, to make them realize the importance of the task. According to Chery (2012) these leaders want the subordinates to reach the maximum peak of their potential. Transformational leaders possess high standards and morale. They focus on supportive relationships with their subordinates (Stogdill, Goode and Day, 1962). Moreover, according to Brower et al., (2000) the focus is on the development of high quality and trustworthy relations. These leaders motivate the subordinates by realizing them the importance of the task (Celik, Akgemi and Akyazi, 2016).

### ***2.2.2. Behavioral Theory***

The behavioural theory suggests that great leaders are not born but made (Santovec, 2018). Their roots are deep dug in behaviourism. They focus more on action rather than the internal state. In regard to this perspective, anyone can become a potential great leader by learning, experiencing and observing the current environmental situations (Bryant, 2018).

### ***2.2.3. Participative Theory***

The participative leaders have the quality of consultation. They consultate with their subordinates prior reaching to a decision. However, the final decision-making authority still lies with them (House and Mitchell, 1974). According to Simonsen, Sugai and Negron, (2008), these leaders share the duties with the subordinates by enabling them to have a say in the decision-making process. Hersey and Blanchard, (2010) pointed out, involving the subordinates, makes them get motivated and thus, they

become self-directed and forms a good relationship with their fellow colleagues and teams. The participative theory takes in consideration of the input of the subordinates. According to Chery (2012) it fosters the inclusion of subordinates in decision making and involving them in other tasks so that to make them feel special and important to the organization. These leaders do reserve the right of objection with the subordinates.

#### ***2.2.4. Management Theory***

Management theory is also referred to as transactional theory. The focus is on the supervision, group performance and organization (Bass, Avolio, Jung and Berson, 2003). This theory promotes the idea of reward and punishment. According to Chery (2012) the success of the organization and business results in rewards while the failure results to punishment. Nahavandi and Krishnan (2017) noted that, management theory is practiced by numerous businesses and organizations, where the employees are rewarded for their best accomplishment and results and are punished for poor results and performances.

#### ***2.2.5. Situational Theory***

Harsey and Blanchard (1982) pointed that, situational theory is based on some specific behavior. They argued that, effective managers possess different styles of behaviors and they act according to the environmental changes. Their behavior is not static rather radical. Every action is based on some current situation. This school of thought focuses more on the situational factors rather than the others (Anderson and Sun, 2017). According to Northouse (2007) different styles of leadership is applicable in different situations for example in an open environment the leader can become *lassiez-faire*. Situational theory holds the approach of viewing leadership as being a specific quality in a specific situation. Show of leadership can vary in different situations. For example, some scenarios may require an autocratic style of leadership, whereas other scenarios may require a participative technique for making others to follow a leader. This theory basically proposes that many different styles of leadership may be suited for many different types of situations emerging in any organization during routine work, at different levels of management. Similarly, contingency theory is refined form of situational leadership theory and it

concentrates on pinpointing the variables in different situations which can predict a more suitable and effective style of leadership to be exercised in any particular situation (Bolden et al., 2003).

#### **2.2.6. Trait Theory**

It is a bit similar to the Great Man Theory idea, that successful leaders are inborn. It assumes that leaders must have some inherit traits and qualities. Gardner (1989) developed a list of some traits, a successful leader may need to possess. According to Zaccaro (2001) the trait list includes different aspects of skills, behavior, intellectual ability, self-confidence, temperament, creativity, assertiveness and perseverance. Such qualities and traits make them more successful than the others. According to Northouse (2007) to produce greatness, the leaders must have inherited qualities.

#### **2.2.7. Great Man Theory**

This theory is the opposite of behavioral theory. According to Spector (2016) the Great Man Theory suggests that leaders are born not made. It carries the idea of the trait theory that great leaders possess some inherited traits. In regard to this notion Northouse (2007) argued that great leaders are born, and people can be born leaders. According to Ololube (2013) the Great Man term was used when, it was a myth that leadership was considered to be a male quality.

“Great Man theory” is founded on beliefs that states, leaders are in fact extraordinary people, who exactly are born with some special intrinsic qualities, and are chosen by destiny to lead others. The term 'man' was first used in the twentieth century, when it was thought, leadership is primarily a male trait. This belief led to the emergence of “Trait Theories”. There is a long list of qualities that are associated with a leader, and this list continues to grow. These qualities include almost all the good, positive and virtuous attributions which could be made to a human being. The behaviorist theory focuses on what the leaders are actually supposed to do, instead of describing a potential leader's qualities. Different 'styles of leadership' have been explained after observation and categorization. These theories have gained much attention from the managers and various organizations. (Bolden et al., 2003).

### **2.3. Leadership and Leadership Styles**

According to Shapiro and Stefkovich (2016) since the 19<sup>th</sup> century, traits and process are the two major approaches related to the leadership definition. The trait approach focuses on inherit qualities of leaders i.e. leaders have inborn traits that makes them different from the others. The process approach focuses on the idea of the transactional event. Reunanen and Junno (2017) noted that, there exists numerous classification approaches in trying to answer, what actually leadership is. Every approach has classified and defined the leadership in its own style (Northouse, 2007), Moreover, pertaining to leadership definition he outlined four different criteria: process orientation, influence, group context, and goal attainment.

An understanding of various leadership styles will let the researcher make the very best recommendation. Like leadership theories, there are several leadership styles that are being practiced. Listed below are some leadership styles.

#### ***2.3.1. Transactional Leadership***

Transactional leader focuses on the formal exchanges and transactions between them and their subordinates (Bass, 1985; Burns, 1978). Transactional leaders specify the goals, emphasize their expectations and bestow rewards for successfully meeting those expectations. There is a two-way transaction between the leaders and followers. The followers try to avoid punishment and look for rewards and contingent on completion of a task (Judge and Piccolo 2004).

#### ***2.3.2. Bureaucratic Leadership***

According to Nielsen and Moynihan (2017) the bureaucratic leader ensures absolute compliance to procedures so that the rules are all met. Weber (1947) described this style of leadership. He argued bureaucratic leadership is based on following the normative rules. Moreover, the leaders have empowerment and they force and imply strict systematic rules and regulations.



### ***2.3.3. Charismatic Leadership***

Charismatic leadership resembles to transformational leadership. Charismatic leaders usually focus on themselves. Although employees might frown at this attitude. The difference between transformational and the charismatic is based on the motive behind the method. (Leadership Styles Choosing the Right Style for the Situation, 2012).

### ***2.3.4. Task Oriented Leadership***

Williams (2017) argued that, the focus of task-oriented leaders is on the accomplishment of tasks. They concentrate more on meeting the deadlines. However, the disadvantage associated with the task leadership is that, they don't care about the employees. Task-oriented leaders don't usually care about their employees (Cherry, 2012)

### ***2.3.5. People Oriented Leadership***

According to Breevaart, Bakker Demerouti and Dersks (2016), the people-oriented style of leadership focuses on the people, teams and groups. The main aim of this style is to encourage creativity and collaboration, as the individual's teams and groups are carried and linked together. However, they argued that, the main drawback of this style is the team goals are put ahead of the organizational goals.

### ***2.3.6. Servant Leadership***

Hoch, Bommer, Dulebohn and Wu (2018) pointed out that servant leaders often leads their subordinates by an example. They have a unique and friendly relationship with their subordinates. According to Cherry (2012) the servant leadership is best in politics field, where the people prefer servant leadership styles so that their own goals may also be achieved.

### ***2.3.7. Autocratic Leadership***

According to Laub (2018) the employees are at the complete disposal of their leaders. They don't have the right to interfere; rather they always have to follow their

leader at any cost. According to Cherry (2012) the autocratic leadership style is best suited in the defense sector where quick decisions are to be taken.

### ***2.3.8. Democratic Leadership***

According to Pares, Ospina and Subirats (2017) democratic leaders focuses on the mutual coordination and collaboration between them and their subordinates. Unlike the autocratic style, the employees are allowed in critical thinking process, sharing new ideas and process and their suggestion are encouraged for better decision making.

### ***2.3.9. Laissez-Faire Leadership***

According to Wellman and LePine (2017) laissez-faire leadership style allows employees to work on their own with little interference. This style of leadership allows full autonomy and complete right.

### ***2.3.10. Transformational Leadership***

The transformational style highlights the role of a leader in enhancing the vision of an organization and transforming the work performance levels for optimum outcome (Bass, 1988). It is an influence-based process where leaders can mold their colleagues' perception about the significance of things and can motivate them to visualize their opportunities and environmental challenges with a fresh perspective (Hall. et al., 2002).

## **2.4. Leadership and Stress**

Managing the workforce is a complex task for the organizational leaders. However, this task gets even more complex when the leaders work in a stress-laden environment, where they not only have to manage the workforce but also have to maintain commitment and morale. Interestingly, it is not only employees who may find themselves under stress, but the leaders may also find themselves under stress among the organizational employees (Basch and Fisher, 2000; Offermann and Hellmann, 1996; Sosik and Godshalk, 2000). The role of a leader must not be static but should be adaptable. Thus, the role and tactics of the leaders also changes with the changes in

characteristics of work and the workplace. The importance can be viewed as leaders having supportive relations with his/her subordinates stimulate positive motivation, stimulate positive emotions, block negative emotions and provoke the evaluations of stressful tasks than the traditional leaders whose sole focus is on the assigned task (Podsakoff, 2007).

Leaders play an important role in managing the workforce, assigning the tasks, distributing the resources and act as a decision maker (Piccolo and Colquitt, 2006). They have influence on work demands interruptions that may either be costly or beneficial to an organization due to the social exchange process (Colquitt, 2012). The leader transmitting the social information has powerful effect on the employee's interpretations of their work experience (Piccolo and Colquitt, 2006). Example: the employee's interpretation of their job characteristics is influenced by the leaders. Zhang, LePine, Buckman and Wei (2014) argued that no theoretical explanation has been offered by the scholars to explain how important the role of leaders is towards shaping the employee's psychological responses to different stressors. Moreover, which specific leader behavior is more suitable and how a suitable behavior may influence the important employee's outcome.

The revisiting of literature helps in better understanding of leadership styles necessary in stressful period. Some positive benefits are: self-efficacy, social support perception, stressor appraisal and emotions. These elements of positivity can be found in transformational leaders (Bass, 1998; Yukl, 1998). Joseph and Schneider (2009) pointed the lack of experimental research. How transformational leaders impact the subordinates in stressful transaction periods. This serves as the base of my research to take transformational and transactional leaders as moderators to examine how the transformational and transactional leaders moderate the relationship between the challenge and hindrance stress and job performance behaviors: task performance behaviors, organizational citizenship behavior and counter-productive behavior

LePine (2015) proposed, a charismatic leader has influence on the challenge stress and hindrance stress; moreover, a charismatic leader has an influence on the stress appraisal too. Avolio (2004) argued, a charismatic leader behavior can be ranked at the highest level of leadership model. Knippenberg and Sitkin, (2013) pointed that

charismatic leader is combination of idealized influence and inspirational motivation that not only motivates the followers complete a task but also enhances their self-actualization and self-efficacy. Numerous scholars considered how the leaders influence the perceived level of demand or stressors (Skakon, et al., 2010; Skogstad et al., 2007; Tepper, 2000). The charismatic leader's behaviors are quite observable and specific. They are role models, motivating the followers, commutating with followers, guiding the followers of how to achieve a certain goal. They are expressive and confident on the goals to be achieved (Bass, 1985; Judge and Piccolo, 2004). According to Bass, (1998) House and Howell, (1992) Shamir, House, and Arthur, (1993), leader behavior is discretionary and is under their control. It is quite observable by followers, subordinates and the supervisors. Moreover, they increase the follower's motivation in goal attainment, optimism and self-efficacy. A charismatic leader main job demand is to serve as a role model and an optimistic light for the followers so as the followers react in the desired way. This in turn evoke the challenge stressors and less apt to evoke the hindrance stress feelings. This also makes the followers feel more confident in facing the stressful situations.

Crum et al., (2013); Piccolo and Colquitt, (2006) propose that, charismatic leaders have an impact on the appraisal of challenge and hindrance stress. According to Piccolo and Colquitt (2006) a true leader regard their follower's job as more important and challenging. The charismatic leader role is quite significant in managing the challenge stressors. Therefore, it can be concluded that leaders give emphasis to stress enhancing mindset and cope with the challenge stress by assisting perception of the rewards for the demanding jobs to be carried out.

According to Lazarus and Folman, (1984) a charismatic leader may have an influence on both stressors and demands appraisals and their reactions to those appraisals. However, LePine (2015) argued that, no empirical evidence is recorded in the literature.

LePine (2015) argued that as such no previous research has taken the transformational leadership as moderator to explain the relation between challenge and hindrance stressors and job performance behaviors. Courtright et al., (2014); Crawford et al., (2010) found that challenge stressor is linked with the pleasurable emotional

reactions: self-efficacy, engagement, excitement and eagerness. The individual's feels more motivated when they strive to meet a challenge and thus LePine (2015) proposed that the transformational leaders may increase an individual's positive reactions to a challenge and such can be done by appraisals. According to Barsade, (2002); Bono et al., (2007); Erez et al., (2008) pointed the transformational leader's qualities: confidence, optimism and enthusiasm can transfer positive states to the individuals. In summary a charismatic leader can moderate the relation between challenge appraisal and job performance behaviors.

Avolio, Gardner, Walumbwa, Luthans and May (2004), Avolio and Walumbwa, (2006); Cameron, Dutton, and Quinn, (2003); Fredrickson, (2009); Luthans, Avolio, Avey, and Norman, (2007); Peterson and Seligman, (2004) suggested, it is very important to endorse the view, that positivity is pivotal to enhance human welfare and performance at job. For example, research conducted by, Liden, Wayne, Zhao, and Henderson, (2008); Peterson, Walumbwa, Byron, and Myrowitz, (2009); Walumbwa, Hartnell, and Oke, (2010); Walumbwa, Luthans, Avey, and Oke, (2009) noted that leaders who have collection of positive features and qualities surely affect the behavior and performance of their subordinates.

As attention is being enhanced on positivity at work place, so it is important to know the traits of positivity and how it affects performance. According to Avolio and Luthans (2006) it is important to assess how influential is the communication of leader among the employees to better understand the actions of leadership process. Avolio et al., (2004); Avolio and Luthans, (2006) have noted that psychological capital is also important factor that can influence the subordinate's performance. Psychological capital is defined as the positive and developmental state of an individual like high self-efficacy, optimism and hope etc., As described by Avolio and Walumbwa, (2006); Ibarra, (1999); Peterson and Seligman, (2004); Yammarino et al., (2008) that leaders are role model for their followers. If leader behaves positively their followers are expected to behave in the same way. It is concluded that leader's positive behavior influence followers. According to Avey, Luthans, and Youssef, (2010); Luthans et al., (2007); Walumbwa et al., (2009) they concluded from previous research that positive

psychological capital increase positive outcomes and decrease fruitless behavior. As Hackman (2009) concluded, more research should be conducted to assess the conditions that encourage positive behaviors at work. According to Schneider, Salvaggio, and Subirats, (2002) service climate is a powerful mediator to connect the employees' psychological capital with their performance as described by Liao and Chuang, (2007); Schneider, Ehrhart, Mayer, Saltz, and Niles-Jolly, (2005) that service climate like customer service makes their behavior valuable. Hackman's work on psychological capital is labelled which concentrate on the impact of service climate. Service climate is defined as the common understanding of policies and procedures by employees that are recognized, honored and supported regarding customer service (Schneider et al., 2002).

Avolio, (2007) focused on investigating the effects of follower positivity on performance taking in consideration the leader positivity. Leadership research was criticized because the style was not interrogative. It was assessed that whether leadership is nearly the best factor for examining the follower's positivity on performance. So, the objective of exploratory study was to fill the space in literature. If the level of follower positivity linked with performance differs in context of leader positivity, then organization should focus on promoting psychological capital at different levels considering both followers and their controllers.

### **2.5. The Full Range of Leadership Model Bass (1998)**

The Full Range of Leadership Model Bass's (1998) discussed the leadership styles in three main categories: transformational, transactional and laissez-faire. The main assumption and belief of the transactional is based on the social exchange process, which aims to maximize the benefits and minimize the costs.

Transactional theory of leadership focuses on the significance relation between a leader and his/her followers. It emphasizes on the mutual advantages which can be gained from commitment which a leader informally makes to recognize and reward the loyalty and good work of his followers. While transformational theory, highlights the role of a leader in enhancing the vision of an organization and transforming the work performance levels for optimum outcomes. All the above-mentioned theories are based on an individualistic approach to explaining the concept of a leader. A

theory gaining recognition which offers the concept of “dispersed” leadership. This school of thought has its foundations in social sciences as well as in medical sciences rather than just in management sciences. It ascertains leadership as being a process which is diffuse and is prevalent throughout a workplace instead of being concentrated inside a formally appointed leader. So, this theory shifts the focus from manufacturing leaders to manufacturing ‘leader-full organizations’ holding a holistic responsibility for engaging in leadership. (Bolden et al., 2003).

Joseph and Schneider (2009) conducted a study on transformational and transactional styles of leadership to examine the subordinate’s outcomes during stressful situations. Their argument assumed that transformational leader subordinate’s outcomes would be better than transactional leader’s subordinate’s outcomes in stressful situations. There this assumption was partially supported in the case of management by exception-active and remained parallel in the case of contingent reward. They concluded that organizations looking for high expectancy may provide either transactional contingent rewards or transformational leadership style, because they both have the same results when measuring the subordinate’s productivity.

According to a meta-analysis of Judge and Piccolo (2004) transactional reward leaders and transformational leaders have same influence on the subordinate’s performance in the stressful conditions.

Bass (1985) views: transactional and transformational leadership theories are both required to enhance the development. Bass (1985) argued that both Leadership theories do not end on same point rather all leaders possess both styles but using different amounts. In case of achieving exceptional development, transformational leadership behaviors need to augment transactional leadership behaviors. Therefore, for Bass (1985) it is more important to have both leadership styles when dealing with subordinates.

Burns (1987) identified two types of political leadership, transactional and transformational leadership and differentiate these two leadership styles on the bases of what leaders and followers offer to one another.

According to Joseph and Schneider (2009) the comparison of transactional and transformational leadership styles shows that the former style is more authentic in all environments and it might be able to support practice standards but at the same time it does not necessarily welcome risk and other innovative steps. The comparison also shows that transformational leadership on the other hand creates a view that subordinated should struggle more than expectations while transactional leadership focuses more on extrinsic motivation.

To conclude this comparison, it is clear that transformational leadership would influence attitudes by inspiring acceptance of innovation through the development of enthusiasm, trust, and openness while transactional leaders paves the way to acceptance of innovation through reinforcement and reward.

In order to explain how leaders, affect the relationship between stressors: challenge and hindrance stress and job performance behaviors: task performance behavior, organizational citizenship behavior and counter-productive behavior. The current research is going to focus on the transformational and transactional leadership framework of Bass (1985). Today the leadership behavior is viewed through this predominant conceptual lens. Transformational and transactional leaders are both effective in stressful work contexts. Bass (1985) argued, the stressful situation requires both the transformational and transactional leader behavior. The effective leadership in time of stressful scenario requires a) structure and b) competence and consideration. The earlier is reflected in transactional while the latter is reflected is in transformational leadership (Bass and Riggio, 2006).

### ***2.5.1. Transactional Leadership***

Transactional leadership focuses on the formal exchanges and transaction between them and their subordinates (Bass, 1985; Burns, 1978). Transactional leaders specify the goals, emphasize their expectations and bestow rewards for successfully meeting those expectations. There is a two-way transaction between the leaders and followers. The followers try to avoid punishment and look for rewards are contingent to the completion of a transaction. Judge and Piccolo (2004) argued that, contingent reward is the most suitable and valid component of a transactional leaders. Thus, it can



be concluded that transactional leader behavior influences the social exchange for both challenge and hindrance stress. The transactional leader behavior enhances the positive relationship between the challenge stress and the job performance and it buffers the negative relationship of hindrance stress and job performance behaviors. These leaders actively monitor their subordinate's performance and come up with immediate solutions when needed by the subordinates. Example: clarifying roles. The followers adopt the solutions to handle the stressful situations (Stordeur, D'Hoore, and Vandenberghe, 2001). The transactional leaders focus on compliance and emphasize on the importance of meeting the desired performance. They take their subordinates in confidence and make them agree that stressful demands are part of the job. The more they will invest their energies, abilities and capabilities in stressful demands the easy job done will be. Getting job done will be rewarded. Moreover, the transactional leaders also reduce the employee's perception of the hindrance stressors as being outside the domain of social exchange relationship. This perception has a positive significance on employee's beliefs about their leaders and the organizations. The consequence is that employees who experience higher level of hindrance stress expects that the organization is less unfair to them.

The transactional leaders provide suggestions of how to cope with stressors and reward the subordinates for overcoming it successfully. They strengthen the subordinate's tendency to welcome and appraise the challenges consistent with the norms of social exchange. They make the subordinates strong enough to face and fight the challenges, and how to overcome with the routine stressful situations. They also emphasize on formalization, efficiency, stability and control (Bass, 1990). Managing the subordinate's performance enables the transactional leaders to answer, why the system works and how it works (Bass, 1985, 1990).

Bass and Avolio (1993) pointed that, in terms of implicit and explicit relationship, a qualitative transactional style focuses on each and every aspect. Every job assignment is propagated with conditions of employment, disciplinary codes, and benefit structures. The focus is paid on self-interest. All employee works independent of their colleagues. Cooperation is not regarded as problem solving and depends on

negotiations. Employee has less concern with organizations' mission while superiors are regarded as negotiators and resource allocators.

Trottier et al., (2008); Bass et al., (2003) stated that, transactional leadership is much concerned with the relationship between a leader and follower in which follower is rewarded on the bases of performance and on the bases of achievement of meeting goals. The leader is responsible for giving rewards and the stimulation for subordinates.

James and Collins, (2008); Sosik and Dinger, (2007) on the above stance said, a transactional leader is more practical for target setting and achievement. It is the responsibility of the effective leader that he should appreciate the follower on his accomplishment of objectives within a given time frame. The subordinates are not expected to think over on the issues personally rather they are examined on the bases of the set criteria. The leaders who cannot identify the problems and do not intervene in order to rescue the problems are considered as less efficient and poor in management while an effective leader is more responsible in such matters.

The behavior of the transactional is constructive and corrective. The former is considered as "Contingent Reward" while the latter is considered as "Management-by-Exception". The expectations and performance are promoted on these two levels. Contingent Reward and Management-by-Exception are two core behaviors associated with 'management' functions in organizations. These levels are adopted by full range leaders as stated by MLQ, undated; Bass et al., (2003); Bolden et al., (2003).

Kuhnert and Lewis (1987) thought that transformational leader's focuses on satisfying intrinsic needs of the employees on the contrary with transactional leaders focuses on the exchange of resources. Transformational leadership results in employees identifying their needs with the needs of their leader, the transactional leader give followers something they want in exchange for something the leader wants thus, transactional leadership is more common than transformational leadership.

Bass (1985) argued that transactional leadership lays the foundation of interpersonal relationship between leader and the follower in terms of specifying expectations, clarifying responsibilities, negotiating contracts, and providing

recognition and rewards for achieving expected performance. The transformational leader struggle to, exchange employees needs and values on charisma and focuses on individual and his intellectual motivation. Joseph and Schneider (2009) discussed that, transactional leader has three forms: management by exception-passive, management by exception-active and contingent reward.

#### ***2.5.1.1. Contingent Reward***

According to Joseph and Schneider (2009) the contingent reward refers, a leader rewards follower's performance for his efforts. It requires continuous power in taking right decisions at the right time along with the motivational behavior towards the employee. It is the exchange process between leaders and subordinates. The efforts and hard work of the subordinates is exchanged through employee's expectancies of rewards. Such as: the financial rewards, bonuses and appraisal for their best performance. Motivation of the employee is much needed in transactional leadership because it works on the give and take policy. The employee is much concerned with what their leader wants them to do. Bass (1985) noted that, rewards for the outcome like working overtime for a paid vacation are mostly given. Transactional leaders clarify the roles employees in exchange to the rewards. It involves promises that are based on exchange of values i.e. respect, confidence, trust etc. resulting in the employee's motivation to work hard.

#### ***2.5.1.2. Management by Exception-Active***

Management-by-Exception- Active is the second component of a transactional leader. The leader, after monitoring the follower's performance, takes corrective action to meet standards. As per Howell and Avolio (1993) suggestions, active leaders monitor follower behavior, anticipate problems, and take corrective actions before the behavior causes serious difficulties. This style of leadership implies close monitoring for deviances, mistakes, and errors and then taking corrective action as quickly as possible. The leaders actively monitor the subordinate's deviations from the desired standard and performance. They actively motivate the subordinates to avoid mistakes and errors and encourage them to raise and maintain the desired performance standards. The intervention by transactional leaders occurs when performance deviances are detected.

### ***2.5.1.3. Management by Exception-Passive***

Management-by-Exception- Passive is the third component of a transactional leader. According to Bass et al., (2003) unlike the active management the leaders do not actively monitors the performance deviances. They wait to be reported of performance deviances. The transactional leader's intervention occurs when they are notified of performance deviance. Passive leader act for correction after the problem has occurred.

Transactional leaders tend to reward structure and conformity to rules. They well motivate the policies holding creativity and foster the knowledge creation. However, groups themselves need to be assigned to particular projects in order to achieve overall firm objectives. A transactional leader would be most effective in this process of coordination. The transactional leader tends to be stronger on systems, structures and implementation. So, the transactional leadership style is more effective as for as organization is concerned it helps to interact across the organization (Bolden et al., 2003).

### ***2.5.2. Transformational Leadership***

It is an influence-based process where leaders mold their colleagues' perception about the significance of things and can motivate them to visualize their opportunities and environmental challenges with a fresh perspective. These kinds of leaders are supposed to be proactive and they tend to optimize innovation and development. They do not only aim at goal achievement. They motivate their followers to perform well according to their extreme potential. They motivate employees to meet higher ethical and moral standards. Transformational leaders augment the other type of leaders in achieving set targets and do not serve as replacements for other types of leaders. (Bass, 1997; Hall. et al., 2002).

Transformational leaders actually promote the communication, to stimulate the subordinate's self-interests and short-term goals and encourage them to perform to best of their abilities (Bass, 1985). Zhang, LePine, Buckman and Wei (2014) argued, the transformational leader behavior influences the social exchange necessary for coping with challenge and hindrance stress. This influence buffers the negative behaviors of

hindrance stress which ultimately leads to better employee's performance. Similarly, in the case of challenge stress transformational leadership strengthen the positive effects and leads to better employee's performance. These leaders empower their subordinates. They provoke the feeling of self-confidence and control in their subordinates (Kark, Shamir, and Chen, 2003). The transformational leaders transmit their beliefs in follower's abilities, capabilities and skills and demand them to promote the creativity in meeting the work demands (Bass, 1985). These leaders sound very caring, calm and polite in stressful situations. They have positive effects on the subordinates as they overcome the anxiety and reach to the actual solutions in stressful situations (Bass, 1990).

According to Zhang, LePine, Buckman and Wei (2014), followers of the transformational leaders view the hindrance stress as less threatening to their personal resources. They perceive their social exchange relationship with their organizations is less violated. Thus, the followers believe that the situation is less unfair. They don't hold back their performances standards. The transformational leaders enable their subordinates to see a clearer path and helps them in addressing the challenge stressors so, that the demand of these stressors is to be perceive as stretch rather than mission impossible. According to Podsakoff et al., (2007) the long terms rewards and developmental opportunities lie in such stressors and the transformational leaders foster the understanding and appreciation of these rewards and stressors. These developmental and long-term rewards opportunities build a strong believe in the follower's mind that the organization is fair to them, as their invested energy in form of physical, cognitive and psychological energy in meeting and coping with these challenging demands will be reciprocated in the future. These leaders act as coach, mentors and genuinely take care of their subordinates. They encourage the employees to achieve and grow and promote the feeling of self-enhancement and self-direction in them (Bass, 1985, 1990).

According to Bass (1998) the transformational leaders' main assumption and belief is based on emotional, motivational and developmental needs of the subordinates. There are four elements in the transformational leaders: inspirational motivation, idealized influence, individualized support and intellectual stimulation. Yulk (1998)

pointed that, transformational leaders actually empower the subordinates through emotional appeals. Similarly, Sosik and Godshalk (2000) concluded that, transformational leaders actually change the stressful situations into opportunities and growth while inducing the essential support throughout the performance process. Transformational leaders are effective leaders (Podsakoff, Mackenzie and Bommer, 1996). According to Joseph and Schneider (2009) it is expected that transformational leaders may improve subordinates core task performance behavior in stressful situations due to the broad vision, support and converting the stressful situations into opportunities. Thus, this also serves as the base of my research to take transformational leaders as moderators to examine how the transformational leaders moderate the relationship between the challenge and hindrance stress and job performance behaviors: task performance behaviors, organizational citizenship behavior and counter-productive behavior. Joseph and Schneider (2009) discussed four components for a transformational leader: inspirational motivation, idealized influence, individualized support and intellectual support

#### ***2.5.2.1. Inspirational Motivation***

The ability of the leader to distinct an appealing and an inspiring vision to the subordinates. They motivate the subordinates to appeal to other emotions. They inspire the subordinates to maintain high standards and achieve the overall goals. The inspirational motivation provokes subordinate's willingness to invest work hard. A sense of belief in the abilities of the subordinates arises (Bass, 1998).

#### ***2.5.2.2. Idealized Influence***

The transformational leaders serve as a role model for ethical behavior, evokes respects, inspires trust, respect and gain (Bycio, Hackett & Allen 1995).

#### ***2.5.2.3. Individualized Support***

The transformational leaders support the subordinate's needs. Their role is to act as a coach and mentor and to listen and understand the subordinate's developmental needs and concerns. They create room for open communication and promises empathy and support (Joseph and Schneider, 2009).

#### ***2.5.2.4. Intellectual Stimulation***

The transformational leaders encourage and support the subordinate's creativity, learning and development. They challenge assumptions and take risks. Furthermore, they develop and support the subordinates who think independently (Joseph and Schneider, 2009).



## CHAPTER THREE

The current chapter has four major sections. The first section describes the stress and the cost of stress. The second section discusses the consequences of stress. The third section links the debate to the Transaction Theory of Stress. The fourth and final section discusses the two major type of stress i.e. challenge and hindrance stress and its effect on performance.

### 3.1. Stress

Colquitt, LePine, and Wesson (2014) defined stress as, the psychological response towards different demands that possess certain stakes and that tax or exceed a person's capacity or resources. Job stress is defined as an employee reaction towards some characteristics at the work environment that may be physically and emotionally threatening (Jamal, 2007). This suggests a poor fit between an individual abilities and capabilities with that of work environment. Such as various demands arise that needs to be accomplished but the individuals are not ready to control a specific situation. Jamal (1993) argued that, the higher the imbalance between the individual abilities and capabilities with that of work demands, the higher will be stress.

According to Selye (1974) stress is an experience of demand that has both positive and negative impacts. It is positive when demands are normal but becomes negative when the demands rise. The negative stress is linked with many negative outcomes and behaviors such as anxiety, fear, less confidence, poor performance levels and ultimately leading to depression. The stress generally is viewed and regarded as negative however, it can have positive impacts as well. Beehr, Jex, Stacy and Murray, (2000); Jex, (1998) defined the stressors as all those elements of a specific environment that are recognized as negative and generates the negative responses. There are two major forms of stress, i.e. acute and chronic. According to Frey (2008) acute stress is where the experiences of an individual are quite horrible and stressful. Example a person being involved in an accident or observe a brutal crime. Chronic stress is where an individual confronts stressful experiences due to long working hours and dictatorial system. Beehr et al., (2000) concluded that, elements issues and stressors that are confronted on daily basis at the work place are chronic stressors whereas the acute



stressors are elements and stressors that create direct and serious warnings. According to Payne, Jabri, and Pearson, (1988) there is another term 'strain' which have abundance of negative outcomes experienced by employees while confronting stress. Bond and Bunce, (2001); Bond and Flaxman, (2006) argued that long term work stressors have dangerous and harmful effects on physical and mental health of the individuals. Moreover, their performance also gets affected. However, the research work on the effects of stress on performance is less than the effects on health.

There are different causes and logics behind the research on the topic of work stress. It is quite clear that employees are confronting more stress at work place and this is a prime reason to study the stress topic. Surveys conducted over last few decades show that a large number of current workforces, approximately half or three quarter, complain of work stressors. According to Greenberg and Canzeroni, (1996); National Institute of Occupational Safety and Health (1999) employees compare their present stress level to that of the past stress levels and consider present stress level many times greater than what they confronted 5-10 years ago. The Mitchum Report (1990) reveals that employees of this generation are facing more work-related stress than their forerunners. The stress has reached to a level where the people thinks of this trend as a viral infection that spreads like an epidemic disease (Jones and Bartlett, 1995 and Marino, 1997). Regrettably it can be concluded that work stress will increase in the coming times, because the workload is increasing daily. There are the problems of limited economic resources and corporate downsizing. Job scopes have also been broadened, so all these things predict that the epidemic disease of stress will continue in the future.

With the increasing level of stress, it is not astonishing to argue that the main concern of managers and researchers should be, to find out the serious effects of this trend on employees. This way they may be able to recognize the hardships of employees and the effects of work stressors on the employee performance.

In general, there are two main viewpoints which explains how stressors badly affect the performance of employees and spoil their outcomes. The more accepted viewpoint of the two is that work stressors have harmful effects on individual and organization and this viewpoint is unambiguous (Jamal,1984, 1985; Westman and

Eden, 1996). Persons advocating this perspective pointed out, organizations where workers face high level of stress, have to bear the 46% health related expenses as compare to those organizations where employees experience relatively low level of stress. This huge cost is an obvious burden to an organization (Goetzel, Anderson, Whitmer, Ozminkowski Dunn and Wasserman, 1998), The estimate of this cost is approximately \$150 billion annually at global level. A huge amount of expenses is incurred related to work stress (Donatelle and Hawkins, 1989). Stress at the work place, faced by employees' causes mental collapse, physical illness, disappointment, bad performance and poor revenue (Jackson and Schuler, 1985; Kahn and Byosiere, 1992; Sonnentag and Frese, 2003).

On the other hand, supporters of the second viewpoint (Champoux, 1980, 1981; Muse et al., 2003) consider the connection of work stressors with the employee outcome as a very complex phenomenon. These persons are of the opinion that there are both positive and negative effects of work stressors on employees' outcomes. It depends on the level of stress an employee is facing. The general argument of this approach is based on the research of Yerkes and Dodsens (1908) that describes work stress as useful for individuals up to an optimum level, because it creates excitement in employees and they agree to work hard. But if stressors cross an optimum level then situation becomes worst and the problems of overloading, troubles and malfunctioning raises which badly affect the performance. Their interpretation of this approach shows that the relationship between stress and performance is similar to an inverted-U shape (Yerkes and Dodson, 1908).

This approach when tested could not produce much supportive results, in spite of its intuitive appeal. Empirical study conducted by Muse et al., (2003) to test the theory showed, there were two only studies, which gave some support to the viewpoint of inverted-U shape relationship between stress and performance. That gave a chance to some scholar to criticize this theory (Westman and Eden, 1996) and some suggested to leave it (Neiss, 1988) as it was not practical in their perspective. However, Muse et al., (2003) contended to support this theory that it was the fault of tests which were not fair and inverted-U theory did not carry much support and left behind unclear and unfair experiments and evaluations.

There are two type of stressors that represents two different perspectives and describes two different relationships. Studies conducted by (LePine et al., 2005; Podsakoff et al., 2007) shows that hindrance stressors are thought as dysfunctional at all levels because it produces negative effects at all levels and employees react negatively in working situations. It decreases their performance. On the other hand, challenge stressors provide the opportunities of growth and development of employees. Moreover, they motivate the employees and their performance gets better. However, despite the positive effects of challenge stressors. It is also a fact that the high level of challenging environment can be harmful for employees. For example, if the workers are overburdened, have extra responsibilities, deadlines then obviously they are not going to be motivated. They are human beings and they cannot perform well in the environment of extra challenges. They also want some relaxation and cannot work under the burden of many challenges at a time. Thus, are likely to face more strain and it may affect their performance and satisfaction level. When the challenge stressors cross an optimal level, they can also be dysfunctional like hindrance stressors. These types' demands can represent the inverted-U shaped perspective.

Though, everyone faces stress at least once in life. Stress is a changing phenomenon which is concerned with obtaining new meaning or returning to the old definitions. However, there are two ways stress, disease relation: from psychological to physiological problems and from the biological illnesses to mental disorder. Significant contributors of or explanations for disease are hysteria, passions, vapors, nerves, neurasthenia, worry, mental strain, and tension. Dewar (2002); Abbott (2001) explained that the life brings a lot of surprises and put us in difficult condition every day, succumbing to great stress which leads to a disease, and it does not matter what century it is.

According to Dewar (2002) stress is a biological factor, describing the outcomes of disability to react appropriately to physical or emotional dangers to the organism, whether actual or imagined. Stress sets of like an alarm in the brain and responses by preparing defensive action in organism.

It is noted by researchers that job stress is a non-transferable part of work environment which can affect many things such as job satisfaction. It is also propagated

that many problems of organization can be solved through proper communication because most of the problems rise due to poor communication.

Majority of the employees believe that stress arises due to the interaction that takes place between the individual and the workplace demands. However, the conflict between job demands and person ability causes job stress. According to other view, some workers unbelievably feel tragic in similar working conditions. There is also a third view. Where, workers do not consider the working environment factors for their stress. That's why there is not a single reason of stress at work there are many view-points "noted by (Main state Nurses' Association, ProQuest Information and Learning Company, 2003).

Researchers consider the communicational problem as a drop in the sea. But this reason is responsible to initiate many difficulties as work stress is more often caused by the lack of good and effective communication. This problem is found more in developed countries as compare to in Asian countries. In Asian countries spiritual environment plays a supportive role at workplace and that's why communicational problems are less found in Asian countries. The less communicational troubles improve the overall performance and outcomes of organizations.

### **3.2. Consequences of Stress**

Shahzad, K., Sarmad, M., Abbas, M., and Khan, M. (2011) argued that, finding all consequences related to stress will take longer. However, the most significant outcomes are the apprehension of the negative effects of stress on employees. Researchers raised the question that why stress is always considered to be negative. It is propagated by researchers that in normal situations, employees can confront the work difficulties in an efficient way. That's why stress is not always negative. It can also motivate the workers mostly when it is challenging. It can bring improvement and progress. Stress cannot be seen as abnormal. The nonexistence of stress is irrational "noted by Nadeem, M (2011). An optimum level of stress can be helpful in working environments.

According to Kazmi, R. (2007) if there is abnormal level of stress and when workers find it difficult to overcome the stress then it can bring negative consequences. It creates problem for workers as well as organization. Consequences of stress are categorized in three categories: firstly, affect health, secondly, affect personal abilities and thirdly affects the ability to work efficiently.

Kyoung, C., M., Gyu, K., C., and Jung, M., H. (2015) discussed the health problems that are caused by stress. Some of them are high blood pressure, high cholesterol, diabetes, obesity, physical fitness problems, serious diseases, kidney and stomach problems etc. An ill person cannot even think of how work can be done effectively to achieve goals. That's why organization should concentrate more on initiating stress encountering programs than to focus on replacing workers recommended by Kazmi, R. (2007).

As far as the negative effects of stress on personality are concerned, it seems that everyone has different temperament towards stress. Some people can counter stress effectively (Martin and Psy. 2006). While some people find it difficult to tackle the stress (Kant and Sharma, 2012). According to Moorthy and Moorthy, Lee, Hon, Khong, Teow, and Yeong, (2013) some people become the easy victim of stress moreover, they adopt some negative habits like drinking and chain smoking etc. to avoid stress.

### **3.3. Linking the Debate with Theories**

Stress theories have been divided into two major groups: systemic stress and psychological stress. There are numerous theories of stress but revisiting the literature suggests that transaction theory of stress by Lazarus and Folkamn (1984) has been extensively used for understanding the linkages between stress and the employee's outcome. They defined stress as "individual's psychological response to a situation in which there is something at stake for the individual and where the situation taxes or exceeds the individual's capacity or resources". All those demands either related to work or environmental conditions which provoke the stress process are known as stressors, such as organizational politics, work-overload, overtime, stereotype and injustice. The negative consequences of the stressors are called strains, such as depression, anxiety, anger, sabotage, absenteeism, turnover, burnout and

counterproductive behavior (Jex, 1998; Lazarus and Folkman, 1984). Lazarus and Folkman (1984) developed a theory of stress that took into consideration the individual differences in cognitive and motivational variables which intervened between the stressor and the reaction. They argued that individual cognitive appraisals of the perceived demands and the subsequent coping processes exhibited by the individual in response to these appraisals serve as mediators of stressor-strain relationships. The model states that stressors get meaning and significance through evaluative process or cognitive appraisal. Cognitive appraisals are understood as the process of encounter with different aspects.

Transaction theory of stress points that stress may have either positive or negative effects on different individuals. Such as: the effect of stress on personal growth, career and development. Such stressful demands can either be a challenge or an opportunity (Lazarus and Folkman, 1984). The theory suggests that challenges and opportunities are different to different individuals varying across different job demands. Stressors can be categorized as challenge stressors and hindrance stressors. Numerous studies have been conducted on these dimensions that have different effects on motions, motivation, attitudes and performance (Wallace, Edwards, Arnold, Frazier, and Finch, 2009; Webster, Beehr, and Christiansen, 2010; Webster, Beehr, and Love, 2011). According to transaction cost theory of stress the stressors are the demand that arises either due to internal or external environmental factors, which upset the balance. This upset affects the psychological and physical wellbeing of an individual and requires the necessary actions to restore the balance. According to Lazarus (1996) and Antonovsky (1979) stress in the 1960 and 70's was considered as a transactional phenomenon dependent on some stimulus. The transaction cost theory core assumption is based on evaluating the process of coping of the stressful events. These events are perceived by an individual in his environment and referred to as the environmental transactions. Such transactions depend on the external stressors.

Lazarus and Folkman (1984); argued that there are positive and negative forms of stress experienced by employees. It also depends on how they assess their work and working requirements. If they consider the work requirements as hurdles and challenging, then they show negative responses. But all this depends on how they assess

their work and working demands. The appraisal process is very important that decides the responses of an employee. Particularly, Cavanaugh, Boswell, Roehling and Boudreau (2000) found how job stressors could be classified according to the negative and positive effects on employee's performance, like "challenge stressors" are recognized as promoting and development whereas "hindrance stressors" are considered as hurdles or barriers for task accomplishment and personal development. Normally the studies in this field by (Boswell, Olson-Buchanan and LePine, 2004; Cavanaugh et al., 2000) and meta analytical studies (LePine, Podsakoff and LePine, 2005; Podsakoff and LePine 2007) have found out the results and described how stressors affects the attitudes, perceptions and behaviors of the employees they normally consider that "challenge stressors are functional while "hindrance stressors" are dysfunctional because challenge stressors motivate the employees to work with commitment and in return they get satisfaction whereas hindrance stressors are called dysfunctional because they do not motivate the employees and in return, their performance is badly affected and this situation makes them dissatisfied.

The current study is linked to some of the previous theories: Lazarus and Folkman's Model of Stress and Coping.

### **3.4. Challenge and Hindrance Stress Framework**

Cavanaugh, Boswell, Roehling, and Boudreau (2000) introduced the challenge and hindrance framework more than a decade ago. This framework has theoretical, conceptual and empirical importance in understanding the relation between stressors and the employee's outcomes which is of significance to employees and employers (LePine, Podsakoff, and LePine, 2005; Podsakoff, LePine, and LePine, 2007). The most important outcome is the job performance behaviors. Both challenge and hindrance stresses result in the depletion of energy and this leads to anxiety and burnout which ultimately has a negative effect on performance. This negative effect is more evident in the hindrance stress than the challenge stress Cohen (1980). Crawford et al., (2010); LePine et al., (2005) pointed, that the association of challenge stressor with job performance is positive but weak. This may be due to the positive indirect effects on performance which may be the result of enhanced motivational responses.

According to Zhang, LePine, Buckman and Wei (2014) both challenge and hindrance stress influences the behavior. The influence has not been examined directly or indirectly through conceptual lens. They argued that explanation of stressor effects has focused on the notion of appraisal and coping. This results in strains which may either effect or offset the energies. Such effect or offset could possibly be invested in the work activities. Thus, according to them there is a need of a thorough investigation of the stressor effects which may enhance the theory of stress. They focused on the element of organizational justice to look at the mediating effects of organizational justice on the stressors and job performance: task performance behavior, creativity, counter-productive behavior, helping and voice. Moreover, they also took leadership: transactional and transformational leadership as moderators to see how the leadership offset the negative and positive of relationship between the challenge and hindrance stressors with the job performance. The organizational justice might play a significant role as the employees involves in an exchange relationship with the organization (Cropanzano and Mitchell, 2005). The research conducted by Janssem (2001) found a link between justice and stress.

Zhang, LePine, Buckman and Wei (2014) concluded that moderating effects of the leadership on challenge and hindrance is found to be contingent on the types of stressors and the type of leadership. Moreover, they found that transactional leaders reduce the negative effects of the hindrance stress on the job performance as the negative link between justice and hindrance is offset by the transactional leadership. The transformational leadership enhances the positive effects of the challenge stress on the job performance because the positive link between the justice and challenge stress is foster by transformational leadership.

Cavanaugh, Boswell, Roehling and Boudreau (2000) discussed two major factors from various measures of stress. The first factor contains the demands such as the job scope, time pressure, work load and high responsibility. These factors were termed as “challenge stressors”. These challenge stressors are viewed by the managers as opportunities. In order to learn and achieve challenge stressors are necessary in a work environment. The second factor contains the demands such as job security, role ambiguity, red tape and organizational politics. These factors were termed as “hindrance



stressors". These hindrance stressors are viewed by manager as thwarting to goal attainment and personal growth. Their research concluded that challenge stressors are positively related to job satisfaction and negatively related to job search whereas the hindrance stressor are negatively related to job satisfaction and positively related to job search. A similar type of study was conducted by Boswell, Olson-Buchanan and LePine (2004) taking lower level employee'. Their result suggested that two factor stressor types had different relation with retention criteria. Moreover, they argued that the individuals easily distinguish between the challenge and hindrance stressors. Their relation was different with different occupational criteria, but their research did not provide any theoretical explanation for the relation with performance. Motivation is proximal antecedent of performance, thus better understanding of the challenge stress association with motivation and hindrance stress association with demotivation is important to understand.

The challenge stressors are associated with high motivation. As the individuals believe there is a positive relationship between their efforts and outcomes. Such as coping with stressful demands and meeting stressful demands will likely promote the desired outcomes. Example a student working hard for his school may get good grades. Moreover, LePine, Podsakoff, LePine (2005) mentioned that, relation between challenge stress and performance is more complex. There is an indirect relationship with the performance which is positively offset by motivation and negatively offset by strain. Cavanaugh et al., (2000) validated measure of challenge stress items includes: time urgency, role demands, job demands, workload and pressure.

Hindrance stressors are associated with low motivation. As the individuals believe there is no likely to be a positive relationship between their efforts and outcomes. Such as coping with the stressful demands and meeting the stressful demands will not likely promote the desired outcomes. Their strong assumption is due to that no efforts will be adequate in meeting those demands. Example, individual with conflicting role demands recognize that they cannot meet both the role demands simultaneously. Cavanaugh et al., (2000) validated measure of hindrance stress items includes: resource inadequacy, interpersonal conflict, organizational conflict, hassles, constraints, role ambiguity, role clarity, role overload, role strain and supervisor related stress.

### *3.4.1. Challenge Stress*

Cavanaugh et al., (2000) defined challenge stressors as the perception of work environment with respect to the level demands: responsibility, job complexity, and workload and time pressure. These serves as the indicators representing high order factors which have, the potential to promote personal gain and growth (Crawford, LePine, and Rich, 2010). The pattern of relationship of challenge stressors with job performance varies according to different situation. A situation where the challenge stressors are in abundance: responsibility, workload, complexity and time pressure results in different pattern of relationship. Coping with the challenge stress is also difficult for the employees as it requires the employees to invest more energy: physical, emotional and cognitive to deal with these stressors. Empirical and theoretical evidences suggest the employees are well aware of the return they might get form their invested energy in-form of personal growth and development (Podsakoff et al., 2007). Thus, the employees see challenge stressors as fair, as their norms, values and reciprocity are not violated, and this guides the social exchange process. According to Zhang, LePine, Buckman and Wei (2014) the additional energy invested by the employees in meeting these stressful demands brings some additional benefits to employees. The employees see themselves in a scenario where there is an obligation on them to invest additional energy to cope with the challenge stressors in return to some benefit for them. This argument can be traced in Cropanzano's (1998) fairness theory. The main assumption of the fairness theory explains how the employees see and perceive the two alternatives: lower level challenge stressors and higher-level challenge stressors. Employees facing lower level of challenge stress perceive the stress as being un-preferable and unfair than the employees facing higher level of challenge stress. The perception of being un-preferable and fair is viewed as the norms, values and reciprocity have been violated. The employees see the fewer challenges as less desirable because this limits the opportunities of fulfilling the human need of self-enhancement (Schwartz, 1994). In regard to the perception of being preferable and fair Zhang, LePine, Buckman and Wei (2014) argued that the challenge stressor is positively associated with the employee's job performance outcomes.

Challenge stress is perception of stimuli that is associated with the high workload, high responsibility and time pressure. They were labeled as challenge stress because they are in individuals control and if controlled properly they might bring growth and opportunities (Wallace, Edwards, Arnold, Frazier and Finch, 2009). Colquitt, LePine, and Wesson (2014) defined challenge stressors as the stressful demands that bring opportunities for learning growth and achievement. According to LePine et al., (2005) Podsakoff et al., (2007) the challenge stressors brings individual with the opportunities of gain and growth and such stressor has positive relationship with commitment, satisfaction, motivation and performance. However, despite all these positive outcomes, it is still logical that high level of work stress might be overwhelming for employees. The employees when perceive, that they are overloaded, their job responsibilities are broader, much work load is on them so, they find difficulty in meeting the deadlines and are more likely to exhibit dysfunctional and a decline in their performance. This points that challenge stressors are functional to an optimum level and when once exceeds this optimum level the employees become dysfunctional. In short, this viewpoint can be seen as an inverted U-shaped perspective of the stress.

### ***Challenge Stressors Appraisals***

According to Lazarus and Folkman, (1984) even though the term challenge and hindrance do not have very opposite directions but compare to job stressor appraisals they give different viewpoints. Although challenges and hindrances may be connected through the process of assessment and they both are demands related to work. Lazarus and Folkman (1984) gave a structure through which the challenge demands are assessed.

Lazarus and Folkman (1984) stated that dedication or other things which are considered significant for employees also becomes important in the appraisal process. Lazarus and Folkman, (1984) noted that confronting stressful situation with dedication is important to the level at which outcomes are constructive or destructive for dedication.

According to Edward and Cooper (1990) work place commitment carries objectives, aims and behavior of the employees as Kahn et al., (1964) stated that these

commitments depends on the role of employee in a firm. According to Kuhn (1974) an employee's role in the organization decides his status and responsibly. Biddle, (1979), described role as design of behavior which are considered as the tasks of a person's position. According to Graen and Scandura, (1987) The role development process may be complicated. When a person is assigned a role or duty they understand the importance of tasks. They know that their good performance will be rewarded. While failure will result in punishment and removal from job. The employees who come into contact with these experiences that enhance their abilities and efficiency to perform their role competently would receive more external incentives and rewards as compare to the employees who don't experience such job demands. On the other hand, employees who have to confront demands with hurdles and barriers are likely to receive fewer rewards as compare to those who don't experience such demands.

By performing their roles efficiently, employees get intrinsic and extrinsic reward and feel satisfied. Klapp (1969) has stated that employee's role at work is linked with his identity and position in a society. According to Hulin, (2002) with the help of person's role at work, some kind of information may be collected about a person and his identity, self-esteem, objectives and goals, potentials, creativity, sense of security and other measures etc. So, all this describes a person role at workplace and describe his personality traits that may be either supportive for performance or not. These may have significant effects on their personalities. Particularly, employees who have to confront hurdles and barriers at work place, feel their work is not appreciated and they have fewer chances to develop their personalities, enhance their abilities and potentials and they feel insecure. On the other hand, those employees who experience such job demands that are supportive to perform role efficiently, are likely to feel that they have opportunity to groom their personalities. They have environment to enhance their abilities, potentials and have strong sense of security. Under these conditions, it is concluded that employees feel more dedicated to their work and to their responsibilities.

Job stressors will be considered as challenges through assessment if they help the employees to get extrinsic rewards and extrinsic rewards associated with goal accomplishment. Agreeing to this statement, researchers have identified four demands and evaluated them as challenging demands at workplace environment.

First component of challenge stress is “workload”. According to Spector (2000) and Jex’s (1998) view, workload in quantitative sense is the amount of work demanded by a person’s role at work place. These demands are viewed as challenges as they make employee’s busy to perform their duties and develop their individuality in the firm. Moreover, by accomplishing tasks they get external and internal rewards. Accomplishment of a task is an important demand. The assessment of rewards and promotions is decided on the basis of task accomplishment. According to Lazarus and Folkman, (1984) by fulfilling a role demand, a person gets intrinsic reward and he feels satisfied and proud.

Second component of challenge stress is “work pace”. It is defined as the speed required to complete a work within a given time period. This demand is assessed as challenging because it gives them motivation to achieve their task within specific time period. Lock and Latham, (1990) have stated challenging tasks and goals motivates the persons more to make efforts to accomplish goals as compare to that situation in which they are just asked to do best. Moreover, these researchers also described that challenging tasks motivate people to face the hurdles and barriers bravely. These challenging tasks motivate them to develop different techniques and approaches. Thus, work pace is a demand that gives opportunity of growth and motivates employees to complete tasks on time.

Third component of challenge stress is “job complexity”. It is appraised as challenge stressor. According to Hackman and Oldham, (1980) job complexity is a term which means different kinds of job activities are to be performed by organization members. The more complex jobs demand the more kinds of activities be needed to fulfill the tasks and achieve the results. A manager has to carry multiple tasks in an organization and his job complexity is much higher than those individuals who have to perform just a single or less complex task. Research on job characteristics generally indicates that employees in a complex situation perform jobs at a higher level. Fried and Ferris, (1987); Hackman and Oldham, (1980) noted that, research conducted on the characteristics of job showed that complexity of job is challenging, and it enhance the performance to higher level. Fried and Ferris, (1987); Hackman and Oldham, (1980) argued that they learn more about the work in a complex situation. Amabile, Conti, Coon, Lazenby, and Herron, (1996); Oldham and Cummings, (1996) stated that,

innovative thoughts and ideas come with the complex tasks and these qualities are found more in those employees who face job complexity as compare to those who face less complexity. Moreover, according to Fried and Ferris, (1987) jobs which have complex elements commonly are linked with intrinsic reward of self-satisfaction. According to Brannick and Levine, (2002); McCormick, (1979) jobs with high complexity compensate at high level. That's why employees should consider job complexity as a challenging demand which is beneficial to their performance

Fourth component of challenge stress is "job responsibility". It is appraised as challenge stressor. Job responsibility means individual is accountable for his work. This demand is challenging as it gives opportunities to get extrinsic and intrinsic rewards which are considered necessary to enhance performance and abilities. McCormick, (1979) stated that, jobs carrying high responsibility gives chances for gaining extrinsic rewards as these jobs get compensation at higher level. Moreover, employees with high responsibility become more dedicated to their jobs and exhibit more commitment. Thus, it is concluded that becoming responsible makes an individual more important in an organization. Responsibility of job is considered as challenging demand.

### ***3.4.2. Hindrance Stress***

Cavanaugh et al., (2000) defined hindrance stressors as the perception of work environment with respect to the level demands: job insecurity, red types, politics, role conflict and role ambiguity. These serves as the indicators representing high order factors which have, the potential to strain personal gain and growth (Crawford, LePine, and Rich, 2010). The more the hindrance stressors such as red types, relationship conflict, hassles and politics, employees start feeling little room for addressing the stressful situation successfully and find it difficult to achieve personal growth and gains (Lazarus and Folkman, 1984; LePine et al., 2005). The employees invest more efforts to deal with these stressors and their expanded energy in the form of: physical emotional and cognitive energy is wasted in these stressful demands. Thus, they see hindrance stressors as unfair, as a situation arises where their norms, values and reciprocity are violated. However according to Zhang, LePine, Buckman and Wei (2014) there is still some hope that the additional energy invested by the employees in meeting these stressful demands might bring some additional benefits in the long run. But in reality,

employees see themselves in a scenario where they are bound to invest additional energy to cope with the hindrance stressors in return to zero benefit for them. This argument can be traced in Cropanzano's (1998) fairness theory. The main assumption of the fairness theory explains how the employees see and perceive the two alternatives: lower level hindrance stressors and higher-level hindrance stressors. Employees facing lower level of hindrance stress perceive the stress as being preferable and fair than the employees facing higher level of hindrance stress. The perception of being preferable and fair is viewed as the organization has not violated the norms, values and reciprocity. In regard to the perception of being preferable and fair Zhang, LePine, Buckman and Wei (2014) argued that the hindrance stressor is negatively associated with the employee's job performance.

Hindrance stress includes the stimuli: work role ambiguity, organizational policies resource inadequacy and red tape. According to Wallace et al., (2009) such stimuli are referred as hindrance stress as they create stressful demands and are beyond the individual control, thus this also restricts the opportunity for personal growth. Hindrance stress accumulates all those work demands that are believed to be dysfunctional at many levels. Such stressors create negative effects and behavior. The employees when perceive they are overloaded and their job responsibilities are broader, they have to work hard but find difficulty in meeting the deadlines and are likely to exhibit dysfunctional and a decline in their performance and satisfaction.

### ***Hindrance Stressors Appraisals***

Agreeing with the appraisal process of Lazarus and Folkman (1984), it can be concluded that work stressors will be considered as threatening and hindering if it prevents employees from: achieving their work-related goals, prevents the employees from gaining intrinsic and extrinsic rewards and recognition and lastly prevents the employee in developing his/her personality. By supporting this popular viewpoint Podsakoff (2007) discovered and identified seven threatening work demands. These seven job demands are regarded as hindrance stressors as these job demands prevent the employees from achieving their work-related goals, prevents the employees from gaining intrinsic and extrinsic rewards and recognition and lastly prevents the employee in developing his/her personality. Role ambiguity and role conflict are the first two

hindering jobs demands. Role ambiguity and role conflict are consistent with role theory of Kahn et al., (1964).

#### ***3.4.2.1. Role Ambiguity and Role Conflict***

According to Polatci and Özyer (2017) role ambiguity and role conflict has no causal relationship. They both differ in relation to workplace incivility. Role ambiguity is where the employees are unclear and undecided about the required course of actions that are necessary to fulfill a task. Whereas, the role conflict is where the employee's ability, capability and competence are not related to a specific job. There is a clash between the desired requirements to accomplish a task and the available efforts of the employees. Both the employee and the job-related task are mismatch and misfit to each other. The example can be seen as non-administrative personals are running the administration. Obviously, it is a fact that employees face difficulty to perform their duties and fail to complete their tasks when they are not provided clear instructions, directions and knowledge about how to perform a task. Thus, this serves as hindrance: in completing the tasks prevents their professional growth and development and ultimately the overall organization gets affected. Similarly, employees receiving the conflicting and mismatch assignment from their leaders view all these demands as threatening barrier to their personal and organizational growth and development. These conflicting demands serve as interruption between the employees and management. These interruptions often lead to disputes among the employees and management and thus both employees and organization identity gets negatively affected. According to Jackson and Schuler, (1985) these interceptions and interruptions results in negative affective response. Similarly, Polatci and Özyer (2017) concluded that, employee working in service sector once face the incompatible roles will more likely show the uncivil behavior. Therefore, it can be concluded that the demands that makes one's role unclear in the organization or the demands that creates conflict in the organization are to be regarded as hindrances. They are obstacles and barriers to the performance overall.

#### ***3.4.2.2. Organizational Politics***

Organizational politics is the third type of hindrance appraisal. Similar to role ambiguity and role conflict, the organizational politics is also threatening and hindering to



an employee personal gain and growth. Organizational politics is where informal and unofficial and deliberate attempts are designed and undertaken to promote the self-interests (Ferris and Judge, 1991; Ferris and Kacmar, 1992). These unsanctioned attempts are at the expense and cost of organizational goals. The presence of organizational politics in a particular work environment gives the impression that the member's actions of that particular work environment are considered as self-serving and manipulating. Moreover, the employees perceive the work environment is unethical, infusing, threatening, self-centered and favoritism oriented. This gives rise to stress, and the employees start experiencing the stress. The employees believe are based on the perception that individual builds and makes themselves stronger in the organization by tearing the other employees down. Such employees not only listen to their superiors but agrees with them on everything so that to get ahead. Moreover, these self-centered employees are given raises, rewards, recognition and promotions not based on policy or performance but based on the favoritism (Kacmar and Ferris, 1991). The individuals of such work environment have own personal objectives and interest and serve themselves rather than serving the organization. This sort of stress is described as hindering to the individual role, growth, potential and to the overall goal of the organization. The individual who are victim to this sort of stress find themselves to have fewer resources to complete an assigned assignment. Moreover, they find it difficult to assist their coworkers. According to Witt (1998) organization politics has negative relationship with job performance. Similarly, organization politics has negative relationship with organizational citizenship behavior (Randall, Cropanzano, Bormann, and Birjulin, 1999). The presence of organizational politics in a work environment makes the allocation of rewards and recognition decision unclear and uncertain. Individual reactions to these demands are ambiguous and anger related. Their reaction results in the employee withdrawal and turnover (Ferris and Kacmar, 1992). Thus, this can be concluded that the organizational politics is to be considered as hindering to the individuals task accomplishment and personal development.

#### ***3.4.2.3. Administrative Hassles***

Administrative hassle is the fourth type of hindrance appraisal. Similar to role ambiguity, role conflict and the organizational politics, the administrative hassle is also

threatening and hindering to employee's personal gain and growth. Administrative hassles are where the organization has unnecessary requirements, rules and regulations and the employees find them very difficult to comply and deal with while completing their tasks. Unnecessary and excessive paperwork, overtime, red tapes, overly restrictive rules and regulations are some common examples of administrative hassles found in today's organization. According to Beaudoin and Edgar, (2003) these stressors are to be viewed as hindering and threatening as they disturb the employee's ability to perform their real work because of its interference with the individual task accomplishment. The excessive administrative hassles increase the individual's perception of strain, reduces the individual's motivation, satisfaction and job performance. The likely example is that employees who have to expend their resources for completing the unrequired excessive paperwork may express high levels of dissatisfaction and frustration. Moreover, they feel their productive performance is being hampered by the unnecessary works and restrictive rules and regulations. Individuals victim of administrative hassles feel their job performance is constrained and they are more likely to become upset with such hassles. The argument is consistent with the research of Brough (2005). According to his research conclusion, there is a negative correlation between feeling of well-being, the intrinsic and extrinsic job satisfaction, and the administrative/organizational hassles. Similarly, more consistency of the argument can be found with study conducted by Hart (1999). According to his research findings, work hassles that include the administrative hassles have negative correlation with the job satisfaction of 479 police officers. Similarly, in another study conducted by Zohar (1999) concluded that, there is a positive relationship between negative moods, fatigue and the work hassles that includes the administrative hassles. Although, Zohar (1999) controlled the task complexity but still the results were the same. In sum these arguments and findings suggests that individuals view the work and administrative hassles as obstacles to a task completion. Furthermore, these hassles limit the personal growth in an organization. The individual gets dissatisfied from their job and the organization. Their job performance gets halted and thus may lead to job burnout and turnover of the employees.

#### ***3.4.2.4. Resource Inadequacies***

Resource Inadequacies is the fifth type of hindrance appraisal. Resource inadequacies is consistent with role theory of Kahn et al., (1964) and Peters and O’Conner (1980). Resources inadequacies are where the employees perceive that the resources such as: materials, tools, equipment, machinery and other supplies are insufficient to perform a task. According to Wernerfelt (1984) resources could refer to any process, object and thing required by the employees at the workplace to undertake and accomplish some specific task. In order to conceptualize the terminology, the resource inadequacy refers to the inadequate availability and accessibility to physical resources that are needed in the work environment for the smooth operations. The likely example can be heavy machinery is required for drilling the earth to extract petroleum. The lack of machinery may halt the extraction process. The resources unavailability is a constraint to the individual job performance and hurts the negatively affects the individual job performance as task remained unaccomplished. Moreover, the unavailability of resources hinders the individual complete potential (Peter and O’Conner, 1980). Moreover, they reported that at critical points and incidents the resource inadequacy serves as obstacle in completion of a task. These incidents and situational constraints are hindering to the individual and organizational productivity and job performance. According to Amabile et al., (1996); Shalley, Zhou, and Oldham, (2004) employee’s creativity has been linked to the economic resources and rewards. Thus, inadequate resources will hinder the creative and novel ideas, as the relationship between creative ideas and economic resources may not be developed. Thus, it can be concluded that resources inadequacy serves as an obstacle to employee’s task performance behavior, his potential growth and the overall organizational performance.

#### ***3.4.2.5. Interpersonal Conflict***

Interpersonal conflict is the sixth type of hindrance appraisal. In order to conceptualize the terminology, the interpersonal conflict is where the employees have differences resulting from personal difference that includes: personality, preferences, attitude and styles (De Dreu and Van Vianen, 2001). The interpersonal conflict has unequal effects on group function and performance (De Dreu and Weingart, 2003). Thus, the interpersonal conflict can either be positive or negative. According to Jehn

(1994, 1995, 1997) the researcher hypothesized that although the prevailing conflict related to: resource distribution, rules and regulations, policies, judgment and interpretation may result in better decision outcomes and higher performance. The likely example is the arguments between the employees and coworkers regarding differences in personal opinions, likelihood, tastes, politics, values, norms and preferences. Interpersonal conflict may raise the job dissatisfaction, loss of identity and self-worth, negative emotions and a reduction in the job performance. Conflict basically is disagreement on some opinion and thought. Thus, the interpersonal conflict can be viewed as hindering to employee's personal growth and job performance behavior.

#### ***3.4.2.6. Job Insecurity***

Job insecurity is the seventh and last type of hindrance appraisal. In order to conceptualize the terminology, Job insecurity is where the employees perceive the likelihood of job loss (Greenhalgh and Rosenblatt's, 1984). The perception is based on the likelihood of job loss. Thus, individuals believe that, they have little or no control over the job loss. Thus, employees are prone to this type of hindrance stressor. Belton (1999) noted that over one-third of the Americans are seriously concerned about the job insecurity. This sense of powerlessness is regarded as obstacle to personal growth and gain and ultimately leads to employee turnover. The likely examples are that when employees perceive their jobs to be at risk or hears rumors about layoffs and downsizing, are more like to feel strain and stressed. Thus, this may enable them to shrink the duties times as they may give more time for the search of new job. Syerke et al., (2002) conducted a meta-analysis. They supported this viewpoint that job insecurity has negative effects on the individuals such as: physical and mental health problems, anxiety, depression and stress, negative feelings, emotions and attitudes. Thus, all these aids to negative job performance behaviors. The employees feeling insecure are more likely to have less stable membership with the organization. Furthermore, the job insecurity threatens the individual roles and identities. In sum, it can be concluded that job insecurity is to be viewed as hindrance to accomplishment of tasks, personal growth and gain and more importantly this results in the negative job performance behaviors.

## CHAPTER FOUR

The current chapter has three major sections. The first section describes the job performance. The second section discusses the major dimension of job performance: task performance, organizational citizenship behavior and the counter-productive behavior. The third sections link the stress with job performance moreover, how challenge and hindrance stressors affect the job performance.

### 4.1. Job Performance

Campbell (2000) defines “performance as behavior”. It is something that is performed by the individuals. Thus, this differentiates performance from outcomes as it may be the results of other factors. It can consist of mental productions such as answers or decisions. Performance is an individual level variable i.e. something an individual does and is differentiated from the higher-level variables like organizational and national level variables. It is the most depended variable in industrial and organizational psychology. Job performance is the central concept in management research. Teigen, (1994); Westman and Eden, (1996) argue, the stress-performance relationship such as: the inverted U-shape relation between the stress and performance has not been well documented.

Borman and Motowidlo (1993); Campbell (1990) defined job performance as, the sum of the value of all those activities an employee performs either positively or negatively, directly or indirectly towards the organizational goal accomplishment. The challenge and hindrance framework based on the transactional theory of stress Lazarus and Folkman (1984) suggests two dimensions of the stressors: positive and negative stressors. These two dimensions are induced by strain but their effects on job performance differ significantly (LePine et al., 2005; Nahrgang, Morgeson, and Hofmann, 2011).

Mehmat (2013) conducted a study between different organizational variables and job performance. He concluded that 28 organizational variables have significant effect on the nurses’ job performance. Amongst them the work load is more dominant one. The organization when trying to increase the job performance of the employees

must reduce the unnecessary pressures on the employees. The organization should provide equal opportunities, enhance a fair justice system, overcome the favouritism and promote a healthy democratic environment to raise the job performance of employees.

Bayram, Bilgel and Gürsakal (2009) conducted a study to evaluate the magnitude and counter-productive behavior types. They pointed out that organizational constraint is the most highly correlated variable that raises the counterproductive behavior. Moreover, they concluded that interpersonal conflict and work load the two sub dimensions of challenge and hindrance stress framework has a high correlation with counter-productive behaviors. They also concluded that among the five major counter-productive behavior: abuse and withdrawal are the most important to be tackled.

Dirican and Erdil (2016) conducted a study between the academic staff demographics factors and its effect on counter-productive and organizational citizenship behaviors. They concluded that, the older an employee less exhibits counter-behavior and more exhibits the citizenship behavior. Similarly, a younger employee more exhibits counterproductive and less citizenship behaviors. Moreover, they concluded that there no significant difference exists between male and female related to the citizenship behavior.

Earlier job performance was categorized by central or core activities related to a job, but with time it was felt, it is not only core activity of a job, it is something beyond this. Barnard (1938) referred; to run organizations smoothly focus has to be made on cooperation between organizational members. Katz and Kahn (1978), focused on helping and cooperating behavior valuable for organization function. Smith, Organ, and Near (1983) described and labelled “extra technical proficiency” components of behavior, assisting core activities, pro-social organizational behavior, behavior that enhance welfare (Brief and Motowidlo, 1986), civic virtue (Graham, 1986) referred to the responsibility involvement in the governance and political life or organization. Sportsmanship is defined as toleration without complaint of less than desirable organizational conditions and organizational courtesy describes gestures of organizational members (Organ, 1988). Organizational spontaneity (George and Brief, 1992), Contextual performance (Borman and Motowidlo, 1993), Thus, performance is a

multidimensional construct. For different jobs, different are the performance standards. Therefore, it is conceptualized as a multidimensional construct comprising of many kinds of behavior that in return contributes and maximizes organizational effectiveness. Job performance has been characterized into three broad categories: task performance behavior, organizational citizenship behavior and counterproductive behavior (Rotundo and Sackett, 2002). The current study is concerned with all categories of job performance categorized by (Rotundo and Sackett, 2002).

Job performance framework of Rotundo and Sackett, (2002) has been introduced in this dissertation to investigate the empirical associations between work stressor and job performance outcomes.

## **4.2. Job Performance Dimensions**

### ***4.2.1. Core Task behavior***

Core task behaviors are all those activities that have a direct relation to the organization technical core, by carrying the technical or core task functions of a job. The core task activities differ more job to job as in the manufacturing sector the workers are required to transform the raw inputs into the final outputs while in the case of service sector the employees are trained to provide services to the customers. Such as selling, auditing and banking. Thus, task performances are activities and duties that are necessary to carry the core activity. Human theory suggests the view of the task performance as task performance can be enhanced with the more stay in the same organization. The organizations can also train their employees regarding the specific task and may attract the person that best suit their job description and job specification outline. The clearest distinction between task performance and organization citizenship behavior is; earlier varies from job to job and job description varies whereas, latter is akin for diverse jobs. Cognitive aptitude is the primary predictor of the former whereas personality represents the latter. Relevant knowledge, skills, abilities and experience is the main component for task activities, while volitional and predisposition, are the predictors for contextual performance.

#### ***4.2.2. Organization Citizenship Behavior***

Organization citizenship behavior has been studied since the late 1970's. Literature shows the interest in this field during the last four decades. Employee behavior has consequences at the work place thus, OCB are linked to overall organizational effectiveness. Turnipseed and Rassuli, (2005) defined OCB as "defending organization when it is criticized" This concept is opposite to counterwork behavior as the earlier benefits the organization positively while the latter harms the organization negatively (Dalal, 2005). Borman and Motowidlo, (1993) define citizenship performance as behavior that are not related to the core task activities but are important because they support organizational, social and psychological context, and referred it as "catalyst" that assists in tasks to be accomplished efficiently and effectively. According to researchers, citizenship behavior include, "volunteer to perform tasks that are not part of job description", "exerting extra efforts to accomplish a task", "helping, cooperating, integrating and coordinating with other employees", "co-workers and supervisors and teams", "create and maintain peace in work environment", "highly committed and loyal to the organization even in time of personal inconvenience", "obeying the rules and regulations of the organization while endorsing, supporting and defending organizational objective's".

Borman et al., (2001) presented three category taxonomies of the OCB with the major dimensions: a) Personnel support: helping others by offering suggestions, transferring them the relevant knowledge and skills, helping them, performing their tasks when necessary, cooperating with the workers, motivating the employees, showing courtesy and consideration to the fellows. b) Organizational support: individuals support the organizations and defend the organization favourably outside, loyal and committed to the organization and as well as tries to achieve the organizational vision, mission and goal. c) Conscientious initiative: putting more efforts even in the hard times, looking for new productive ways for accomplishment of the tasks.

Employees in an organization are dependent on co-workers and the organization. To elicit positive outcomes, they try to seek perceive social support from



the social environment. The environment not only covers the people working in an organization but, members outside the organization (Polatçı, 2015).

#### ***4.2.3. Counter-productive Behavior***

Counterproductive can be defined as the behavior that goes against the organizational norms and values or against the goals of an organization. Robinson and Bennet (1995) defined it as “behavior which violates organizational norms in some harmful manner”. Such behaviors harm the organization and the other stakeholders associated with the organization: employees, customers, suppliers. Spector and Fox (2002) term such behavior as hidden behaviors that harm the organization. Bukhari and Ali, (2009) stated “CWB on the other hand is something which can become a worse nightmare for an organization’s management, as employees demonstrating such behavior is not non-productive but are counter-productive, because they tend to play a role which altogether reverses the organization’s progression”. Baker, (2005) viewed that CWB and OCB are negatively correlated. Thus, he emphasized to take into the consideration the CWB as with the elimination of CWB the likelihood of OCB is greater.

Several researchers presented different typologies and dimensions of counterproductive behavior. Many researchers have addressed the negative effects of counter-productive behavior. At an average 33-75% employees get involved in counter-productive behavior during their tenure in an organization (Harper, 1990). Employee deviance recorded \$6 billion to \$200 billion annual loss to an organization (Murphy, 1993). Some researchers had looked on the specific aspects of the counter-productive behavior like absence (Dalton and Mesch, 1991), aggression (Douglas and Martinko, 2001; Fox and Spector, 1999) and theft (Greenberg, 1990). While others looked and researched on it as a whole counter-productive construct. Spector et al., (2006) argued that counter-productive behavior should be summed up as hierarchical model and looked it as one construct while other researchers argued to focus on the dimensionality or facets of counter-productive behavior.

Robinson and Bennett, (1995) framed a four-class typology of counter-productive behavior: production deviance, property deviance; political deviance and

personnel aggression. Such behaviors include, leaving the workplace early, intentionally working slowly, taking very long breaks during the working hours, stealing the organization property, damaging the organization property, favoring others, putting blame on others, harassing and abusing the employees. Gruys and Sackett, (2003) investigated the dimensionality of counter-productive behavior and presented eleven dimensions of the counter-productive behavior: theft of property; destruction of property; misuse of information; misuse of time and resources; unsafe behavior; poor attendance; poor quality of work; alcohol use; drug use; inappropriate verbal action; and inappropriate physical action. Similarly, Spector et al., (2006), argued can all counter behavior are equal? They measured the dimensionality of counter-productive behavior with the help of five-dimension typology of counter-productive behavior.

Employees typically cooperate with bosses, customers, clients, associates, subordinates in work environment condition. Workers see the offensive communications as stressors. Impel to hostility, outrage and negative feelings, may understands the sentiments of shamefulness and can lead to counter-productive work behaviors (CWB) which eventually blocks the performance (Spector and Fox, 2005). Emotions of workers have huge part to play in following CWB acts. It differs from individual to individual. How one can take up the working environment condition. Normal cases of job stressors at working environment are part strife and vagueness (Kahn et al., 1964), relational clash (Spector, Dwyer, and Jex, 1998), and situational limitations (Peters and O'Connor, 1980). Strain is a result of the work stress process that can be mental (e.g., work disappointment or turnover aim), physical (e.g., substantial manifestations, for example, cerebral pain, physiological changes, for example, expanded pulse and long-haul pathology), or conduct.

The counterproductive work behavior is a demonstration which may be coordinated towards association and people. Spector, Fox, Penney, Brursema, Goh, and Kessler (2006) classified CWBs into five fundamental measurements. Employment stressors are conditions and occasions that summon strain (Kahn and Byosiere, 1992).

Employment stressors can be single occasions, for example, basic life occasions or horrendous encounters and ceaseless issues which proceed over a more extended timeframe. The last frequently are small scale stressors, supposed 'day by day bothers'

(Kanner, Coyne, Schaefer, and Lazarus, 1981) which incorporate for instance day by day troubles with completing one's work in time or every day issues in managing troublesome customers.

Counterproductive work place behavior (CWB) has turned into an inexorably prevalent theme of concentrate among authoritative specialists. CWB alludes to conduct by representatives that damages an association or its individuals (Spector and Fox, 2002) and incorporates acts, for example, robbery, disrupt, verbal mishandle, withholding of exertion, lying, declining to participate, and physical ambush. Throughout the years, different researchers have examined a comparative arrangement of practices, however they have utilized distinctive wording relying upon their hypothetical concentration, including: authoritative misconduct (Hogan and Hogan, 1989), association roused animosity (O'Leary-Kelly, Griffin, and Glew, 1996), organizational retaliatory practices (Skarlicki and Folger, 1997), working environment hostility (Baron and Neuman, 1996), work environment aberrance, (Bennett and Robinson, 2000; Robinson and Bennett, 1995), vindicate (Bies and Tripp, 1998), and standoffish conduct in associations (Giacalone and Greenberg, 1997). To date, the dominant part of research here has concentrated on recognizing ecological predecessors of CWB, for example, work stressors, and distinguishing identity characteristics, for example, negative affectivity, that may expand a person's affinity to take part in CWB.

Although, researchers are conceded to a between actionist point of view in regard to the commitments of individual and condition factors in anticipating behavior, a couple have explored both with CWB in a similar report (Aquino, Lewis, and Bradfield, 1999; Skarlicki, Folger, and Tesluk, 1999). In addition, various examinations around there have inspected the connections between potential stressors and CWB utilizing a solitary wellspring of information, for the most part self-report.

The purpose behind the developing enthusiasm for CWB is genuinely evident for CWB is, shockingly, a typical event in associations and can have a gigantic contrary effect on the two associations as far as lost efficiency, expanded protection costs, lost or harmed property, and expanded turnover (Baron and Neuman, 1996; Benminson, 1994; LeBlanc and Kelloway, 2002; Vigoda, 2002), and additionally the general population in them as far as expanded disappointment (Keashly, Trott, and MacLean, 1994) and

experienced employment stretch. One helpful system for understanding CWB originates from the activity push writing. The model of the work stress process exhibited by Spector (1998) declares that ecological stressors are seen by people accordingly, leading the experience of adverse feelings, for example, outrage or tension, which might be trailed by responses to the stressors, called work strains. Employment strains can be named mental, physical or conduct (Jex and Beehr, 1991).

### **4.3. Stress and Job Performance**

Numerous academicians and scholars have focused on the adverse effects of workplace stress (Overman, 2011; Stroud, 2008). But the researchers are now more concerned with the balanced workplace stress. As such Hans Selye's (1956) pointed that some stressful demands might be satisfying to the individuals. The same view point was earlier pointed by Dodson (1908) that stress might be beneficial at some point of life. For this purpose of reconciliation researchers have taken the transaction theory of stress Lazarus and Folkman's (1984) to settle adverse stress with some progressive potentials (Cavanaugh, Boswell, Roehling, and Boudreau, 2000; Jex, 1998).

Transaction cost theory of stress has been taken in account in this study and the theory defines stress as a process set into motion when the environmental demand increases than the individual resources (Lazarus and Folkman, 1984). These demands are regarded as either relevant or irrelevant, obstacle or opportunity to individual growth, performance and development. Cavanaugh et al., (2000) developed a framework of challenge and hindrance stressors to explain the stress relationship with different outcomes. They referred to job demand as challenge stressor that effect an individual growth and reward. Job demand stress like: job complexity, responsibility, workload and time pressure were identified as some dimensions (LePine et al., 2005; Webster et al., 2011; Zhang, LePine, Buckman, and Wei, 2014). Cavanaugh et al., 2000; Crawford et al., 2010; LePine et al., (2005) referred to the hindrance stressors as the stress that are not potential for personal growth but are more powerful to negatively influence the growth. These demands were identified as role conflict, role ambiguity, interpersonal conflict, organizational politics, resource inadequacies and administrative hassles (LePine et al., 2005; Webster et al., 2011; Zhang et al., 2014). The adoption of such model confirms both stress types are concerned with burnout but their relation to

emotions work attitude and motivation differs and such differential affects the job performance in opposing ways. This view point is supported in the study of work attitudes (Podsakoff et al., 2007), engagement (Crawford et al., 2010), motivation (LePine et al., 2005), and individual performance (LePine et al., 2005). Moreover, Rodell and Judge (2009) found support of the differential relationship between citizenship and counterproductive behaviors with the challenge and hindrance stressors. A gap in the literature is that only one study has examined the factors that might have an impact on the appraisal of challenge and hindrance stressors. LePine (2015) examined the appraisal process and distinguished the demand—the challenge and hindrance stressor—from its appraisal. Similarly, according to the transaction cost theory of stress, demands are to be considered in terms of their importance to the individual because “how a person construes an event shapes the emotional and behavioral response”. Thus, stressors are referred to as the presence of challenge demands while appraisals are referred to as a person subjective analysis of the demand have a potential for personal growth. Hindrance refers to the hindrance demands while hindrance appraisals refers to the subjective interpretation of an individual demands have a potential to result in personal loss, constraints, or harm.

In this manner it is important for the organizations to investigate the issues that are connected with work execution. It has been discovered that there are four sorts of connection between the measures of employment stress and job performance: a negative straight relationship, a positive direct relationship, a curvilinear/U-formed relationship, and no connection between the two at the calculated level (Jamal, 1984). The discoveries got from the past researches about viewing this relationship is considered as conflicting.

#### **4.3.1. Challenge Stress and Job Performance**

Potential unpleasant circumstances are inescapable in the workplace (Sadri and Marcoulides 1994). Henceforth, the potential negative impacts of upsetting circumstances on employees' wellbeing and efficiency must be figured out how to improve worker prosperity and profitability. There is no lack of pressure ponders (Ganster and Schraubroeck 1991; Koh and Lim 1996; Beehr, Sargent and Terry 2000; Cavanaugh, Boswell, Roehling, and Boudreau 2000; Dollard, Winefield, Winefield and

Jonge 2000; Jex, Stacy, and Murray, 2000; Akinrele, Osanwonyi and Amah 2003; Amah 2012). In any case, there are no reliable outcomes over the studies. Jex (1998) credited the irregularity to the way that the idea of stress was not represented in past studies. To investigate this declaration further, Cavanaugh et al., (2000) created two-dimensional system for work stressors. The measurements are named as test stressor and deterrent stressor.

According to LePine, and Jackson (2004), challenge stressor is evaluated as improving and 'advancing dominance, self-awareness or future additions', while hindrance stressor does not upgrade these increases. Challenge stressor factor contains 'high work request, work extension, and duty', while hindrance stressor factor contains 'part vagueness, authoritative legislative issues, and professional stability' (Podsakoff, LePine and LePine 2007, p. 438). The factorial structure of the two-dimensional system for work stressors has been affirmed with different examples (see Cavanaugh et al., 2000; Amah 2012). The differential impact of these measurements in challenges from the created nations has been set up for work fulfillment (Cavanaugh et al., 2000), for work demeanor and turnover (Podsakoff et al., 2007) and learning performance (LePine et al., 2004). Though, Amah (2012) did not affirm the differential impact when an example from a creating nation setting was used. Amah (2012) ponder notwithstanding, settled that self-adequacy directed the connection between challenge stressor and job fulfillment, with the end goal that the negative impact of challenge stressor on work fulfillment did not happen for high self-efficacy members. This finding matches with the statement of Jex, Bliese, Buzzell, and Primeau (2001) that selective individuals with high self-reasonability will get a handle on challenge stressors.

The clashing finding is a pointer to the way that the level-headed discussion on the differential impacts of the two measurements of stressors is a long way from being settled. Hence, Amah (2012) called for more investigations to set up the way of impact of the two measurements of stressors on work state of mind.

### 4.3.2. Hindrance Stress and Job Performance

Hindrance stressors are boosts, for example, part vagueness, part struggle, organizational governmental issues, bothers, and formality that hampers execution since they can't be overwhelmed with ability or exertion exhausted. Hindrance stressors are recommended to start an aloof, emotional adapting style in which the individual will endeavor to get away from the circumstance, or will just surrender (Lazarus and Folkman, 1984). Exploratory examinations have demonstrated that tension from stressors diminishes the viability of data preparing (e.g., Eysenck and Calyo, 1992) and aptitude procurement (Ackerman, 1987; Anderson, 1987), proposing that the uneasiness delivered by hindrance stressor might be the reason for poor performance and the craving to pull back from the circumstance. In push explore, hindrance stressors have been decidedly connected with physiological (Vagg and Spielberger, 1998; Ganster, Fusilier, and Mayes, 1986; Theorell and Karasek, 1996), conduct (Spector and Jex, 1998; Fox and Spector, 1999), and mental strains (Spector and Jex, 1998; Boswell, Olson-Buchanan, and LePine, 2004).

Deterrent stressors hamper execution since they act like barricades that can't be passed paying little respect to self-adequacy, inspiration, exertion, or some other factor. The specialist who experiences a deterrent stressor sees control and self-adequacy for the significant assignment to be low, and consequently trusts that nothing productive can originate from advancing push to conquer the stressor (Spector, 1998).

A multitude favor for the hindrance stressor-strain relationship exists, yet there is far less proof to help the favorable impacts of challenge stressors. The theory of challenge and hindrance stressors is generally new, and more research is expected to comprehend the mind-boggling connections fundamental the pathway amongst stressors and execution.

The capability of challenge versus hindrance stressors has driven more connected with weight ask about yet has not tended to the questions of how and why challenge and hindrance stressors differentially impact performance, how stressors are seen, or how researchers adjust to challenge stressors and hindrance stressors. The model tried in the present investigation depends on the 2-dimensional model placed by

Cavanaugh et al., (2000), yet in addition incorporates control and self-efficacy as parts of the examination procedure that may clarify the differential connections amongst challenge and hindrance stressors and performance.

#### **4.4. Job Stress and Job Performance in Banking Sector**

From the last two decades, banks are experiencing enormous changes in the structure and the organization. The high-tech technology and globalization have nearly changed every aspect of the working life. The emerging technologies and software have created new types of jobs and thus, demands new role from the employees. The deregulation of the labor market has a significant impact on the working class. Such changes occurring in the environment does not only affect the organization but also the employees' health. Among the numerous occupations, banking sector is one of the well-deserved occupations that is highly affected by the changes resulted from the global financial crisis. The consequences of these changes are the employee's psycho-social disorders. The prime aim of the study is how the job stress in the banking sector affects the banking employee's job performance behaviors. Furthermore, to investigate how leadership has an influence in managing and controlling the bankers stress. Keeping in view, the researcher has tried to review the job stress literature related to the banking sector so that to reach a finest understanding of the phenomena.

According to Bashir et al., (2010) they chose 20 articles from the Medline database. They found a constant agreement amongst the 20 articles. i.e. work-related stress in the banking sector is at critical level and has impact on both physical and psychological health of the employees. Majority of the studies have pointed an increase in the mental health problems of the bankers. Moreover, the effects are not limited to the employees only, but the organization does get affected. They argued that the stress process starts with anxiety and depression and goes on adaptation of counter-productive behaviors and end on job burnout and turnover.

A recent study conducted in both public and private banks by Caral Lopes and Dhara Kachalia (2016) concluded that working style of banking sector is completely revolutionized by the technological growth and the global competition. This situation makes the employees more prone towards the stress. They concluded that there is a



significant relationship between age, gender, education, interpersonal relationship, job duties and the types of banks. In order to have improvised productivity and have a stable physical and mental condition the banking employees should adopt with stress coping strategies.

According to Kishori and Vinothini (2016) the pivotal factor for organization success lies in the workforce productivity. They studied the impact of stress in public sector banks employees. They found that banking employees are exposed to all kind of stressors due to high globalized competitive forces. This not only affects their job performance but also their personal life.

In order to improve the physical work environment, the bank managers must manage their workforce. The improvisation leads to the physical and psychological well-being of the employees ultimately leads to an increase in banks revenue. Priyanka Das<sup>1</sup>, Alok Kumar Srivastav (2015) concluded that stress in public banks is limited and necessary actions on the part of management are needed to lower the stress of the bankers. The necessary actions will help the banks to achieve bigger heights.

Ementa, Christiana and Ngozi (2015) conducted a study amongst the bank sectaries to study the perceived cause and its effect on the job performance amongst the bank sectaries. They found that most of the work functions at the workplace cause the stress. These workplace functions have adverse effect on the bankers. Bankers are experiencing huge level of stress in their work routine. Similar to Priyanka Das<sup>1</sup>, Alok Kumar Srivastav (2015) suggested that actions are needed by the managers to lower the stress so that to manage the workforce, they also argued that stress is unavoidable, but it can be made lower to a greater extent if the management undertakes some necessary steps.

Employees training and development is necessary in order to tackle the stress and stressful situations. The key priority in training should be relevant to the policy and policy implementation. Work pressure and work life imbalance is the major cause of stress in the banking sector. Thus, the banks may need to support the bankers that may help the bankers in leading towards a successful work and family life (Kannan and Suma, 2015).

Stress in any job is unavoidable and the banks are no exception. The numerous factors that lead to banker's stress are the lack of planning at the workplace, inefficient manpower, inadaptability to changes, performance pressures and family demands (Vishal Samartha and Mushtiar Begum, et al., 2014).

Bashir, Usman et al., (2010) conducted a study in Pakistan to analyze the relationship between job stress and job performance. They found that job stress has a negative correlation with the job performance. This negative correlation leads to the lesser employee's productivity. They argued that the presence of stress in the working environment reduces the employee's motivation of working hard and thus result in lower job performance. Moreover, they also concluded that job stress is not gender centric. Male and female both experience stress at the workplace. The stressors leading towards the stress might be different for the male and female.

According to Enekwe, Chinedu Innocent and Agu, Charles Ikechukwu, et al., (2014) there is no significant difference of the stress management technique between male and female. Thus, they concluded that stress management and handling is not gender based or sensitive. Male and female bankers experience stress at the workplace.

Commercial banks are under high stress. The factors such as long working hours, mental depression, workload, management pressures, deadlines, job insecurity and family all lead towards perceived stress in commercial banks. These factors negatively affect the psychological wellbeing of the employees and employees fall into depression of longer period of time. In order to minimize the negative consequences, the employers should create a healthy working environment, making of an effective job design and lastly remuneration should be offered to the banker. Rahman and Kamruzzaman, et al., (2013)

According to Tatheer, Yawar Ali and Atif Hassan et al., (2013) high level of stress among the bankers at the workplace is due to improper reward system, role conflict, long working hours, organizational culture, lack of autonomy and lack of management support. The employers and employees both experience a number of symptoms leading towards the stress. If these symptoms go unnoticed and not treated

properly at the beginning stage will lead towards serious health problems and depression.

Sharmila and Poornima (2012) concluded, majority of private banks employees face severe stress and psychological problems. It should be the utmost priority of the management to take initiatives so that to avoid the disastrous effects. The competitive world and the dynamic market have steered the employees to all kind of stressors. These not only affect their job performance but also their personal life. They argued the need of interventional strategies to be designed and implemented at the organizational level.

A comparative study between the employees of public and private banks conducted in Pakistan by Khurram Zafar Awan and Faisal Jamil (2012) found that some variables affects the public banks employees more than the private banks employees. Similarly, some variables of the private banks employees are more affected than the public banks employees. Both public and private banks job are stressful, but the public banks are more stressful than the private banks.

Similarly, another comparative study of job stress and the personalities' type conducted on nationalized and non-nationalized banks employees by Katyal, Jain and Dhanda (2011) concluded that bankers experience high stress and strain at the banks. This high level of stress is liable for depressive mood, emotional instability, over anxiousness and nervous breakdown.

Nadeem Malik (2011) conducted research on the impact of occupational stress between public and private sector banks employees. They argued that there is dire need of the interventional strategies at the organizational level.

As reported by Madan and Bajwa (2016) public and private sectors banks employees' experiences huge amount of stress, but the level of stress in the private sector is greater than the public-sector banks. The reasons are the long working hours, relationship between the supervisor and subordinate, financial reward and the manager attitude. Dhankar, S. (2015) conducted a study to determine and analyse the stress experienced and the different stress components among employees of 20 different

banks. Their result revealed that employees of the private bank mostly experiences due to the work overload whereas unreasonable group and political pressure are the major cause of stress in the public-sector banks.

Kayastha, et al., (2012) conducted a research between different industries in various parts of Nepal. They found that managers experience high stress level due to the different stressors found in the working environment. The stressors that lead to manager's stress at the workplace are strenuous working conditions, role conflict, work overload, poor coordination and peer relationship, under participation and intrinsic impoverishment.

A study between the public and private banks of New Delhi India relating organizational stress and the coping mechanism was conducted by Nidhi (2013). The major outcomes of her study were: employees of both private and public banks experiences stress. Amongst the numerous stressors the organizational climate stressor and the role distance stressors holds a very significant impact on the employee's stress. The earlier is major of stress in the public sector while the latter is major source of stress in the private sector banks. There exists a significance difference in public and private banks regarding the above stressor types. However there also exists a similarity in public and private banks regarding stressors such as: inter-role- distance, self-role distance, resource inadequacy, role overload, role stagnation and role ambiguity.

Tudu and Pathak (2014) conducted a research in different public and private banks of the metropolitan cities of India: New Delhi, Gurgaon and Noida. They wanted to find the existence of stress in both public private sector banks. According to them Employees belonging to both public and private level banks experiences optimal level of stress at the workplace. Their results revealed that among the different stressor factors, role stagnation is at peak factor contributing to the stress followed by the role erosion and inter role distance. Amongst the numerous stressors the least contributing stressor was found to be the ambiguity. They also compared the level of stress in both the public and private sector banks and found that the employees in the private sector banks are more stressful than the public-sector banks. Such disparity is due to demanding nature of the job from these bankers. Similarly, the study findings of Selvakumar and Immanuel (2015) employees of both private and public banks faces

different level of stress at the workplace. Factors resulting to the stress level differ in magnitude such as role erosion is at the peak followed by resource inadequacy. Moreover, they also concluded that there was no significant difference found between the different levels of stress among both public and private banks. However, the employees of the private sector banks experience slightly more stress than the employees of the private banks.

A study to investigate the relationship of job and family related stressors with the physical and mental health of the bank managers was conducted by Lakhwinder and Rashpal (2012). They targeted the public and private banks of the Punjab state in India. They found that complex nature of the job, insufficient training, performance hurdles, career uncertainties, favouritism, strong surveillance, transfers, criticism, less time for family and lack of personal care are the factors affecting the mental and physical health of the bank managers. Shahid et al., (2012) identified six major stressors of the job stress. The six major stressors are: family and work life imbalance, deficiency of administrative support, problematic customers, too much work demands, lack of healthy relationship with the co-workers and peer, and risky job are the major stressors that leads towards to lower job performance of the bankers.

According to Jamshed et al., (2011) the longer time spent at the workplace is the major cause of stress to the bankers. This lengthy time at the workplace leads towards lower job performance. They argued that the stress differs from occupation to occupation and hence banks requires more time than the other jobs, thus the stress in banking occupation may be higher than any other occupation. Moreover, they concluded that in given circumstances i.e. lengthy hours in banks, the employees mostly fail to cope with the time pressure and they find themselves nowhere near to cope with the stress. This peeling situations result in the burnout. They even pointed that besides lengthy working hours other stressors also lead towards the stress. According to them poor relationship with co-workers and customers, family and work life imbalance, deficiency of administrative support too much work demands, and risky job are all factors leading towards the lower job performance of the bankers.

A research randomly conducted on 200 employees of both public and private banks by Malik (2011) concluded that occupational stress is higher in private banks

employees than the public banks employees. Moreover, the other factors contributing to the occupational stress are: role conflict, role overload, deficiency of administrative support and role authority. They pointed that, the bankers find no time to relax and wind down in situations where there is work overload, conflicting task, favouritism and discrimination. Subha and Shakeel (2009) pointed out that in banking sector the higher management doesn't realize the stress impact on the bankers. This non-seriousness attitude of the top management results in critical managerial dilemmas. The non-seriousness attitude usually leads towards lower job performance of the bankers and the employee's turnover intention. Furthermore, the reputation of the organization gets hurt with such attitude. The employee's turnover is an alarming situation and this situation need immediate solution and concern from the top management. They pointed out that top management should come up with effective stress management solutions. Different training regarding how to cope with stress may need to be conducted so that the employees may easily cope with the stressors. This may result in the job satisfaction and the job performance. According to them the poor communication and coordination among the employees in the working environment is the potential cause of stress. The lack of a strong healthy relationship has adverse effects on the employee's job performance. Furthermore, employees who are more social may need good interaction with their co-workers and peers. These employees are badly affected once they find the lack of social support.

## CHAPTER FIVE RESEARCH METHODOLOGY

This chapter of the current thesis provides detail explanation of methods and techniques carried out, for the collection and analysis of data. Moreover, this chapter discusses the research framework, research design, unit of analysis, population, sample size, sampling technique, selection of measures, the scale used for the data collection and lastly the data analysis techniques.

### 5.1. Measures (Construct Operationalization)

The summary of the scales adopted, and items used in study are summarized in Table 1

**Table 1:** Sources of the Scales Adopted

Scale	No. of Items	Adopted From	Operational Definitions
Challenge Stress	12	Podsakoff (2007)	Demands in the workplace that tend to be appraised as promoting the accomplishment of job tasks and the personal development of the individual.
Hindrance Stress	21	Podsakoff (2007)	Demands in the workplace that tend to be appraised as barriers or obstacles to the accomplishment of job tasks and the personal development of the individual.
Transformational Leadership	12	Podsakoff (1990)	A leadership proactive approach that causes changes in the individual and the social system. Focus is on higher needs.
Transactional Leadership	5	Podsakoff (1984)	A leadership responsive approach where leaders follow the idea of reward and punishment.
Task Performance	7	William and Anderson (1991)	Job performance refers to task performance or in-role job performance.
Organization Citizenship Behavior	14	William and Anderson (1991)	OCB refers to extra role performance or as behavior that is beneficial to the organization and goes beyond formal job requirements.
Counter-Productive Behavior	10	Spector and Fox (2010)	CWB refers to those acts that harm or intend to harm the organization.

## **5.2. Measure Analysis**

The prime measures of the current study are Job Stress: challenge and hindrance stress, Leadership: transformational leadership and transactional leadership, Job Performance: task performance behavior, organizational citizenship behavior and counterproductive behavior.

### **5.2.1. Job Stress**

In this study, job stress is the independent variable and it was measured directly from sales and non-sales employees of the banks. Job stress is a multidimensional construct. There are two perspectives associated with the job stress i.e. positive and negative outcomes. The first perspective explains the negative impact of stress on employee's outcome. According to Jamal (1984); Westman and Eden, (1996) job stress has unequal negative effects on individuals and the organization. This perspective is supported by the fact that employee's experiencing high level of stress costs their employer's about 46% in health related expenses than the employees who experiences low level of stress at the workplace (Goetzel, Anderson, Whitmer, Ozminowski, Dunn, and Wasserman, 1998). Podsakoff (2007) identified different types of stressors through extensive review of literature and categorized them into two types of stressors: challenge and hindrance stressors. Challenge stress is defined as "demands in the workplace that tend to be appraised as promoting the accomplishment of job tasks and the personal development of the individual" (Podsakoff, 2007, p.87). He described challenge stressors as a second order formative construct that is comprised of four sub-dimensions: workload, job responsibility, task complexity and work pace. Hindrance stress is defined as "demands in the workplace that tend to be appraised as barriers or obstacles to the accomplishment of job tasks and the personal development of the individual" (Podsakoff, 2007, p.87). He described hindrance stress as a second order formative construct that is comprised of seven sub-dimensions: role ambiguity, resource inadequacy, organizational politics, administrative hassles, interpersonal conflict, job insecurity and role conflict. He used seven-point Likert scale (1 representing strongly disagree to 7 representing strongly agree) in order to capture variability of individual's responses for these two constructs. The reliability coefficient for each sub dimension of



challenge stressor exceeded the threshold of 0.7. The present study has adopted the challenge stress and hindrance stress scale of Podsakoff (2007).

### ***5.2.2. Job Performance***

Job performance is a multidimensional construct. It is not only concerned with the employee's core task performance behavior, but also related to their citizenship (positive) and counterproductive (negative) behaviors.

In this study, task performance behavior and organization citizenship behavior scale were adopted from William and Anderson (1991). The original scale consists of 21 items. The first 7 relates to task performance behavior while the rest relates to organization citizenship behavior directed towards individual and the organization. William and Anderson (1991) divided the organizational citizenship behavior scale into two sub dimensions each: OCOI and OCBO. The former relates to the citizenship behavior related to the individuals working in an organization while the latter relates to the citizenship behavior related to an organization. Each sub-dimension of OCB has 7 items. The sample item includes. Sample of the task performance items are "*adequately completes assigned tasks*" "*performed task that are expected of him/her*". Sample of the OCBI are "*helps others who have been absent*", "*assists supervisor with his/her work (When not asked)*". Sample of the OCBO are "*attendance at work is above the norm*", "*conserves and protect the organization property*".

Leader rating was used to the measure the task performance behavior and organization citizenship behavior of their subordinates. Leaders were asked to respond to agreement or disagreement using five-point Likert scale, where 1 represents strong disagreement and 5 represents strong agreement.

Counterproductive behavior is a sub-dimension of job performance behavior. It includes all those negative behaviors that are harmful to both employees and the organization. The counterproductive behavior scale is adopted from Spector, Bauer and Fox (2010). Their scale is a short form of counterproductive behaviors consisting of 10 items. The sample item includes. Sample of the counterproductive behavior items are

*“purposely wasted the employers material/supplies”, “came to work late without permission”.*

Leader rating was used to measure the counter-productive behavior of their subordinates. Leaders were asked to respond to agreement or disagreement using five-point Likert scale, where 1 represents strong disagreement and 5 represents strong agreement.

### **5.2.3. Leadership**

In the current study a five-item contingent rewards scale of Podsakoff et al., (1984) has been adopted to measure the moderating effect of transactional leadership between job stress and job performance. The sample item includes *“my leader commends me when I do a better than the average job”*. *“my leader frequently doesn’t not acknowledge my good performance”*. A five-point likert scale has been used to measure the transactional leadership score. The transformational leadership scale has been adopted from Podsakoff et al., (1990). A twelve-item scale has been used to measure the moderating effect of transformational leadership between job stress and job performance. The items include *“my leader leads by an example”*. *“my leader has clear understanding of what we are doing”*.

Subordinates rating was used to measure the transactional and transformational leadership role. Subordinates were asked to respond to agreement or disagreement using five-point Likert scale, where 1 represents strong disagreement and 5 represents strong agreement.

### **5.3. Data Collection Procedure**

In the current study two set of administrated questionnaires were used as a research instrument for the collection of data from the individuals and leaders.

The first set of administrated questionnaire consists of three sections. The first section was related to the demographics characteristics of the participants: department, gender, monthly pay and education. The second section of the questionnaire was related to the moderating variables items: transformational and transactional leadership. The

third section was related to the job stress: challenge stress and hindrance stress. Data in this first part of questionnaire was collected from the individuals working in the public, private, local, multinational, Islamic and conventional banks located in Islamabad, Peshawar, Lahore, Karachi and Quetta. Respondents were asked to use the five-point Likert scale of section second and third.

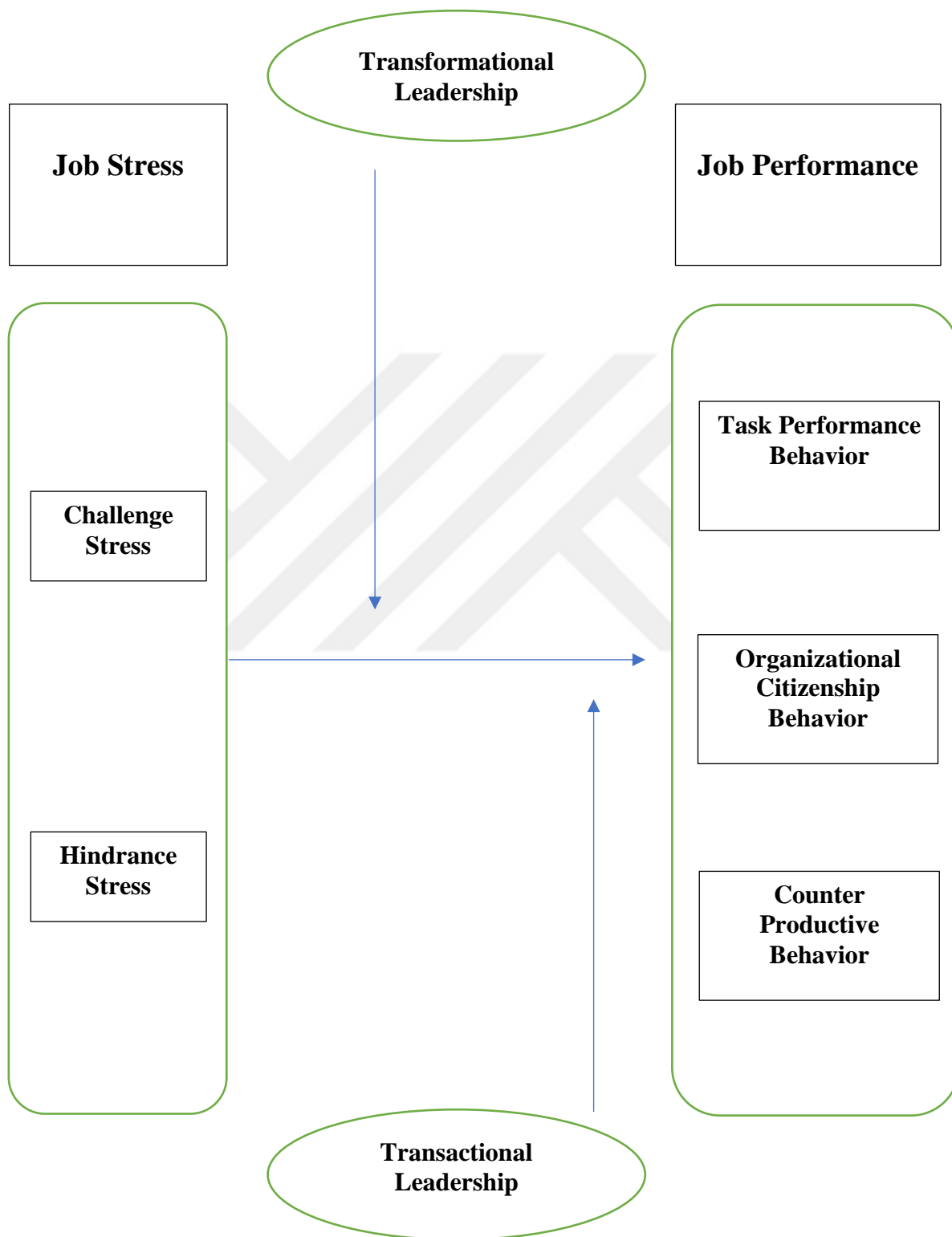
The second part of the questionnaire was related to the job performance behavior of the individuals who participated in the first survey. This part of the questionnaire is related to the leader's assessment about their subordinates. The leaders were asked to rate task performance behavior, organization citizenship behavior and counter-productive behavior of their subordinates on a Five Point Likert Scale. The leaders were asked not to disclose his/her rating to their employees.

This part of the research i.e. data collection was one of the most challenging tasks. It took more than three months to collect sufficient amount of data. The researcher also faced problems and difficulties in collecting the data from the leaders due to their busy schedule and other commitments.

#### **5.4. Pilot Testing**

A pilot study was carried out to ensure that the respondents are well aware of the items in the questionnaire. Moreover, it was also conducted to clarify any ambiguity the respondents may have while filling it. It is worthy to mention that it also helped the researcher in estimating the time taken by the respondents in filling out the questionnaire. For the pilot study the researcher distributed the questionnaire to 50 banking experts working at different banks of Islamabad, Quetta, Lahore, Karachi and Peshawar.

### 5.5. Model Summary



## Hypotheses

The researcher has developed hypotheses based on the past literature. Summary of the developed hypotheses are stated in Table 2.

**Table 2:** Summary of Hypotheses

No	Hypotheses
<b>H1</b>	<b>There is a relationship between Challenge Stress and Job Performance.</b>
H1a	There is a positive relationship between challenge stress and task performance behavior.
H1b	There is a positive relationship between challenge stress and organizational citizenship behavior.
H1c	There is a negative relationship between challenge stress and counter-productive behavior.
<b>H2</b>	<b>There is a relationship between Hindrance Stress and Job Performance.</b>
H2a	There is a negative relationship between hindrance stress and task performance behavior.
H2b	There is a negative relationship between hindrance stress and organizational citizenship behavior.
H2c	There is a positive relationship between hindrance stress and counter-productive behavior.
<b>H3</b>	<b>Transformational leadership moderates the relationship between Challenge Stress and Job Performance.</b>
H3a	Transformational leadership moderates the relationship between challenge stress and task performance behavior.
H3b	Transformational leadership moderates the relationship between challenge stress and organizational citizenship behavior.
H3c	Transformational leadership moderates the relationship between challenge stress and counter-productive behavior.
<b>H4</b>	<b>Transformational leadership moderates the relationship between Hindrance Stress and Job Performance.</b>
H4a	Transformational leadership moderates the relationship between hindrance stress and task performance behavior.
H4b	Transformational leadership moderates the relationship between hindrance stress and organizational citizenship behavior.
H4c	Transformational leadership moderates the relationship between hindrance stress and counter-productive behavior.
<b>H5</b>	<b>Transactional leadership moderates the relationship between Challenge Stress and Job Performance.</b>
H5a	Transactional leadership moderates the relationship between challenge stress and task performance behavior.
H5b	Transactional leadership moderates the relationship between challenge stress and organizational citizenship behavior.
H5c	Transactional leadership moderates the relationship between challenge stress and counter-productive behavior.
<b>H6</b>	<b>Transactional leadership moderates the relationship between Hindrance Stress and Job Performance.</b>
H6a	Transactional leadership moderates the relationship between hindrance stress and task performance behavior.
H6b	Transactional leadership moderates the relationship between hindrance stress and organizational citizenship behavior.
H6c	Transactional leadership moderates the relationship between hindrance stress and counter-productive behavior.

## **5.6. Research Design**

### ***5.6.1. Type of investigation***

The current study is descriptive in nature describing the relationship between the dependent and independent variables. Moreover, describing the moderating role of moderating variable undertaken in the study. Descriptive type of investigation usually includes the descriptive analysis. Correlation and regression analyses are employed in this research to explore the relationship between the dependent, independent and moderating variables. The use of correlation analysis is to determine that, whether the relationship between dependent: job performance and independent variables: stress exists or not.

### ***5.6.2. Study Setting***

The current study was conducted in non-contrived setting. The participants and variables were neither manipulated nor controlled. The researcher interference in the current study was minimal.

### ***5.6.3. Unit of Analyses***

The unit of analyses in the current study consists of individuals and leaders working in the public, private, national, multinational, Islamic and conventional banks, located in the five major cities of Pakistan i.e. Islamabad, Peshawar, Lahore, Karachi and Quetta.

### ***5.6.4. Time Horizon***

The current study was cross sectional in nature. The data collection was carried out once in the month of October, November, December and January.

### ***5.6.5. Population and Sample***

The population of the current research was all banking employees working in the public, private, national, multinational, Islamic and conventional banks of the cities Islamabad, Peshawar, Lahore, Karachi and Quetta. The numbers of employees working in the above territorial areas were more than 10,000. The population was firstly divided

into different segments stated above. According to Krejcie and Morgan, (1970) when the population size is 10,000 or more, then the sample size should not be taken less than 384. Thus, for better representation, 1200 questionnaires were distributed. The response rate was 80% meaning that 960 questionnaires were returned however, out of 960 questionnaires a total of 717 questionnaires were considered for the data analysis. The remaining 240 were either invalid or unfilled.

### ***5.6.6. Sampling Technique***

In the current study stratified sampling at equal allocation was carried out. Firstly, the data was divided into meaningful strata's. i.e. capital of each province. Afterwards the Islamic and conventional banks, national and multinational banks and public and private banks were divided into equal allocation strata.

**Table 3:** Summary of Sampling

National and Multinational		
City	Public Islamic and non- Islamic	Private Islamic and non-Islamic
Islamabad	2	2
Peshawar	2	2
Karachi	2	2
Lahore	2	2
Quetta	2	2

## **CHAPTER SIX**

### **DATA ANALYSIS**

Previous chapter of thesis identified and described appropriate research methodological techniques. The current chapter is divided into two parts. The first part is concerned with the different techniques and steps that are to be taken in order to resolve a number of issues such as: pilot study, missing value analysis, outliers. The first part is further divided into five major sections. The first section (6.1) is related to pilot study. It was conducted in order to examine the reliability and validity of the instrument. The second section (6.2) is related to the questionnaire length biasness. The third section (6.3) is related to screening of data such as: identification of missing variables and their treatment, outlier identification in the data, normality, homoscedasticity and multicollinearity. The fourth section (6.4) presents the descriptive statistics of the respondents. The fifth section (6.5) presents the validity and reliability of the instrument. The second part of the study is the most important and is concerned with the Structure Equation Modelling (SEM). The second part is further divided into five sections: composite reliability and convergent validity, discriminant validity, outer loading of the formative and reflective constructs and the lastly the hypotheses testing.

#### **6.1. Pilot Study**

A pilot study is a preliminary study or experiment conducted on a smaller scale sample which aims to evaluate the feasibility, time, and events. Thus, pilot study is a process by which reliable instrument is develop, that aims to achieve the research intended objectives. Moreover, it aims to measure the validity and reliability of instrument so that to ensure that the questionnaire is easy to understand and is measuring what actually a researcher wants to measure (Sekaran, 2000; Zikmud, 2003). This preliminary study enables the researcher in improving the study design of a full-scale research project. The researcher conducted a pilot study prior to full scale data collection. It was conducted in the month of September and October 2017. According to Ticehurst and Veal (2000) it is necessary to observe some important issues at pilot testing stage such as the wording, questionnaire length and any other ambiguity. Thus, while the pilot study was being conducted the researcher aimed at some utmost



important areas such as: layout, wording, response rate, sequence, questionnaire completion time and other ambiguities. These important areas establish the criteria of face validity. The face validity was checked by sending sample of the instrument to various expert bankers working at different geographical location. A total of 50 instruments were sent to the experts of the field. All 50 instrument were collected at the cut-off date. 5 surveys were excluded because of large missing data. Thus, the response rate of the pilot study was 95%. The pilot study revealed that respondent took about 20 to 25 minutes to fill out the complete questionnaire. In the current research various scales were adopted by the researcher, drawn from the literature. Therefore, no suggestions were suggested by the experts.

The next step in the pilot study was to measure the reliability (Cronbach's alpha). Scale reliabilities were measured in order to ensure that instrument is error free and will give consistent results (Peter, 1979). The overall pilot study reliability alpha = 0.891 which is high above the minimum threshold recommended i.e. 0.7 (Nunnally and Bernstein, 1994). The individual construct Cronbach's alpha ranges from 0.747 - 0.999. The minimum threshold of Kaiser-Mayer-Olkin (KMO) statistics needs to be higher than 0.6 (Kaiser, 1974). The KMO test result shows that sampling adequacy was higher than the minimum threshold. Moreover, the total variance extracted was higher than 0.6 threshold.

**Table 4:** Total Variance and Sampling Adequacy Measurement

Factor	No of Items	Cronbach's alpha	EFA No. of Factors	KMO	Barlett's Test Sphericity	Variance Explained
Transformational Leadership	12	.955	1	.895	0.000	70.072%
Transactional Leadership	5	.837	1	.832	0.000	77.005%
Challenge Stress	12	.951	1	.810	0.000	77.75%
Hindrance Stress	21	.999	1	.831	0.000	79.062%
Counterproductive Behavior	10	.982	1	.889	0.000	86.279%
Task Performance	7	.747	1	.713	0.000	64.566%
Organization Citizenship Behavior	14	.962	1	.870	0.000	75.692%

## 6.2. Non-Response Biasness

The lengthy the questionnaire the less interest respondents take in filling it. The respondents lose concentration filling the lengthy questionnaire. Therefore, it is utmost important to observe for difference between the first and last five questions of the questionnaire. Mann Whitney U-Test was conducted to observe the differences if any. First five questions starting from TFL1-TFL5 and last five questions OCBO3-OCBO7 were computed with gender being the categorical variable. The result in Table 5 suggests that significance value for all the ten variables is greater than 0.5, therefore no difference was found between the first and last five questions. Comparison of the Z score of the first five items with the last five items shows none of the construct was higher than the corresponding construct. Therefore, it can be concluded that regarding to the length of questionnaire, the respondents found no difficulty in filling the questionnaire.

Grouping Variable: Gender

**Table 5:** Mann Whitney U-Test: to observe difference between the first and last five items.

	TFL1	TFL2	TFL3	TFL4	TFL5
Mann Whitney U-Test	235.500	252.000	249.000	234.000	233.500
Wilcoxon W	901.500	357.000	915.000	900.000	338.500
Z	-.368	.000	-.068	-.410	-.431
Asymp. Sig. (2-tailed)	.713	1.000	.946	.682	.667
	OCBO3	OCBO4	OCBO5	OCBO6	OCBO7
Mann Whitney U-Test	251.500	211.500	213.500	215.500	227.000
Wilcoxon W	356.500	316.500	318.500	320.500	332.000
Z	-.011	-.905	-.869	-.822	-.560
Asymp. Sig. (2-tailed)	.991	.365	.385	.411	.575

### **6.3. Main Study**

#### ***6.3.1. Missing Values and Treatment***

According to Sekaran (2000) majority of the social science research is based on the survey questionnaire. Manually administration of the questionnaire makes it difficult to obtain the complete data thus, leads to the missing data in the questionnaire (Zikumnd, 2003). Missing data is a common problem in the data analysis process (Tabachnick and Fidell, 2007). It creates problems when statistically analysing the data. i.e. deleting/removing the missing response reduces the sample size.

As mentioned earlier in chapter # 5, the researcher has not entered the unanswered questionnaire in the data coding stage. However, there were chances of the missing data due to randomness. Hair et al., (2006) suggested four major steps to treat the missing values. i.e. examine missing value, type of missing value, randomness of the missing values and application of the solutions. There can be three patterns of missing data: missing at random, missing completely at random and missing not at random (Tabachnick and Fidell, 2007). The result of missing variables in the current research suggests that missing values were completely at random. Missing values in the current research is less than 10% threshold recommended by Hair et al., (2007). Missing values were treated using imputation method using the mean substitution method. i.e. replacing the missing value with the means of the item.

#### ***6.3.2. Outliers***

Outliers are cases that are completely different or have an extreme value on variables, looks different from the others. These extreme values make the data abnormal and distort the statistical results (Tabachnick and Fidell, 2007). The outlier threshold for the larger sample size is between +3 and -3. Any value going beyond the threshold may be treated as outlier (Hair et al., 2006).

In the current research items were grouped to a single variable. The data was converted to standardized score i.e. Z-score. The result suggests that there are outliers in the data.

### 6.3.3. Normality

According to Hair et al., (2006) and Kline (2005) the basic assumption in the multivariate analysis is to check the data normality. It is defined as data in each item is equally distributed. The statistical test will be invalid if there is large degree of variation in the data set. Furthermore, the large variations can damage the fit indices and the standardized residuals. Univariate and multivariate are the two techniques to check the data normality. If multivariate normality exists then the univariate normality also exists however presence of univariate normality does not guarantee the multivariate normality.

#### 6.3.3.1. Univariate Normality

Skewness and Kurtosis test was conducted to identify the shape of data normality. The earlier portrays the symmetry while the latter portrays the flatness of distributed data (Pallant, 2007). The recommended value of skewness is to be zero, representing the symmetric shape, whereas  $\pm 1$  is negligible value for kurtosis. The negative value represents the flatter normality and positive value represents peaked distribution.

The results in Tables 6, 7, 8, 9, 10, 11 and 12 shows that the data is normally distributed, and all the variables lie inside Skewness and Kurtosis threshold. Moreover, the results indicate a mix of positive and negative, but all the values lie in the range.

**Table 6:** Univariate Normality: Counter-Productive Behavior

	CW1	CW2	CW3	CW41	CW5
Skewness	1.401	1.144	1.348	1.156	1.384
Std. Error of Skewness	.091	.091	.091	.091	.091
Kurtosis	.396	-.027	.455	.057	.449
Std. Error of Kurtosis	.182	.182	.182	.182	.182
	CW6	CW7	CW8	CW9	CW10
Skewness	1.093	1.040	1.323	.926	.929
Std. Error of Skewness	.091	.091	.091	.091	.091
Kurtosis	-.185	-.294	.273	-.445	-.498
Std. Error of Kurtosis	.182	.182	.182	.182	.182





**Table 12:** Univariate Normality: Hindrance Stress

	HRA1	HRA2	HRA3	HRI1	HRI2	HRI3	HOP1
Skewness	.119	.170	.152	.155	.154	.200	.023
Std. Error of Skewness	.091	.091	.091	.091	.091	.091	.091
Kurtosis	-1.757	-1.735	-1.750	-1.753	-1.761	-1.743	-1.781
Std. Error of Kurtosis	.182	.182	.182	.182	.182	.182	.182
	HOP2	HOP3	HAH1	HAH2	HAH3	HIC1	HIC2
Skewness	.139	.145	.107	.055	.061	.109	.184
Std. Error of Skewness	.091	.091	.091	.091	.091	.091	.091
Kurtosis	-1.771	-1.776	-1.770	-1.761	-1.761	-1.763	-1.748
Std. Error of Kurtosis	.182	.182	.182	.182	.182	.182	.182
	HIC3	HJI1	HJI2	HJI3	HRC1	HRC2	HRC3
Skewness	.154	.144	.163	.149	.145	.171	.158
Std. Error of Skewness	.091	.091	.091	.091	.091	.091	.091
Kurtosis	-1.764	-1.765	-1.759	-1.760	-1.755	-1.759	-1.766
Std. Error of Kurtosis	.182	.182	.182	.182	.182	.182	.182

### 6.3.3.2 Homoscedasticity

Homoscedasticity is a normality test the assumes dependent variable has an equal variance against the independent variables. The variability and scores of all the variables has the same variability and scores against all other variables (Tabachnick and Fidell, 2007). A prerequisite in multiple regression is to have equal variations amongst

the variables. Homoscedasticity failure leads to heteroscedasticity (Haier et al., 2006). Homogeneity of variance is homoscedasticity.

In the current thesis, Levene's test was conducted to assess the homoscedasticity. Gender was taken as non-parametric variable. The results in Table 13 shows, that except CWP and TRP all other variables are higher than the minimum threshold i.e.  $p < 0.05$ . Thus, it can be concluded that variance across all the variables within the group (gender) are equal and has homogeneity of variance has not be violated.

**Table 13:** Homogeneity of Variances: Levene's Test

	Levene's Statistics	df1	df2	Sig.
HS	.494 <sup>a</sup>	2	712	.611
CS	2.238 <sup>b</sup>	2	712	.107
TRP	6.602 <sup>c</sup>	2	712	.001
OCB	.045 <sup>d</sup>	2	712	.956
CWP	7.634 <sup>e</sup>	2	712	.001
TFL	.948 <sup>f</sup>	2	712	.388
TSL	.162 <sup>g</sup>	2	712	.850

### 6.3.3.3 Multicollinearity

Multicollinearity is a problem in the correlation matrix. It is the high correlation between three or more independent variable. Regression size (R) value gets limited with the presence of Multicollinearity thus, making it difficult to understand the contribution of each independent variable. Value greater than .9 represents high correlation.

In this study Pearson correlation is computed through bivariate correlation matrix. The results in Table 14 shows none of the bivariate is above .06 for independent variables.



**Table 14:** Pearson Correlation: Multicollinearity

	HS	CS	TP	OCB	CWP	TFL	TSL
HS	1						
CS	-.169**	1					
TP	-.267**	.410**	1				
OCB	-.503**	.312**	.437**	1			
CWP	.517**	-.375**	-.442**	-.352**	1		
TFL	-.204**	.497**	.408**	.265**	-.321**	1	
TSL	-.218**	.453**	.377**	.266**	-.313**	.741**	1

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

## 6.4. Demographics Characteristics

### 6.4.1. Background

The large-scale data was collected during November 2017 to January 2018. A total of 1200 questionnaires were distributed in public and private banks of Pakistan. Capital of each state: Karachi, Lahore, Peshawar and Quetta and Islamabad being the centre were the target population. Table 3 of chapter 5 shows the questionnaire distributed and returned from the targeted cities. Out of 1200 distributed questionnaires a total of 960 were re-gathered. The response rate of return was 80% (n=960). Amongst these 960 questionnaires 25% (n=240) were discarded due to large amount of missing data and unfilled sections. The remaining 75% (n=717) were selected for the final statistical analysis. The below Tables presents the demographic characteristics of the respondents.

### 6.4.2. Gender

Pakistan culture is quite restricted. Females are usually not encouraged to work especially in jobs which require stay for long working hours, due to family commitments and other culture related issues. Thus, the percentage of female working in the banks is quite less than the male. Therefore, in this study majority of the respondents were male. 76% of the respondents were male while 24% were female.

**Table 15:** Gender

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
<b>Male</b>	547	76.3
<b>Female</b>	170	23.7
<b>Total</b>	717	100.0

#### ***6.4.3. Education Level***

The respondents were divided into three educational categories i.e. bachelors, masters and post graduate degree holders. The results in Table 16 shows that 19% of the respondents were from bachelor's degree holders, 56% were master's degree holders while post graduate accumulated for 25%

**Table 16:** level of Education

<b>Level</b>	<b>Frequency</b>	<b>Percent</b>
<b>Bachelors</b>	137	19.1
<b>Masters</b>	399	55.6
<b>Post Graduate</b>	181	25.2
<b>Total</b>	717	100.0

#### ***6.4.4. Department***

In banking sector usually, the grouping of employees is done via sales and non-sales staff. Therefore, in the current study data was collected from both sales and non-sales employees. The sales department respondents accumulated 36% while the non-sales staff accumulated 64%.

**Table 17:** Department

Department	Frequency	Percent
Sales	258	36.0
Non-sales	459	64.0
<b>Total</b>	717	100.0

#### **6.4.5. Income Level**

Respondents were divided into three income groups. Group one represents employees whose salary is less than 50,000/-, group two represents employees whose salary is between 50,000 – 100,000 while the group three represents employees whose salary is greater than 100,000/-. In the current study lower income people accumulated for 36%, middle income earners accumulated for 24% while 40% falls in the category of high income earners.

**Table 18:** Income Level

Income Level	Frequency	Percent
Less Than 50K	259	36.1
50K-100,000K	171	23.8
More than 100,000K	287	40.0
<b>Total</b>	717	100.0

## **6.5. Instrument Reliability and Validity**

### **6.5.1. Reliability**

It is important to examine that the respondents have answered the questions according to the construct presented in the conceptual framework. According to Hair et al., (2006) and Churchill (1979) the survey examination is also known Psychometric properties. It requires the acceptable validity and reliability of the instrument. The term reliability refers to the reliability of scale, consistency and reproduction of the same

values across different time periods and samples. Reliability refers to the consistency of the results obtained and explains the extent to which the instrument gives the same results in different repeated trials. There are different types of reliability such as internal consistency reliability, test-retest reliability and inter-observer reliability. However, among these, the most used reliability measure is consistency reliability. A well-known method to measure internal consistency of an instrument is known as Cronbach's alpha. Cronbach's alpha explains how well different items measure a same construct. The value of Cronbach's alpha is high when the correlations among different items of a same construct are high. The values of Cronbach's alpha lie between 0 and 1. The value of Cronbach's alpha greater than 0.7 is considered to be desirable.

In the current study split-half, Cronbach's alpha method was used. It is also known as inter-item consistency. The rationale behind selection of Cronbach's alpha was, it is well accepted in the academia research (Cronbach, 1951). The recommended threshold for acceptance is .7, however at .6 it may also be accepted (Sekaran, 2000). The Cronbach's alpha is magnified with the large number of items. The raise in number of items increases the reliability. The result in Table 19 reveals higher correlation amongst the construct. All the constructs have reliabilities above the recommended threshold 0.7.

**Table 19:** Cronbach's Alpha

<b>Factor</b>	<b>No. of Items</b>	<b>Cronbach's alpha</b>
<b>TFL</b>	12	.958
<b>TSL</b>	5	.862
<b>CS</b>	12	.948
<b>HS</b>	21	.996
<b>CW</b>	10	.971
<b>TRB</b>	7	.788
<b>OCB</b>	14	.956

### **6.5.2. Validity Analysis**

According to Collis and Hussey (2003) scale validity ensures the findings are real representation of the measurement instrument. In social sciences research usually two validity tests are carried out i.e. content and construct validity, to measure the goodness of instrument (Bryman and Bell, 2007). Content validity is also known as face validity and is assessed by the rating of experts and judges. Construct validity cannot be possessed until and unless the scale doesn't possess the content validity.

#### **6.5.2.1. Content Validity**

In the current research the content validity was assessed by asking the expert bankers to evaluate the items, so that to ensure the items appear to be logical and valid. The items drawn from the literature were widely accepted therefore little changes were suggested by the experts.

#### **6.5.2.2. Convergent Validity**

Convergent validity refers to the degree to which two measures of constructs that theoretically should be related, are in fact related. Convergent validity is assessed through Average Variance Extracted. AVE measures the level of variance captured by a construct versus the level due to measurement error. According to Fornell and Larcker (1981) a construct is said to exhibit convergent validity if Average Variance Extracted is greater than 0.5.

#### **6.5.2.3. Discriminant Validity**

Discriminant validity is used to test that the constructs that are not supposed to be similar to one another are actually not similar. According to Fornell and Larcker (1981), discriminant validity is established if the square root of AVE of a variable is greater the correlation values among the latent variables.

## **6.6. Model Estimation**

The Structural Equation Modelling and the Path Model were analysed through Smart PLS software. There were three reasons behind selecting the Smart PLS software. Firstly, the data in the current research is non-parametric as some normality assumptions were violated thus, Smart PLS can analyse the non-parametric data. Secondly, the instrument in the current study has some second order formative constructs which is difficult to be analysed by other software. Thirdly, Smart PLS can easily analyse the moderation effect between dependent and independent variable. Therefore, the research has analysed the data using Smart PLS software.

The result of Smart PLS algorithm is presented in Figure 1. Relationship of all indicators of independent variables, dependent variables and moderating variables are presented. Moreover, the second order formative construct and second order reflective construct values are also present in the figure. The figure also shows the outer loading of each item and construct.

### ***6.6.1. Measurement Model Evaluation***

Measurement model evaluation is carried out by accessing second order formative and second order reflective construct outer loading. Moreover, the composite reliability, Average Variance Extracted, Discriminant validity and the hypotheses testing is carried out separately for all the hypotheses.

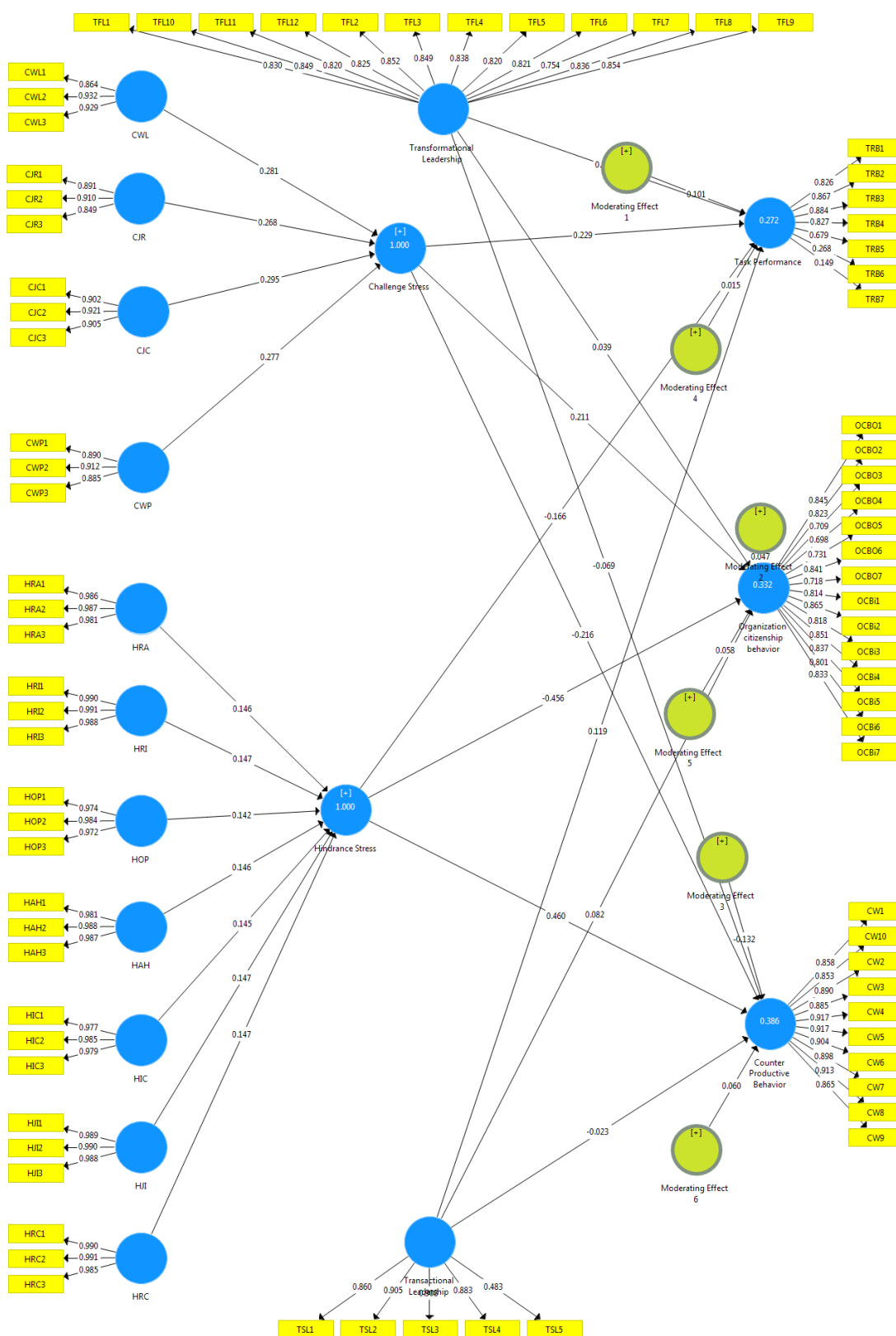


Figure 1: PLS Algorithm of PLS Path Model

## **Hypotheses 1**

There is a relationship between challenge stress and job performance behaviors.

*H1a: There is a positive relationship between challenge stress and task performance behavior.*

*H1b: There is a positive relationship between challenge stress and organizational citizenship behavior.*

*H1c: There is a negative relationship between challenge stress and counterproductive behavior.*

### **6.7.1. Composite Reliability**

Composite reliability related to hypothesis 1 is presented in Table 20. The Cronbach's alpha values of all the variables in the present study fulfil the desirable criteria of internal consistency. The Table 20 below shows that composite reliability of the challenge stress i.e. second order formative construct and the three types of job performance behavior: organizational citizenship behavior, task performance behavior, and counter-productive behavior. The composite reliability of all variables is above the recommended threshold 0.7. The individual value ranges from 0.876 - 0.974. Task performance behavior is having the least composite reliability i.e. 0.876 while counter-productive behavior having the highest composite reliability 0.974. The organizational citizenship behavior composite reliability value is 0.961 and the challenge stress composite reliability is 0.947.

### **6.7.2. Convergent Validity**

Convergent validity related to hypothesis 2 is presented in Table 20. The average variance extracted of all the indicators have AVE above the minimum recommended threshold i.e. 0.5. The individual value ranges from 0.569 - 0.792. Task performance behavior is having the least average variance extracted 0.569 while counter-productive behavior is having the maximum AVE i.e. 0.792. Challenge stress AVE is 0.667 and the OCB AVE is 0.639.



**Table 20:** Composite Reliability and Convergent Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Challenge Stress	0.937	0.947	0.667
Counter-Productive Behavior	0.971	0.974	0.792
Organization Citizenship Behavior	0.956	0.961	0.639
Task Performance	0.831	0.876	0.569

### 6.7.3. Discriminant Validity

The results in Table 21 shows that square root of AVE of challenge stress is 0.817 which is greater than its correlation values among other latent variables, given below the value of 0.817 (i.e. -0.374, 0.324, 0.404). Thus, challenge stress is different from all other latent variables.

**Table 21:** Discriminant Validity Fornell-Larcker

	Challenge Stress	Counter-Productive Behavior	Organization Citizenship Behavior	Task Performance
Challenge Stress	0.817			
Counter-Productive Behavior	-0.374	0.89		
Organization Citizenship Behavior	0.324	-0.363	0.799	
Task Performance	0.404	-0.442	0.467	0.755

### 6.7.4. Relevance of Second Order Formative Construct

The researcher has examined each item outer loading. Moreover, the challenge stress is second order formative construct having four dimensions. Each individual item contribution to construct was accessed through outer loading. The results are shown in the Table 22. The outer weights of each sub dimension of challenge stressor are significant. First sub dimension is CJC which is measured through 3 items that are formative in nature. The outer loadings of all items of this sub dimension are greater than 0.7 (Fornell and Larcker, 1981). Second sub dimension is CJR which is measured through 3 items that are formative in nature. The outer loadings of all items of this sub dimension are greater than 0.7 (Fornell and Larcker, 1981). Third sub dimension is CWL which is measured through 3 items that are formative in nature. The outer loadings of all items of this sub dimension are greater than 0.7 (Fornell and Larcker,

1981). The last Sub dimension is CWP which is measured through 3 items that are formative in nature. The outer loadings of all items of this sub dimension are greater than 0.7 (Fornell and Larcker, 1981).

**Table 22:** Outer loading: Challenge Stress Second Order Formative Construct

Variable	Type of Construct	Sub-dimensions	Sub-dimensions (item-wise)	Outer Loadings	P Value
Challenge Stressor	Formative Second Order	CJC	CJC1	0.902	0.000
			CJC2	0.922	0.000
			CJC3	0.905	0.000
Challenge Stressor	Formative Second Order	CJR	CJR1	0.888	0.000
			CJR2	0.910	0.000
			CJR3	0.851	0.000
Challenge Stressor	Formative Second Order	CWL	CWL1	0.861	0.000
			CWL2	0.933	0.000
			CWL3	0.931	0.000
Challenge Stressor	Formative Second Order	CWP	CWP1	0.889	0.000
			CWP2	0.913	0.000
			CWP3	0.885	0.000

p=0.000 denotes significant value at  $\leq 0.001$

#### **6.7.5. Relevance of Reflective Construct**

Task Performance behavior is a first order reflective construct that is measured through seven items. Table 23 shows the outer loadings of the seven items of TP are (0.835, 0.876, 0.889, 0.828, 0.663). The outer loadings are greater of item 1 2 3 4 is greater than the recommended threshold 0.7 Fornell and Larcker, (1981). However, loading of item 5 is less than 0.7. According to Hair et al., (2001) loading greater than 0.4 is accepted if it does not affect the average variance extraction therefore, item 5 was inducted for further analysis. The outer loading of item 6 and 7 is less than 0.4 therefore, these two items were dropped.

Organizational Citizenship Behavior is a first order reflective construct that is measured through 14 items divided into OCBI and OCBO. The OCBI stands for the individual while the OCBO refers to the organizational. Table 23 shows the outer loadings of the 14 OCB items (0.813, 0.868, 0.818, 0.864, 0.844, 0.800, 0.840, 0.849, 0.827, 0.685, 0.665, 0.704, 0.846, 0.727). The outer loadings of all the OCB items are greater than the recommended threshold 0.7 (Fornell and Larcker, 1981).

Counter-Productive Behavior is a first order reflective construct that is measured through 10 items. Table 23 shows the outer loadings of the 10 CW items (0.862, 0.888, 0.888, 0.916, 0.921, 0.902, 0.898, 0.916, 0.860, 0.847). The outer loadings of all the CW items are greater than the recommended threshold 0.7 (Fornell and Larcker, 1981).

**Table 23:** Outer loading: Reflective First Order Construct TRB, OCB and CWB

Variable	Type of Construct	Items	Outer Loadings	P value
Task Performance	Reflective First Order	TRB1	0.835	0.000
		TRB2	0.876	0.000
		TRB3	0.889	0.000
		TRB4	0.828	0.000
		TRB5	0.663	0.000
Organizational Citizenship Behavior	Reflective First Order	OCBI1	0.813	0.000
		OCBI2	0.868	0.000
		OCBI3	0.818	0.000
		OCBI4	0.864	0.000
		OCBI5	0.844	0.000
		OCBI6	0.800	0.000
		OCBI7	0.840	0.000
		OCBO1	0.849	0.000
		OCBO2	0.827	0.000
		OCBO3	0.685	0.000
		OCBO4	0.665	0.000
		OCBO5	0.704	0.000
		OCBO6	0.846	0.000
OCBO7	0.727	0.000		
Counter-Productive Behavior	Reflective First Order	CW1	0.862	0.000
		CW2	0.888	0.000
		CW3	0.888	0.000
		CW4	0.916	0.000
		CW5	0.921	0.000
		CW6	0.902	0.000
		CW7	0.898	0.000
		CW8	0.916	0.000
		CW9	0.860	0.000
		CW10	0.847	0.000

p=0.000 denotes significant value at  $\leq 0.001$

### 6.7.5. Total effect of Challenge Stress on Job Performance

Challenge stress has significant relation with job performance. The Table 24 shows the direction and nature of relation between the challenge stress and job performance. The challenge stress has positive relationship with the task related behaviors and organizational citizenship behavior while the relationship between

challenges stress with counterproductive is significantly negative. The entire hypotheses H1a, 1b, 1c are accepted in the current study.

**Table 24:** Total effect of Challenge Stress on Job Performance

	Original Sample	P Values
Challenge Stress -> Counter-Productive Behavior	-0.374	0.000
Challenge Stress -> Organization Citizenship Behavior	0.324	0.000
Challenge Stress -> Task Performance	0.404	0.000

p=0.000 denotes significant value at  $\leq 0.001$

**H1a: Challenge stress and task performance behavior are positively related.**

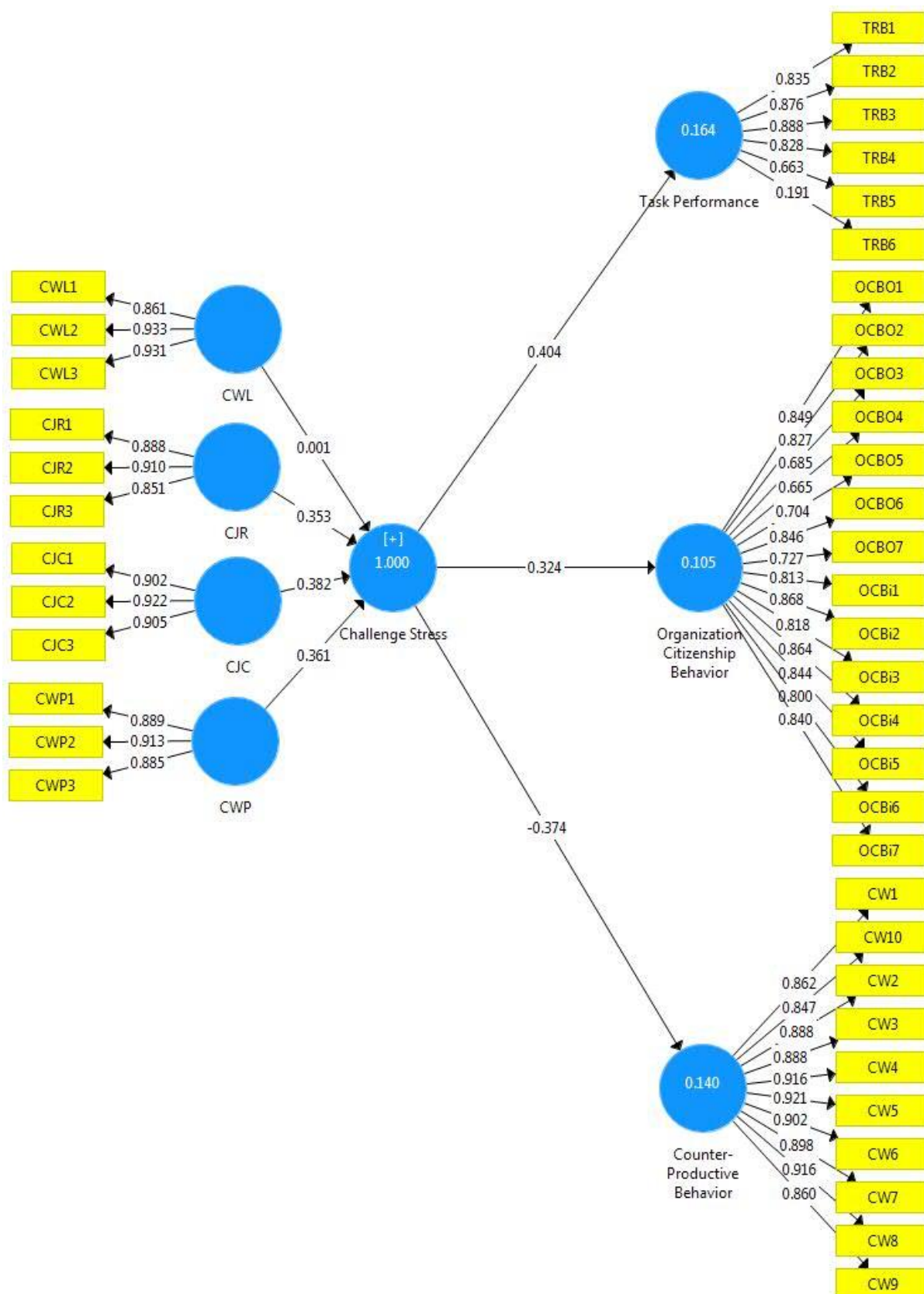
The direct effect of challenge stress on task performance is given in the Table 24. Challenge stress is significantly related to task performance ( $\beta=0.404$ ,  $p<0.05$ ). This means that one percent increase in challenge stress causes task performance to increase by 40%. Thus, H1a is accepted.

**H1b: Challenge stress and organization citizenship behavior are positively related.**

The direct effect of challenge stress on organization citizenship behavior is given in the Table 24. Challenge stress is significantly related to organization citizenship behavior ( $\beta=0.324$ ,  $p<0.05$ ). This means that one percent increase in challenge stress causes task performance to increase by 32%. Thus, H1b is accepted.

**H1c: Challenge stress and counterproductive behavior are negatively related.**

The direct effect of challenge stress on counterproductive behavior is given in the Table 24. Challenge stress is significantly related to counterproductive behavior ( $\beta=-0.374$ ,  $p<0.05$ ). This means that one percent increase in challenge stress causes counterproductive behavior to decrease by 37%. Thus, H1c is accepted.



**Figure 2:** Model of Challenge Stress and Job Performance

## **Hypotheses 2**

There is a relationship between hindrance stress and job performance behaviors.

*H2a: There is a negative relationship between hindrance stress and task performance behavior.*

*H2b: There is a negative relationship between hindrance stress and organizational citizenship behavior.*

*H2c: There is a positive relationship between hindrance stress and counterproductive behavior.*

### **6.8.1. Composite Reliability**

Composite reliability for hypothesis 2 is shown in Table 25. The Cronbach's alpha values of all the variables in the present study fulfil the desirable criteria of internal consistency. The Table 25 below shows that composite reliability of the hindrance stress i.e. second order formative construct and the three types of job performance behavior: organizational citizenship behavior, task performance behavior, and counter-productive behavior. The composite reliability of all variables is above the recommended threshold 0.7. The individual value ranges from 0.879 - 0.997. Task performance is having the least composite reliability i.e. 0.879 while hindrance stress is having the highest composite reliability 0.997. The organizational citizenship behavior composite reliability value is 0.961 and the counterproductive behavior composite reliability is 0.974.

### **6.8.2. Convergent Validity**

Convergent validity related to hypothesis 2 is presented in Table 25. The average variance extracted of all the indicators have AVE above the minimum recommended threshold i.e. 0.5. The individual value ranges from 0.572 - 0.934. Task performance behavior is having the least average variance extracted 0.572 while hindrance stress is having the maximum AVE i.e. 0.934. The counter-productive behavior and organizational citizenship behavior AVE are 0.792 and 0.641 respectively.

**Table 25:** Composite Reliability and Convergent Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Hindrance Stress	0.996	0.997	0.934
Counter-Productive Behavior	0.971	0.974	0.792
Organizational Citizenship Behavior	0.956	0.961	0.641
Task Performance Behavior	0.831	0.879	0.572

### 6.8.3. Discriminant Validity

The Table 26 shows the square root of AVE of hindrance stress is 0.966 which is greater than its correlation values among other latent variables given below the value of 0.966 (i.e. 0.516, -0.513, -0.268). Thus, hindrance stressor is different from all other latent variables.

**Table 26:** Discriminant Validity Fornell-Larcker

	Hindrance Stress	Counter-Productive Behavior	Organizational Citizenship Behavior	Task Performance
Hindrance Stress	0.966			
Counter-Productive Behavior	0.516	0.89		
Citizenship Behavior	-0.513	-0.358	0.801	
Task Performance	-0.268	0.438	-0.461	0.756

### 6.8.4. Relevance of Second Order Formative Construct

The researcher has examined each item outer loading. Moreover, the hindrance stress is second order formative construct having seven sub dimensions thus each individual each dimension contribution to construct is accessed through outer loading. The results are shown in Table 27. The outer weights of each sub dimension of hindrance stressor are significant. The seven-sub dimension of hindrance stressors are HAH, HIC, HJI, HOP, HRA, HRC and HRI are all formative in nature. All these seven

sub dimensions are divided into three sub items. The outer loadings of all items of these seven-sub dimensions are greater than 0.7 (Fornell and Larcker, 1981).

**Table 27:** Outer loading: Hindrance Stress Second Order Formative Construct

Variable	Type of Construct	Sub-dimensions	Sub-dimensions (item-wise)	Outer Loadings	P Value
Hindrance Stressor	Formative Second Order	HAH	HAH1	0.981	0.000
			HAH2	0.988	0.000
			HAH3	0.987	0.000
Hindrance Stressor	Formative Second Order	HIC	HIC1	0.977	0.000
			HIC2	0.985	0.000
			HIC3	0.979	0.000
Hindrance Stressor	Formative Second Order	HJI	HJI1	0.989	0.000
			HJI2	0.990	0.000
			HJI3	0.988	0.000
Hindrance Stressor	Formative Second Order	HOP	HOP1	0.974	0.000
			HOP2	0.984	0.000
			HOP3	0.972	0.000
Hindrance Stressor	Formative Second Order	HRA	HRA1	0.986	0.000
			HRA2	0.987	0.000
			HRA3	0.981	0.000
Hindrance Stressor	Formative Second Order	HRC	HRC1	0.990	0.000
			HRC2	0.991	0.000
			HRC3	0.985	0.000
Hindrance Stressor	Formative Second Order	HRI	HRI1	0.990	0.000
			HRI2	0.991	0.000
			HRI3	0.988	0.000

p=0.000 denotes significant value at  $\leq 0.001$

#### **6.8.5. Relevance of Reflective Construct**

Task Performance behavior is a first order reflective construct that is measured through seven items. Table 28 shows the outer loadings of the seven items of TP (0.829, 0.877, 0.890, 0.829, 0.659). The outer loadings are greater of item 1 2 3 4 than the recommended threshold 0.7 (Fornell and Larcker, 1981). However, loading of item 5 is less than 0.7. According to Hair et al., (2004) loading greater than 0.4 is accepted if it does not affect the average variance extraction therefore, item 5 was included for further analysis. The outer loading of item 6 and 7 is less than 0.4 therefore, these two items were dropped.

Organizational Citizenship Behavior is a first order reflective construct that is measured through 14 items divided into OCBI and OCBO. The OCBI stands for the



individual while the OCBO refers to the organizational. Table 28 shows the outer loadings of the 14 OCB items (0.813, 0.864, 0.817, 0.848, 0.834, 0.800, 0.831, 0.844, 0.823, 0.714, 0.704, 0.736, 0.840, 0.717). The outer loadings of all the OCB items are greater than the recommended threshold 0.7 (Fornell and Larcker, 1981).

Counter-Productive Behavior is a first order reflective construct that is measured through 10 items. Table 28 shows the outer loadings of the 10 CW items (0.856, 0.891, 0.884, 0.917, 0.915, 0.905, 0.897, 0.911, 0.866, 0.855). The outer loadings of all the CW items are greater than the recommended threshold 0.7 (Fornell and Larcker, 1981).

**Table 28:** Outer loading: Reflective First Order Construct TRB, OCB and CWB

Variable	Type of Construct	Items	Outer Loadings	P value
Task Performance	Reflective First Order	TRB1	0.829	0.000
		TRB2	0.877	0.000
		TRB3	0.890	0.000
		TRB4	0.829	0.000
		TRB5	0.659	0.000
Organizational Citizenship Behavior	Reflective First Order	OCBI1	0.813	0.000
		OCBI2	0.864	0.000
		OCBI3	0.817	0.000
		OCBI4	0.848	0.000
		OCBI5	0.834	0.000
		OCBI6	0.800	0.000
		OCBI7	0.831	0.000
		OCBO1	0.844	0.000
		OCBO2	0.823	0.000
		OCBO3	0.714	0.000
		OCBO4	0.704	0.000
		OCBO5	0.736	0.000
		OCBO6	0.840	0.000
		OCBO7	0.717	0.000
Counter-Productive Behavior	Reflective First Order	CW1	0.856	0.000
		CW2	0.891	0.000
		CW3	0.884	0.000
		CW4	0.917	0.000
		CW5	0.915	0.000
		CW6	0.905	0.000
		CW7	0.897	0.000
		CW8	0.911	0.000
		CW9	0.866	0.000
		CW10	0.885	0.000

p=0.000 denotes significant value at  $\leq 0.001$

### 6.8.6. Total effect of Hindrance Stress on Job Performance

Hindrance stress has significant relation with job performance. The Table 29 shows the direction and nature of relation between the hindrance stress and job performance behavior. The hindrance stress has negative relationship with the task related behaviors and organizational citizenship behavior while the relationship between hindrance stress with counterproductive is significantly negative. The entire hypotheses H2a, 2b, 2c are accepted in the current study.

**Table 29:** Total effect of Hindrance Stress on Job Performance

	Original Sample	P Values
Hindrance Stress -> Counter-Productive Behavior	0.516	0.000
Hindrance Stress -> Organization Citizenship Behavior	-0.513	0.000
Hindrance Stress -> Task Performance	-0.268	0.000

p=0.000 denotes significant value at  $\leq 0.001$

#### **H2a: Hindrance stress and task performance behavior are negatively related.**

The direct effect of hindrance stress on task performance behavior is given in the Table 29. Hindrance stress is significantly related to task performance ( $\beta = -0.268$ ,  $p < 0.05$ ). This means that one percent increase in hindrance stress causes task performance to decrease by 26%. Thus, H2a is accepted.

#### **H2b: Hindrance stress and organization citizenship behavior are negatively related.**

The direct effect of hindrance stress on organization citizenship behavior is given in the Table 29. Hindrance stress is significantly related to organization citizenship behavior ( $\beta = -0.513$ ,  $p < 0.05$ ). This means that one percent increase in hindrance stress causes organization citizenship behavior to decrease by 51%. Thus, H2b is accepted.

#### **H2c: Hindrance stress and counterproductive behavior are positively related.**

The direct effect of hindrance stress on counterproductive behavior is given in the Table 29. Hindrance stress is significantly related to counterproductive behavior ( $\beta = 0.516$ ,  $p < 0.05$ ). This means that one percent increase in hindrance stress causes counterproductive behavior to increase by 51%. Thus, H2c is accepted.

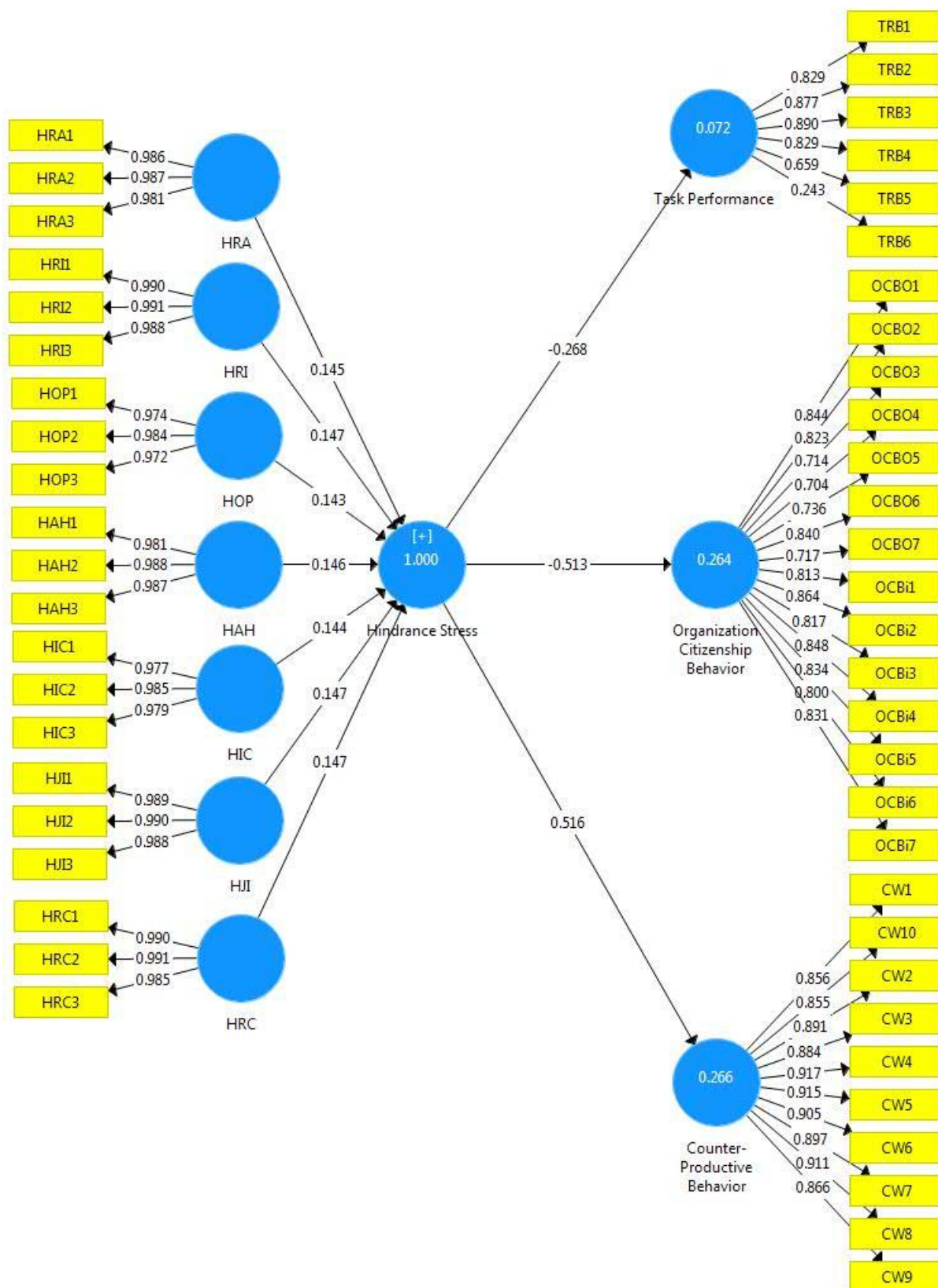


Figure 3: Model of Hindrance Stress and Job Performance

### **Hypotheses 3**

Transformational leader moderates the relationship between challenge stress and job performance behaviors.

*H3a: Transformational leader moderates the relationship between challenge stress and task performance behavior.*

*H3b: Transformational leader moderates the relationship between challenge stress and organizational citizenship behavior.*

*H3c: Transformational leader moderates the relationship between challenge stress and counter-productive behavior.*

#### **6.9.1. Composite Reliability**

Composite reliability for hypothesis 3 is presented in Table 30. The Cronbach's alpha value of all the variables in the present study fulfils the desirable criteria of internal consistency. The Table 30 below shows that composite reliability of the challenge stress i.e. second order formative construct, transformational leader the moderating variable and the three types of job performance behavior: organizational citizenship behavior, task performance behavior, and counter-productive behavior. The composite reliability of all variables is above the recommended threshold 0.7. The individual value ranges from 0.870 - 0.974. Task performance behavior is having the least composite reliability i.e. 0.879 while counterproductive behavior is having the highest composite reliability 0.974. The organizational citizenship behavior composite reliability value is 0.961, the challenge stress composite reliability is 0.956, while the transformational leadership composite reliability is 0.964.

#### **6.9.2. Convergent Validity**

Convergent validity for hypotheses 3 is presented in Table 30. All the indicators have AVE above the minimum recommended threshold i.e. 0.5. The individual value ranges from 0.572 – 0.792. Task performance behavior is having the least average variance extracted 0.572 while counterproductive behavior is having the maximum AVE i.e. 0.792. The transformational leadership, challenge stress and organizational citizenship behavior composite reliability are 0.688, 0.644 and 0.640 respectively.

**Table 30:** Composite Reliability and Convergent Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Challenge Stress	0.949	0.956	0.644
Counter-Productive Behavior	0.971	0.974	0.792
Organization Citizenship Behavior	0.956	0.961	0.640
Task Performance	0.831	0.879	0.572
Transformational Leadership	0.959	0.964	0.688

### 6.9.3. Discriminant Validity

The Table 31 shows that, the square root of AVE of challenge stress is 0.802 which is greater than its correlation values among other latent variables given below the value of 0.802 (i.e. -0.378, 0.321, 0.408, 0.497). Thus, challenge stress is different from all other latent variables.

**Table 31:** Discriminant Validity Fornell-Larcker

	CS	CW	OCB	TRB	TFL
Challenge Stress	0.802				
Counter-productive Behavior	-0.378	0.890			
Citizenship Behavior	0.321	-0.361	0.800		
Task Performance	0.408	-0.439	0.466	0.756	
Transformational leadership	0.497	-0.323	0.268	0.417	0.829

### 6.9.4. Relevance of Second Order Formative Construct

The researcher has examined each item outer loading. Moreover, the challenge stress is second order formative construct having four dimensions thus each individual each dimension contribution to construct is accessed through outer loading. The results are shown in the Table 32. The outer weights of each sub dimension of challenge stress are significant. First sub dimension is CJC which is measured through 3 items that are formative in nature. The outer loadings of all items of this sub dimension are greater

than 0.7 (Fornell and Larcker, 1981). Second sub dimension is CJR which is measured through 3 items that are formative in nature. The outer loadings of all items of this sub dimension are greater than 0.7 (Fornell and Larcker, 1981). Third sub dimension is CWL which is measured through 3 items that are formative in nature. The outer loadings of all items of this sub dimension are greater than 0.7 (Fornell and Larcker, 1981). The last Sub dimension is CWP which is measured through 3 items that are formative in nature. The outer loadings of all items of this sub dimension are greater than 0.7 (Fornell and Larcker, 1981).

**Table 32:** Outer loading: Challenge Stress Second Order Formative Construct

Variable	Type of Construct	Sub-dimensions	Sub-dimensions (item-wise)	Outer Loadings	P value
Challenge Stressor	Formative Second Order	CJC	CJC1	0.902	0.000
			CJC2	0.921	0.000
			CJC3	0.905	0.000
Challenge Stressor	Formative Second Order	CJR	CJR1	0.891	0.000
			CJR2	0.910	0.000
			CJR3	0.849	0.000
Challenge Stressor	Formative Second Order	CWL	CWL1	0.864	0.000
			CWL2	0.932	0.000
			CWL3	0.929	0.000
Challenge Stressor	Formative Second Order	CWP	CWP1	0.890	0.000
			CWP2	0.912	0.000
			CWP3	0.885	0.000

p=0.000 denotes significant value at  $\leq 0.001$

#### **6.9.5. Relevance of Reflective Construct**

Task Performance behavior is a first order reflective construct that is measured through seven items. Table 33 shows the outer loadings of the seven items of TP are (0.830, 0.873, 0.888, 0.829, 0.672). The outer loadings are greater of item 1 2 3 4 than the recommended threshold 0.7 (Fornell and Larcker, 1981). However, loading of item 5 is less than 0.7. According to Hair et al., (2004) loading greater than 0.4 is accepted if it does not affect the average variance extraction therefore, item 5 was included for further analysis. The outer loading of item 6 and 7 is less than 0.4 therefore, these two items were dropped.

Organizational Citizenship Behavior is a first order reflective construct that is measured through 14 items divided into OCBI and OCBO. The OCBI stands for the

individual while the OCBO refers to the organizational. Table 33 shows the outer loadings of the 14 OCB items (0.813, 0.867, 0.816, 0.858, 0.841, 0.803, 0.837, 0.848, 0.825, 0.659, 0.678, 0.716, 0.843, 0.724). The outer loadings of all the OCB items are greater than the recommended threshold 0.7 (Fornell and Larcker, 1981).

Counter-Productive Behavior is a first order reflective construct that is measured through 10 items. Table 33 shows the outer loadings of the 10 CW items (0.860, 0.888, 0.886, 0.916, 0.919, 0.902, 0.898, 0.915, 0.863, 0.850). The outer loadings of all the CW items are greater than the recommended threshold 0.7 (Fornell and Larcker, 1981).

Transformational Leadership is a first order reflective construct that is measured through 12 items. Table 33 shows the outer loadings of the 12 TFL items (0.830, 0.853, 0.849, 0.838, 0.820, 0.821, 0.753, 0.836, 0.854, 0.849, 0.820, 0.825). The outer loadings of all the TFL items are greater than the recommended threshold 0.7 (Fornell and Larcker, 1981).

**Table 33:** Outer loading: Reflective First Order Construct TRB, OCB, CWB and TFL

Variable	Type of Construct	Items	Outer Loadings	P value
Task Performance	Reflective First Order	TRB1	0.830	0.000
		TRB2	0.873	0.000
		TRB3	0.888	0.000
		TRB4	0.829	0.000
		TRB5	0.672	0.000
Organizational Citizenship Behavior	Reflective First Order	OCBI1	0.813	0.000
		OCBI2	0.867	0.000
		OCBI3	0.816	0.000
		OCBI4	0.858	0.000
		OCBI5	0.841	0.000
		OCBI6	0.803	0.000
		OCBI7	0.837	0.000
		OCBO1	0.848	0.000
		OCBO2	0.825	0.000
		OCBO3	0.659	0.000
		OCBO4	0.678	0.000
		OCBO5	0.716	0.000
		OCBO6	0.843	0.000
		OCBO7	0.724	0.000
Counter-Productive Behavior	Reflective First Order	CW1	0.860	0.000
		CW2	0.888	0.000
		CW3	0.886	0.000
		CW4	0.916	0.000
		CW5	0.919	0.000
		CW6	0.902	0.000

		CW7	0.898	0.000
		CW8	0.915	0.000
		CW9	0.863	0.000
		CW10	0.850	0.000
Transformational Leadership	Reflective First Order	TFL1	0.830	0.000
		TFL2	0.853	0.000
		TFL3	0.849	0.000
		TFL4	0.838	0.000
		TFL5	0.820	0.000
		TFL6	0.821	0.000
		TFL7	0.753	0.000
		TFL8	0.836	0.000
		TFL9	0.854	0.000
		TFL10	0.849	0.000
		TFL11	0.820	0.000
		TFL12	0.825	0.000

p=0.000 denotes significant value at  $\leq 0.001$

#### **6.9.6. Total effect of Transformational Leadership on Challenge Stress on Job Performance Behavior**

The Table 34 shows the direction and nature of moderating effect of transformational leadership between the challenge stress and job performance behavior.

**Table 34:** Moderating Effect of Transformational Leadership Challenge Stress on Job Performance behaviour

	Original Sample (O)	P Values
Challenge Stress -> Task Performance	0.272	0.000
Moderating Effect 1 -> Task Performance	0.015	0.743
Challenge Stress -> Organization Citizenship Behavior	0.275	0.000
Moderating Effect 2 -> Organization Citizenship Behavior	0.072	0.034
Challenge Stress -> Counter-Productive Behavior	-0.270	0.000
Moderating Effect 3 -> Counter-Productive Behavior	0.053	0.162

p=0.000 denotes significant value at  $\leq 0.001$

*H3a: Transformational leader moderates the relationship between challenge stress and task performance behavior.*

Transformational leadership has an insignificant influence on the relationship between challenge stress and task performance behavior. Initially one percent change in



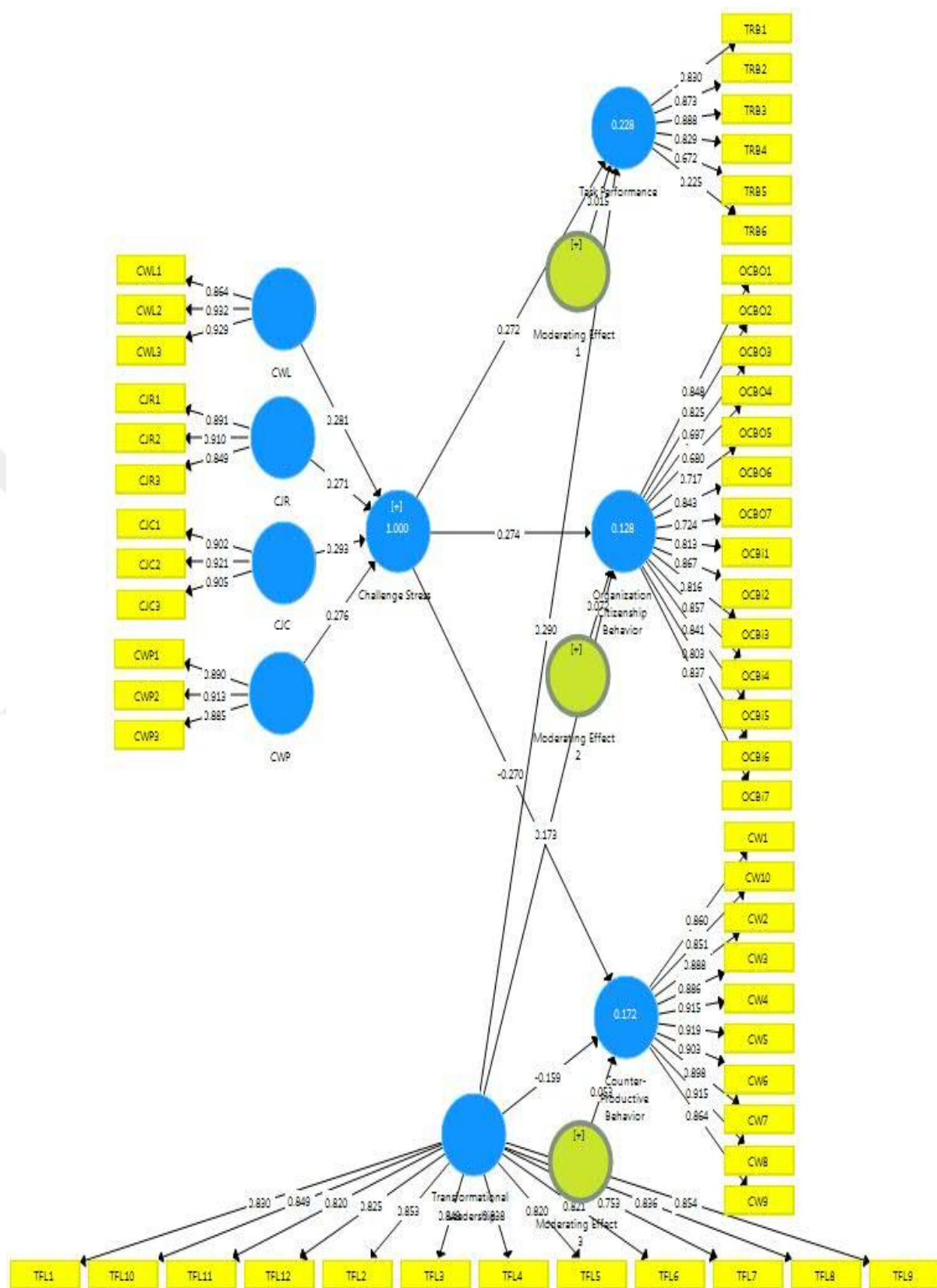
challenge stress in the absence of transformational leadership brought about a change of 27.4% in task performance behavior but when transformational leadership is introduced between them then, it brought a positive change of only 1.4% in the relationship between challenge stress and task performance behavior which is insignificant. Thus, it is concluded that transformational leadership does not moderate the relationship between challenge stress and task performance behavior. Thus, the hypothesis 3a is rejected.

*H3b: Transformational leader moderates the relationship between challenge stress and organizational citizenship behavior.*

Transformational leadership has a significant influence on the relationship between challenge stress and organizational citizenship behavior. Initially one percent change in challenge stress in the absence of transformational leadership brought a change of 27.8% in organizational citizenship behavior and when transformational leadership is introduced between them then, it brought a positive change of 7.1% in the relationship between challenge stress and organizational citizenship behavior which is significant. Thus, it is concluded that transformational leadership strengthens the positive relationship between challenge stress and organizational citizenship behavior. Thus, the hypothesis 3b is accepted.

*H3c: Transformational leader moderates the relationship between challenge stress and counter-productive behavior.*

Transformational leadership has an insignificant influence on the relationship between challenge stress and counter productive work behavior. Initially one percent change in challenge stress in the absence of transformational leadership brought a change of -26.9% in counter productive work behavior and when transformational leadership is introduced between them then, it brought a positive change of only 5.5 % in the relationship between challenge stress and counter-productive behavior. However, this positive change is insignificant. Thus, it is concluded that transformational leadership does not moderate the relationship between challenge stress and counter-productive behavior. Thus, the hypothesis 3c is rejected.



**Figure 4:** Moderating effect of Transformational Leadership between Challenge Stress and Job Performance.

## **Hypotheses 4**

Transformational leader moderates the relationship between hindrance stress and job performance behaviors.

*H4a: Transformational leader moderates the relationship between hindrance stress and task performance behavior.*

*H4b: Transformational leader moderates the relationship between hindrance stress and organizational citizenship behavior.*

*H4c: Transformational leader moderates the relationship between hindrance stress and counter-productive behavior.*

### **6.10.1. Composite Reliability**

Composite reliability for hypothesis 4 is presented in Table 35. The Cronbach's alpha value of all the variables in the present study fulfils the desirable criteria of internal consistency. The Table 35 below shows that composite reliability of the hindrance stress i.e. second order formative construct, transformational leader the moderating variable and the three types of job performance behavior: organizational citizenship behavior, task performance behavior, and counter-productive behavior. The composite reliability of all variables is above the recommended threshold 0.7. The individual value ranges from 0.880- 0.977. Task performance behavior is having the least composite reliability i.e. 0.880 while hindrance stress is having the highest composite reliability 0.997. The organizational citizenship behavior composite reliability value is 0.961, the counter-productive behavior composite reliability is 0.974, while the transformational leadership composite reliability is 0.964.

### **6.10.2. Convergent Validity**

Convergent validity related to hypothesis 4 is presented in Table 35. All the indicators have AVE above the minimum recommended threshold i.e. 0.5. The individual value ranges from 0.572 – 0.934. Task performance behavior is having the least average variance extracted 0.572 while hindrance stress is having the maximum AVE i.e. 0.934. The transformational leadership, counter-productive behavior and organizational citizenship behavior composite reliability are 0.688, 0.792 and 0.641 respectively.

**Table 35:** Composite Reliability and Convergent Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Hindrance Stress	0.996	0.997	0.934
Task Performance	0.831	0.880	0.572
Organization Citizenship Behavior	0.956	0.961	0.641
Counter-Productive Behavior	0.971	0.974	0.792
Transformational Leadership	0.959	0.964	0.688

### 6.10.3. Discriminant Validity

The Table 36 shows that, the square root of AVE of hindrance stress is 0.966 which is greater than its correlation values among other latent variables given below the value of 0.966(i.e. 0.516, -0.358, -0.437, -0.323). Thus, hindrance stress is different from all other latent variables.

**Table 36:** Discriminant Validity Fornell-Larcker

	HS	CW	OCB	TRB	TFL
Hindrance Stress	0.966				
Counter-productive Behavior	0.516	0.890			
Citizenship Behavior	-0.513	-0.358	0.801		
Task Performance	-0.267	-0.437	0.463	0.757	
Transformational leadership	-0.206	-0.323	0.266	0.417	0.829

#### 6.10.4. Relevance of Second Order Formative Construct

The hindrance stress is second order formative construct having seven sub dimensions. Each individual item contribution to construct is accessed through outer loading. The results are shown in Table 37. The outer weights of each sub dimension of hindrance stressor are significant. The seven-sub dimension of hindrance stressors are HAH, HIC, HJI, HOP, HRA, HRC and HRI are all formative in nature. All these seven sub dimensions are divided into three sub items. The outer loadings of all items of these seven-sub dimensions are greater than 0.7 (Fornell and Larcker, 1981).

**Table 37:** Outer loading: Hindrance Stress Second Order Formative Construct

Variable	Type of Construct	Sub-dimensions	Sub-dimensions (item-wise)	Outer Loadings	P value
Hindrance Stressor	Formative Second Order	HAH	HAH1	0.981	0.000
			HAH2	0.988	0.000
			HAH3	0.987	0.000
Hindrance Stressor	Formative Second Order	HIC	HIC1	0.977	0.000
			HIC2	0.985	0.000
			HIC3	0.979	0.000
Hindrance Stressor	Formative Second Order	HJI	HJI1	0.989	0.000
			HJI2	0.990	0.000
			HJI3	0.988	0.000
Hindrance Stressor	Formative Second Order	HOP	HOP1	0.974	0.000
			HOP2	0.984	0.000
			HOP3	0.972	0.000
Hindrance Stressor	Formative Second Order	HRA	HRA1	0.986	0.000
			HRA2	0.987	0.000
			HRA3	0.981	0.000
Hindrance Stressor	Formative Second Order	HRC	HRC1	0.990	0.000
			HRC2	0.991	0.000
			HRC3	0.985	0.000
Hindrance Stressor	Formative Second Order	HRI	HRI1	0.990	0.000
			HRI2	0.991	0.000
			HRI3	0.988	0.000

p=0.000 denotes significant value at  $\leq 0.001$

#### 6.10.5. Relevance of Reflective Construct

Task Performance behavior is a first order reflective construct that is measured through seven items. Table 38 shows the outer loadings of the seven items of TP are (0.824, 0.870, 0.888, 0.830, 0.676). The outer loadings are greater of item 1 2 3 4 than the recommended threshold 0.7 (Fornell and Larcker, 1981). However, loading of item

5 is less than 0.7. According to Hair et al., (2004) loading greater than 0.4 is accepted if it does not affect the average variance extraction therefore, item 5 was included for the further analysis. The outer loading of item 6 and 7 is less than 0.4 therefore, these two items were dropped.

Organizational Citizenship Behavior is a first order reflective construct that is measured through 14 items divided into OCBI and OCBO. The OCBI stands for the individual while the OCBO refers to the organizational. Table 38 shows the outer loadings of the 14 OCB items (0.813, 0.864, 0.816, 0.849, 0.834, 0.801, 0.832, 0.844, 0.823, 0.714, 0.703, 0.735, 0.840, 0.718). The outer loadings of all the OCB items are greater than the recommended threshold 0.7 (Fornell and Larcker, 1981).

Counter-Productive Behavior is a first order reflective construct that is measured through 10 items. Table 38 shows the outer loadings of the 10 CW items (0.856, 0.890, 0.884, 0.916, 0.915, 0.904, 0.897, 0.912, 0.87, 0.855). The outer loadings of all the CW items are greater than the recommended threshold 0.7 (Fornell and Larcker, 1981).

Transformational Leadership is a first order reflective construct that is measured through 12 items. Table 38 shows the outer loadings of the 12 TFL items (0.830, 0.853, 0.849, 0.838 0.820, 0.821, 0.754, 0.836, 0.854, 0.849, 0.820, 0.825). The outer loadings of all the TFL items are greater than the recommended threshold 0.7 (Fornell and Larcker, 1981).

**Table 38:** Outer loading: Reflective First Order Construct TRB, OCB, CWB and TFL

Variable	Type of Construct	Items	Outer Loadings	P value
Task Performance	Reflective First Order	TRB1	0.824	0.000
		TRB2	0.870	0.000
		TRB3	0.888	0.000
		TRB4	0.830	0.000
		TRB5	0.675	0.000
Organizational Citizenship Behavior	Reflective First Order	OCBI1	0.813	0.000
		OCBI2	0.864	0.000
		OCBI3	0.816	0.000
		OCBI4	0.849	0.000
		OCBI5	0.834	0.000
		OCBI6	0.801	0.000
		OCBI7	0.832	0.000
		OCBO1	0.844	0.000

		OCBO2	0.823	0.000
		OCBO3	0.714	0.000
		OCBO4	0.703	0.000
		OCBO5	0.735	0.000
		OCBO6	0.840	0.000
		OCBO7	0.718	0.000
Counter-Productive Behavior	Reflective First Order	CW1	0.856	0.000
		CW2	0.890	0.000
		CW3	0.884	0.000
		CW4	0.916	0.000
		CW5	0.915	0.000
		CW6	0.904	0.000
		CW7	0.897	0.000
		CW8	0.912	0.000
		CW9	0.867	0.000
		CW10	0.855	0.000
Transformational Leadership	Reflective First Order	TFL1	0.830	0.000
		TFL2	0.853	0.000
		TFL3	0.849	0.000
		TFL4	0.838	0.000
		TFL5	0.820	0.000
		TFL6	0.821	0.000
		TFL7	0.754	0.000
		TFL8	0.836	0.000
		TFL9	0.854	0.000
		TFL10	0.849	0.000
		TFL11	0.820	0.000
		TFL12	0.825	0.000

p=0.000 denotes significant value at  $\leq 0.001$

#### ***6.10.6. Total effect of Transformational Leadership on Hindrance Stress on Job Performance***

The Table 39 shows the direction and nature of moderating effect of transformational leadership between the hindrance stress and job performance behaviors.

**Table 39:** Moderating Effect of Transformational Leadership Hindrance Stress on Job Performance

	Original Sample (O)	P Values
Hindrance Stress -> Task Performance	-0.268	0.000
Moderating Effect 1 -> Task Performance	0.085	0.052
Hindrance Stress -> Organization Citizenship Behavior	-0.513	0.000
Moderating Effect 2 -> Organization Citizenship Behavior	0.036	0.306
Hindrance Stress -> Counter-Productive Behavior	0.516	0.000
Moderating Effect 3 -> Counter-Productive Behavior	-0.136	0.000

p=0.000 denotes significant value at  $\leq 0.001$

*H4a: Transformational leader moderates the relationship between hindrance stress and task performance behavior.*

Transformational leadership has a significant influence on the relationship between hindrance stress and task performance behavior. Initially one percent change in hindrance stress in the absence of transformational leadership brings a negative change of 26.8% in task performance behavior but when transformational leadership is introduced between them then, it brings a positive change of 8.4% in the relationship between hindrance stress and task performance behavior, which is significant. Thus, it is concluded that transformational leadership dampens the negative relationship between hindrance stressor and task performance and converts this relationship into positive. Thus, hypothesis 4a is accepted.

*H4b: Transformational leader moderates the relationship between hindrance stress and organizational citizenship behavior.*

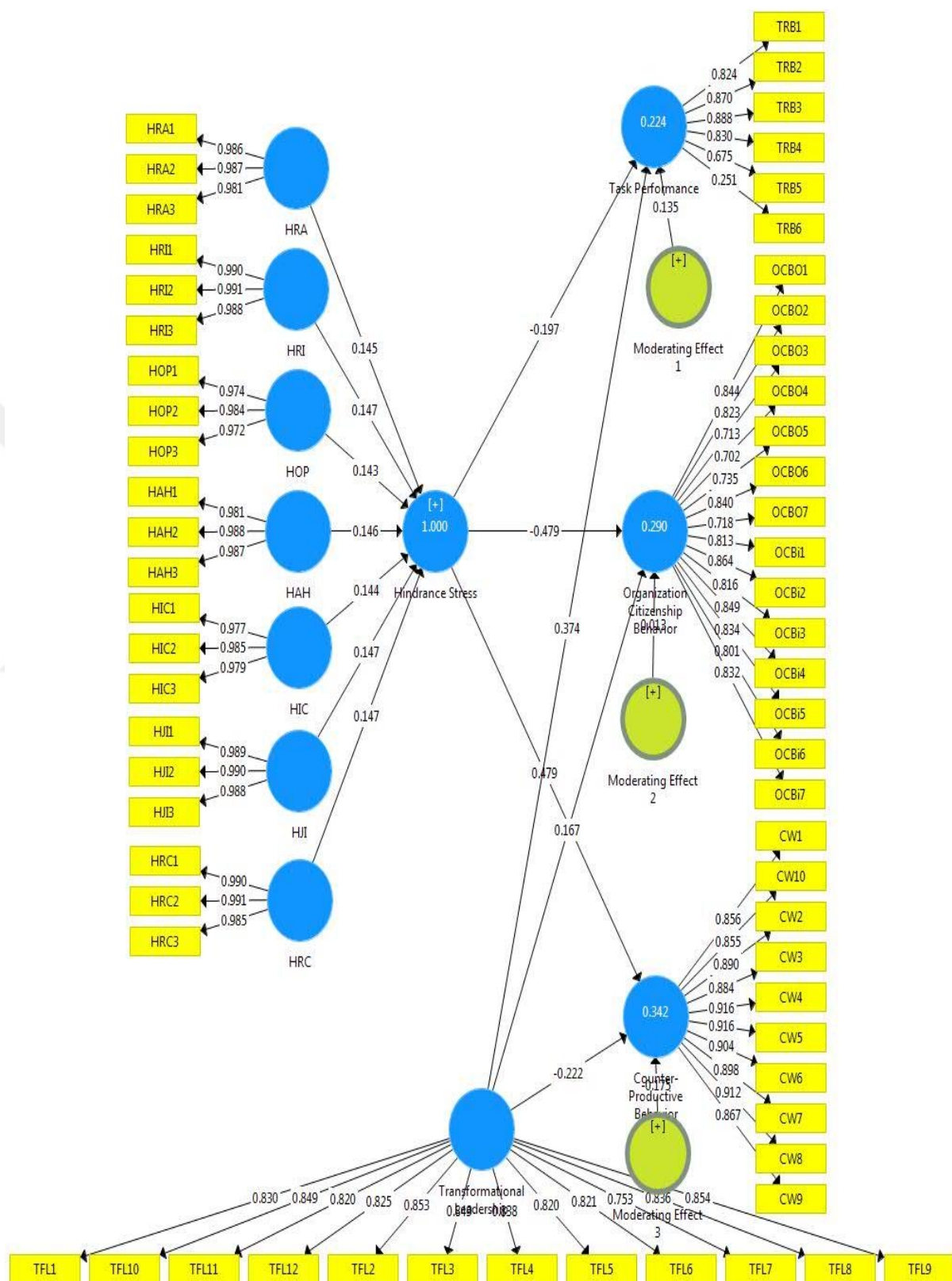
Transformational leadership has an insignificant influence on the relationship between hindrance stress and organizational citizenship behavior. Initially one percent change in hindrance stress in the absence of transformational leadership brings a negative change of 51.3% in organizational citizenship behavior but when transformational leadership is introduced between them then it brings a positive change of only 3.6% in the relationship between hindrance stress and organizational citizenship behavior which is insignificant. Thus, it is concluded that transformational leadership



does not moderate the relationship between hindrance stress and organizational citizenship behavior. Thus, hypothesis 4b is rejected.

*H4c: Transformational leader moderates the relationship between hindrance stress and counter-productive behavior.*

Transformational leadership has a significant influence on the relationship between hindrance stress and counter-productive behavior. Initially one percent change in hindrance stress in the absence of transformational leadership brings a positive change of 51.6% in counter-productive work behavior but when transformational leadership is introduced between them then, it brings a negative change of -13.5% in the relationship between hindrance stress and counter-productive work behavior, which is significant. Thus, it is concluded that transformational leadership dampens the positive relationship between hindrance stress and counter-productive behavior and converts this positive relationship into negative. Thus, 4c is accepted.



**Figure 5:** Moderating effect of Transformational Leadership between Hindrance Stress and Job Performance.

## Hypotheses 5

Transactional leader moderates the relationship between challenge stress and job performance behavior.

*H5a: Transactional leader moderates the relationship between challenge stress and task performance behavior.*

*H5b: Transactional leader moderates the relationship between challenge stress and organizational citizenship behavior.*

*H5c: Transactional leader moderates the relationship between challenge stress and counter-productive behavior.*

### 6.11.1. Composite Reliability

Composite reliability for hypotheses 5 is presented in Table 40. The Cronbach's alpha values of all the variables in the present study fulfil the desirable criteria of internal consistency. The Table 40 below shows that composite reliability of the challenge stress i.e. second order formative construct, transactional leader the moderating variable and the three types of job performance behavior: organizational citizenship behavior, task performance behavior and counter-productive behavior. The composite reliability of all variables is above the recommended threshold 0.7. The individual value ranges from 0.880- 0.974. Task performance behavior is having the least composite reliability i.e. 0.880 while counterproductive behavior is having the highest composite reliability 0.994. The organizational citizenship behavior composite reliability value is 0.961, the challenge stress reliability is 0.956, while the transactional leadership composite reliability is 0.91.

### 6.11.2. Convergent Validity

Convergent validity related to hypothesis 5 is presented in Table 40. All the indicators have AVE above the minimum recommended threshold i.e. 0.5. The individual value ranges from 0.572 – 0.792. Task performance behavior is having the least average variance extracted 0.572 while counter-productive behavior is having the maximum AVE i.e. 0.792. The transactional leadership, challenge stress and organizational citizenship behavior composite reliability are 0.679, 0.644 and 0.640 respectively.

**Table 40:** Composite Reliability and Convergent Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Challenge Stress	0.949	0.956	0.644
CW	0.971	0.974	0.792
OCB	0.956	0.961	0.640
TRB	0.831	0.880	0.572
TSL	0.869	0.91	0.679

### 6.11.3. Discriminant Validity

The Table 41 shows that, the square root of AVE of challenge stress is 0.802 which is greater than its correlation values among other latent variables given below the value of 0.802 (i.e. -0.378, 0.320, 0.406, 0.462). Thus, challenge stress is different from all other latent variables.

**Table 41:** Discriminant Validity Fornell-Larcker

	CS	CW	OCB	TRB	TSL
Challenge Stress	0.802				
Counter-productive Behavior	-0.378	0.890			
Citizenship Behavior	0.320	-0.361	0.800		
Task Performance	0.406	-0.437	0.466	0.756	
Transactional leadership	0.462	-0.316	0.292	0.403	0.824

#### 6.11.4. Relevance of Second Order Formative Construct

The challenge stress is second order formative construct having four dimensions. Each individual item contribution to construct is accessed through outer loading. The results are shown in the Table 42. The outer weights of each sub dimension of challenge stressor are significant. First sub dimension is CJC which is measured through 3 items that are formative in nature. The outer loadings of all items of this sub dimension are greater than 0.7 (Fornell and Larcker, 1981). Second sub dimension is CJR which is measured through 3 items that are formative in nature. The outer loadings of all items of this sub dimension are greater than 0.7 (Fornell and Larcker, 1981). Third sub dimension is CWL which is measured through 3 items that are formative in nature. The outer loadings of all items of this sub dimension are greater than 0.7 (Fornell and Larcker, 1981). The last Sub dimension is CWP which is measured through 3 items that are formative in nature. The outer loadings of all items of this sub dimension are greater than 0.7 (Fornell and Larcker, 1981).

**Table 42:** Outer loading: Challenge Stress Second Order Formative Construct

Variable	Type of Construct	Sub-dimensions	Sub-dimensions (item-wise)	Outer Loadings	P value
Challenge Stressor	Formative Second Order	CJC	CJC1	0.902	0.000
			CJC2	0.921	0.000
			CJC3	0.905	0.000
Challenge Stressor	Formative Second Order	CJR	CJR1	0.891	0.000
			CJR2	0.910	0.000
			CJR3	0.849	0.000
Challenge Stressor	Formative Second Order	CWL	CWL1	0.864	0.000
			CWL2	0.932	0.000
			CWL3	0.929	0.000
Challenge Stressor	Formative Second Order	CWP	CWP1	0.890	0.000
			CWP2	0.912	0.000
			CWP3	0.885	0.000

p=0.000 denotes significant value at  $\leq 0.001$

#### 6.11.5. Relevance of Reflective Construct

Task Performance behavior is a first order reflective construct that is measured through seven items. Table 43 shows the outer loadings of the seven items of TP are (0.827, 0.869, 0.885, 0.830, 0.681). The outer loadings are greater of item 1 2 3 4 than the recommended threshold 0.7 (Fornell and Larcker, 1981). However, loading of item

5 is less than 0.7. According to Hair et al., (2004) loading greater than 0.4 is accepted if it does not affect the average variance extraction therefore, item 5 was included for the further analysis. The outer loading of item 6 and 7 is less than 0.4 therefore, these two items were dropped.

Organizational Citizenship Behavior is a first order reflective construct that is measured through 44 items divided into OCBI and OCBO. The OCBI stands for the individual while the OCBO refers to the organizational. Table 43 shows the outer loadings of the 14 OCB items (0.815, 0.869, 0.820, 0.859, 0.843, 0.804, 0.836, 0.846, 0.824, 0.696, 0.681, 0.718, 0.840, 0.717). The outer loadings of all the OCB items are greater than the recommended threshold 0.7 (Fornell and Larcker, 1981).

Counter-Productive Behavior is a first order reflective construct that is measured through 10 items. Table 43 shows the outer loadings of the 10 CW items (0.860, 0.888, 0.887, 0.916, 0.919, 0.903, 0.897, 0.915, 0.863, 0.850). The outer loadings of all the CW items are greater than the recommended threshold 0.7 (Fornell and Larcker, 1981).

Transactional Leadership is a first order reflective construct that is measured through 5 items. Table 43 shows the outer loadings of the 5 TSL items (0.860, 0.905, 0.909, 0.884, 0.480).

**Table 43:** Outer loading: Reflective First Order Construct TRB, OCB, CWB and TSL

Variable	Type of Construct	Items	Outer Loadings	P value
Task Performance	Reflective First Order	TRB1	0.827	0.000
		TRB2	0.869	0.000
		TRB3	0.885	0.000
		TRB4	0.830	0.000
		TRB5	0.681	0.000
Organizational Citizenship Behavior	Reflective First Order	OCBI1	0.815	0.000
		OCBI2	0.869	0.000
		OCBI3	0.820	0.000
		OCBI4	0.859	0.000
		OCBI5	0.843	0.000
		OCBI6	0.804	0.000
		OCBI7	0.836	0.000
		OCBO1	0.844	0.000
		OCBO2	0.823	0.000
		OCBO3	0.714	0.000
		OCBO4	0.703	0.000

		OCBO5	0.735	0.000
		OCBO6	0.840	0.000
		OCBO7	0.718	0.000
Counter-Productive Behavior	Reflective First Order	CW1	0.856	0.000
		CW2	0.890	0.000
		CW3	0.884	0.000
		CW4	0.916	0.000
		CW5	0.915	0.000
		CW6	0.904	0.000
		CW7	0.897	0.000
		CW8	0.912	0.000
		CW9	0.867	0.000
		CW10	0.855	0.000
Transactional Leadership	Reflective First Order	TSL1	0.830	0.000
		TSL2	0.853	0.000
		TSL3	0.849	0.000
		TSL4	0.838	0.000
		TSL5	0.820	0.000

p=0.000 denotes significant value at  $\leq 0.001$

#### 6.10.6. Total effect of Transactional Leadership on Challenge Stress on Job Performance

Transactional leadership moderates the relationship between challenge stress and job performance. The table 44 shows the direction and nature of relation between the challenge stress and job performance.

**Table 44:** Moderating Effect of Transactional Leadership Challenge Stress on Job Performance

	Original Sample (O)	P Values
Challenge Stress -> Task Performance	0.272	0.000
Moderating Effect 1 -> Task Performance	-0.023	0.620
Challenge Stress -> Organization Citizenship Behavior	0.275	0.000
Moderating Effect 2 -> Organization Citizenship Behavior	0.099	0.010
Challenge Stress -> Counter-Productive Behavior	-0.270	0.000
Moderating Effect 3 -> Counter-Productive Behavior	0.072	0.063

p=0.000 denotes significant value at  $\leq 0.001$

*H5a: Transactional leader moderates the relationship between challenge stress and task performance behavior.*

Transactional leadership has an insignificant influence on the relationship between challenge stress and task performance behavior. Initially one percent change in

challenge stress in the absence of transactional leadership brought a change of 27.4% in task performance behavior but when transactional leadership is introduced between them then, it brings a negative change of -2.1% in the relationship between challenge stress and task performance which is insignificant. Thus, it is concluded that transactional leadership does not moderate the relationship between challenge stress and task performance behavior. Thus, H5a is rejected.

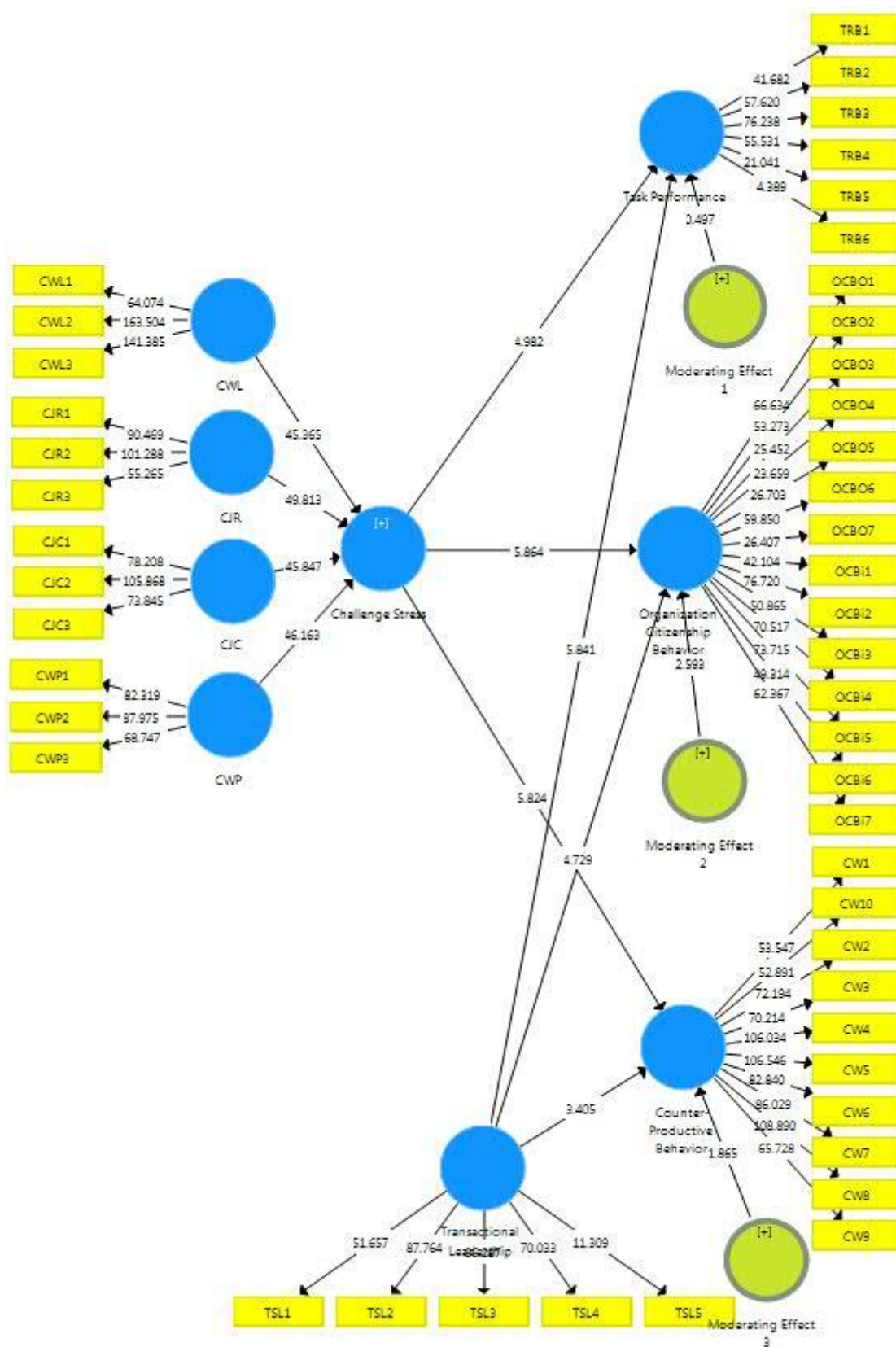
*H5b: Transactional leader moderates the relationship between challenge stress and organizational citizenship behavior.*

Transactional leadership has a significant influence on the relationship between challenge stress and organizational citizenship behavior. Initially one percent change in challenge stress in the absence of transactional leadership brought a change of 27.8% in organizational citizenship behavior but when transactional leadership is introduced between them then, it brings a positive change of 10.1% in the relationship between challenge stress and organizational citizenship behavior. Thus, it is concluded that transactional leadership strengthens the positive relationship between challenge stress and organizational citizenship behavior. Thus, H5b is accepted.

*H5c: Transactional leader moderates the relationship between challenge stress and counter-productive behavior.*

Transactional leadership has a significant influence on the relationship between challenge stress and counter-productive behavior. Initially one percent change in challenge stress in the absence of transactional leadership brought a negative change of --26.9% in counter-productive behavior but when transactional leadership is introduced between them then, it brings a positive change of 10.1% in the relationship between challenge stressor and counter-productive behavior. Thus, it is concluded that transactional leadership dampens the negative relationship between challenge stress and counter-productive behavior and converts this negative relationship into positive.





**Figure 6:** Moderating effect of Transactional Leadership between Challenge Stress and Job Performance.

## Hypotheses 6

Transactional leader moderates the relationship between hindrance stress and job performance behavior.

*H6a: Transactional leader moderates the relationship between hindrance stress and task performance behavior.*

*H6b: Transactional leader moderates the relationship between hindrance stress and organizational citizenship behavior.*

*H6c: Transactional leader moderates the relationship between hindrance stress and counter-productive behavior.*

### 6.12.1. Composite Reliability

Composite reliability for hypotheses 6 is presented in Table 45. The Cronbach's alpha values of all the variables in the present study fulfill the desirable criteria of internal consistency. The Table 45 below shows that composite reliability of the hindrance stress i.e. second order formative construct, transactional leader the moderating variable and the three types of job performance behavior: organizational citizenship behavior, task performance behavior and counter-productive behavior. The composite reliability of all variables is above the recommended threshold 0.7. The individual value ranges from 0.881- 0.997. Task performance behavior is having the least composite reliability i.e. 0.881 while hindrance stress is having the highest composite reliability 0.997. The organizational citizenship behavior composite reliability value is 0.961, the counterproductive behavior reliability is 0.974, while the transactional leadership composite reliability is 0.910.

### 6.12.2. Convergent Validity

Convergent validity related to hypotheses 6 is presented in Table 45. All the indicators have AVE above the minimum recommended threshold i.e. 0.5. The individual value ranges from 0.573 – 0.934. Task performance behavior is having the least average variance extracted 0.573 while hindrance stress is having the maximum AVE i.e. 0.934. The transactional leadership, counterproductive behavior and

organizational citizenship behavior composite reliability are 0.679, 0.792 and 0.641 respectively.

**Table 45:** Composite Reliability and Convergent Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Hindrance Stress	0.966	0.977	0.934
Task Performance	0.831	0.881	0.573
Counterproductive Behavior	0.971	0.974	0.792
Citizenship Behavior	0.956	0.961	0.641
Transactional leadership	0.869	0.910	0.679

### 6.12.3. Discriminant Validity

The Table 46 shows that, the square root of AVE of hindrance stress is 0.966 which is greater than its correlation values among other latent variables given below the value of 0.966 (i.e. 0.516, -0.358, -0.437, -0.323). Thus, hindrance stress is different from all other latent variables.

**Table 46:** Discriminant Validity Fornell-Larcker

	HS	CW	OCB	TRB	TSL
Hindrance Stress	0.996				
Counter-productive Behavior	0.516	0.890			
Citizenship Behavior	-0.513	-0.358	0.801		
Task Performance	-0.266	-0.434	0.464	0.432	
Transactional leadership	-0.226	-0.316	0.291	0.287	0.254

### 6.12.4. Relevance of Second Order Formative Construct

The hindrance stress is second order formative construct having seven sub dimensions thus each individual each dimension contribution to construct is accessed through outer loading. The results are shown in Table 47. The outer weights of each sub

dimension of hindrance stressor are significant. The seven-sub dimension of hindrance stressors are HAH, HIC, HJI, HOP, HRA, HRC and HRI are all formative in nature. All these seven sub dimensions are divided into three sub items. The outer loadings of all items of these seven-sub dimensions are greater than 0.7 (Fornell and Larcker, 1981).

**Table 47:** Outer loading: Hindrance Stress Second Order Formative Construct

Variable	Type of Construct	Sub-dimensions	Sub-dimensions (item-wise)	Outer Loadings	P value
Hindrance Stressor	Formative Second Order	HAH	HAH1	0.981	0.000
			HAH2	0.988	0.000
			HAH3	0.987	0.000
Hindrance Stressor	Formative Second Order	HIC	HIC1	0.977	0.000
			HIC2	0.985	0.000
			HIC3	0.979	0.000
Hindrance Stressor	Formative Second Order	HJI	HJI1	0.989	0.000
			HJI2	0.990	0.000
			HJI3	0.988	0.000
Hindrance Stressor	Formative Second Order	HOP	HOP1	0.948	0.000
			HOP2	0.961	0.000
			HOP3	0.963	0.000
Hindrance Stressor	Formative Second Order	HRA	HRA1	0.958	0.000
			HRA2	0.964	0.000
			HRA3	0.964	0.000
Hindrance Stressor	Formative Second Order	HRC	HRC1	0.975	0.000
			HRC2	0.974	0.000
			HRC3	0.965	0.000
Hindrance Stressor	Formative Second Order	HRI	HRI1	0.974	0.000
			HRI2	0.973	0.000
			HRI3	0.971	0.000

p=0.000 denotes significant value at  $\leq 0.001$

#### 6.12.5. Relevance of Reflective Construct

Task Performance behavior is a first order reflective construct that is measured through seven items. Table 48 shows the outer loadings of the seven items of TP are (0.819, 0.863, 0.883, 0.832, 0.688). The outer loadings are greater of item 1 2 3 4 than the recommended threshold 0.7 (Fornell and Larcker, 1981). However, loading of item 5 is less than 0.7. According to Hair et al., (2001) loading greater than 0.4 is accepted if it doesn't affect the average variance extraction therefore, item 5 was included for the

further analysis. The outer loading of item 6 and 7 is less than 0.4 therefore, these two items were dropped.

Organizational Citizenship Behavior is a first order reflective construct that is measured through 14 items divided into OCBI and OCBO. The OCBI stands for the individual while the OCBO refers to the organizational. Table 48 shows the outer loadings of the 14 OCB items (0.814 0.865, 0.818, 0.849, 0.835, 0.801, 0.831, 0.844, 0.823, 0.713, 0.703, 0.735, 0.839, 0.715). The outer loadings of all the OCB items are greater than the recommended threshold 0.7 (Fornell and Larcker, 1981).

Counter-Productive Behavior is a first order reflective construct that is measured through 10 items. Table 48 shows the outer loadings of the 10 CW items (0.856, 0.890, 0.885, 0.917, 0.915, 0.905, 0.897, 0.912, 0.866, 0.855). The outer loadings of all the CW items are greater than the recommended threshold 0.7 (Fornell and Larcker, 1981).

Transactional Leadership is a first order reflective construct that is measured through 5 items. Table 48 shows the outer loadings of the 5 TSL items (0.860, 0.905, 0.908, 0.883, 0.483). The outer loadings of all the TSL items are greater than the recommended threshold 0.7 (Fornell and Larcker, 1981).

Table 48: Outer loading: Reflective First Order Construct TRB, OCB, CWB and TSL

Variable	Type of Construct	Items	Outer Loadings	P value
Task Performance	Reflective First Order	TRB1	0.819	0.000
		TRB2	0.863	0.000
		TRB3	0.883	0.000
		TRB4	0.832	0.000
		TRB5	0.688	0.000
Organizational Citizenship Behavior	Reflective First Order	OCBI1	0.814	0.000
		OCBI2	0.865	0.000
		OCBI3	0.818	0.000
		OCBI4	0.849	0.000
		OCBI5	0.835	0.000
		OCBI6	0.801	0.000
		OCBI7	0.831	0.000
		OCBO1	0.844	0.000
		OCBO2	0.823	0.000
		OCBO3	0.713	0.000
		OCBO4	0.703	0.000
		OCBO5	0.735	0.000
		OCBO6	0.839	0.000
		OCBO7	0.715	0.000

Counter-Productive Behavior	Reflective First Order	CW1	0.856	0.000
		CW2	0.890	0.000
		CW3	0.885	0.000
		CW4	0.917	0.000
		CW5	0.915	0.000
		CW6	0.905	0.000
		CW7	0.897	0.000
		CW8	0.912	0.000
		CW9	0.866	0.000
		CW10	0.855	0.000
Transactional Leadership	Reflective First Order	TSL1	0.860	0.000
		TSL2	0.905	0.000
		TSL3	0.908	0.000
		TSL4	0.883	0.000
		TSL5	0.483	0.000

p=0.000 denotes significant value at  $\leq 0.001$

#### 6.12.6. Total effect of Transactional Leadership on Hindrance Stress on Job Performance

Transactional leadership moderates the relationship between challenge stress and job performance behavior. The table 49 shows the direction and nature of relation between the hindrance stress and job performance behavior.

**Table 49:** Moderating Effect of Transactional Leadership Hindrance Stress on Job Performance

	Original Sample (O)	P Values
Hindrance Stress -> Task Performance	-0.268	0.000
Moderating Effect 1 -> Task Performance	0.135	0.002
Hindrance Stress -> Organization Citizenship Behavior	-0.513	0.000
Moderating Effect 2 -> Organization Citizenship Behavior	0.013	0.710
Hindrance Stress -> Counter-Productive Behavior	0.516	0.000
Moderating Effect 3 -> Counter-Productive Behavior	-0.175	0.000

p=0.000 denotes significant value at  $\leq 0.001$

*H6a: Transactional leader moderates the relationship between hindrance stress and task performance behavior.*

Transactional leadership has a significant influence on the relationship between hindrance stress and task performance behavior. Initially one percent change in hindrance stress in the absence of transactional leadership brought a negative change of

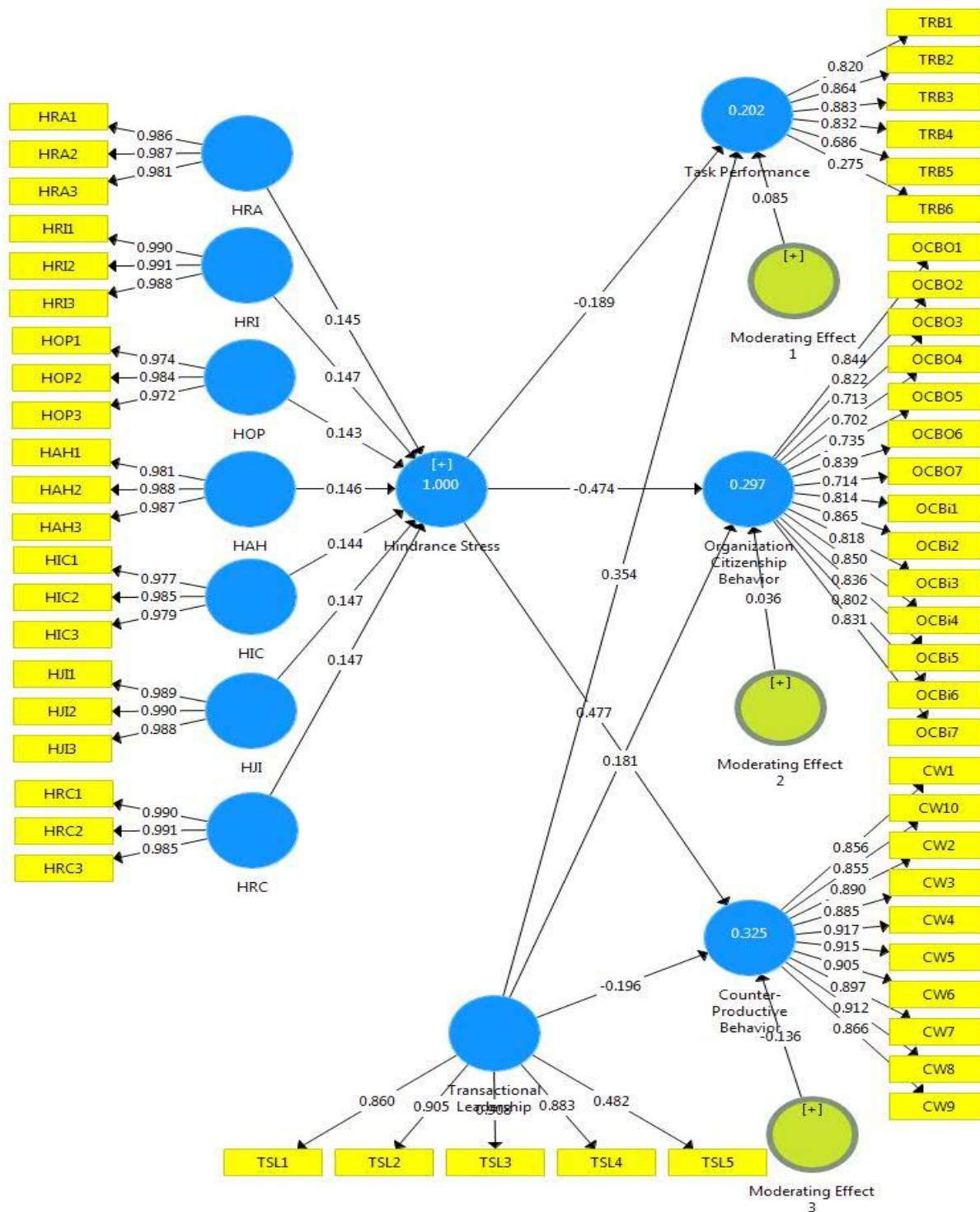
-26.8% in task performance behavior but when transactional leadership is introduced between them then it brings a positive change of 13.5% in the relationship between hindrance stressor and task performance behavior, which is significant. Thus, it is concluded that transactional leadership dampens the negative relationship between hindrance stress and task performance behavior and converts this negative relationship into positive. Thus, H6a is accepted.

*H6b: Transactional leader moderates the relationship between hindrance stress and organizational citizenship behavior.*

Transactional leadership has an insignificant influence on the relationship between hindrance stress and organizational citizenship behavior. Initially one percent change in hindrance stress in the absence of transactional leadership brought a negative change of -51.3% in organizational citizenship behavior but when transactional leadership is introduced between them then it brings a positive change of only 1.4 % in the relationship between hindrance stress and organizational citizenship behavior which is insignificant. Thus, it is concluded that transactional leadership does not moderate the relationship between hindrance stress and organizational citizenship behavior. Thus, H6b is rejected.

*H6c: Transactional leader moderates the relationship between hindrance stress and counter-productive behavior.*

Transactional leadership has a significant influence on the relationship between hindrance stress and counter-productive behavior. Initially one percent change in hindrance stress in the absence of transactional leadership brought a positive change of 51.6% in counter-productive behavior but when transactional leadership is introduced between them then it brings a negative change of -17.5 % in the relationship between hindrance stress and counter-productive behavior, which is significant. Thus, it is concluded that transactional leadership dampens the positive relationship between hindrance stress and counter-productive behavior and converts this positive relationship into negative. Thus, H6c is accepted.



**Figure 7:** Moderating effect of Transactional Leadership between Hindrance Stress and Job Performance.



## DISCUSSION

The overall aim of the current research is to examine the effects of job stressors on job performance behaviors. Moreover, the other aim was to analyse how the transformational and transactional leaders moderates the relationship between job stress and job performance behaviors. The stressors framework was drawn from Cavanaugh et al., (2000). Leadership framework was drawn from The Full Range of Leadership Model (Bass, 1998), while the job performance behavior framework was drawn from Rotundo and Sackett, (2002).

The relationship of two different work-related stressors: challenge and hindrance stress were examined with three different types of individual performance-based behaviors: task performance/role behavior, organizational citizenship behaviors, (OCB-I directed at individual and OCB-O directed at organization) and lastly the counter-productive behaviors. Moreover, the effects of leadership as moderators were also examined. Comprehensive tests were undertaken in order to explore thoroughly, the relation between the stressors, performance and leadership.

Result summaries of the hypotheses tested are presented in Table 50. The first six hypotheses H1, 1a, 1b, 1c and H2 2a, 2b, 2c were all supported. The hypotheses related to the moderating variables were some accepted and other rejected. The result indicates a significance relationship between the variables.

Table 50: Summary of Hypotheses

No	Hypotheses	Results
<b>H1</b>	<b>There is a relationship between challenge stress and job performance behaviors.</b>	
<i>H1a</i>	<i>There is a positive relationship between challenge stress and task performance behavior.</i>	<i>Accepted</i>
<i>H1b</i>	<i>There is a positive relationship between challenge stress and organizational citizenship behavior.</i>	<i>Accepted</i>
<i>H1c</i>	<i>There is a negative relationship between challenge stress and counter-productive behavior.</i>	<i>Accepted</i>
<b>H2</b>	<b>There is a relationship between hindrance stress and job performance behaviors.</b>	
<i>H2a</i>	<i>There is a negative relationship between hindrance stress and task performance behavior.</i>	<i>Accepted</i>
<i>H2b</i>	<i>There is a negative relationship between hindrance stress and organizational citizenship behavior.</i>	<i>Accepted</i>

H2c	<i>There is a positive relationship between hindrance stress and counter-productive behavior.</i>	Accepted
<b>H3</b>	<b>Transformational leadership moderates the relationship between challenge stress and job performance behaviors.</b>	
H3a	<i>Transformational leadership moderates the relationship between challenge stress and task performance behavior.</i>	Rejected
H3b	<i>Transformational leadership moderates the relationship between challenge stress and organizational citizenship behavior.</i>	Accepted
H3c	<i>Transformational leadership moderates the relationship between challenge stress and counter-productive behavior.</i>	Rejected
<b>H4</b>	<b>Transformational leadership moderates the relationship between hindrance stress and job performance behaviors.</b>	
H4a	<i>Transformational leadership moderates the relationship between hindrance stress and task performance behavior.</i>	Accepted
H4b	<i>Transformational leadership moderates the relationship between hindrance stress and organizational citizenship behavior.</i>	Rejected
H4c	<i>Transformational leadership moderates the relationship between hindrance stress and counter-productive behavior.</i>	Accepted
<b>H5</b>	<b>Transactional leadership moderates the relationship between challenge stress and job performance behaviors.</b>	
H5a	<i>Transactional leadership moderates the relationship between challenge stress and task performance behavior.</i>	Rejected
H5b	<i>Transactional leadership moderates the relationship between challenge stress and organizational citizenship behavior.</i>	Accepted
H5c	<i>Transactional leadership moderates the relationship between challenge stress and counter-productive behavior.</i>	Accepted
<b>H6</b>	<b>Transactional leadership moderates the relationship between hindrance stress and job performance behaviors.</b>	
H6a	<i>Transactional leadership moderates the relationship between hindrance stress and task performance behavior.</i>	Accepted
H6b	<i>Transactional leadership moderates the relationship between hindrance stress and organizational citizenship behavior.</i>	Rejected
H6c	<i>Transactional leadership moderates the relationship between hindrance stress and counter-productive behavior.</i>	Accepted

As evident in Table 50, the hypotheses 1, concerning the relationship of challenge stress and job performance behaviors were all significantly accepted. The research documented a significant relationship between challenge stress and job performance which is the first hypothesis of the study. According to Crawford et al., (2010); Le Pine et al., (2005) the association of challenge stressor with job performance is positive but weak. However, in this study the relationship of challenge stress with job performance behaviors is more significant. The hypotheses 1 result strengthen and carried forward the notion of Cavanaugh, Boswell, Roehling and Boudreau (2000), who argued that the challenge stress is linked to job performance.

The direct effects of challenge stress on numerous performance behaviors are presented in Table 24. Challenge stress is significantly related to task performance ( $\beta=0.404$ ,  $p<0.05$ ). This means that one percent increase in challenge stress causes task performance to increase by 40%.

Challenge stress is significantly related to organization citizenship behavior ( $\beta=0.324$ ,  $p<0.05$ ). This means that one percent increase in challenge stressor causes task performance to increase by 32%.

Challenge stress is significantly related to counterproductive behavior ( $\beta=-0.374$ ,  $p<0.05$ ). This means that one percent increase in challenge stress causes counterproductive behavior to decrease by 37%.

As evident in Table 50, the hypotheses 2, concerning the relationship between hindrance stress and job performance behaviors was all significantly accepted. According to Cavanaugh, Boswell, Roehling and Boudreau (2000), the hindrance stress serves as threatening barrier to goal attainment. This is more significantly accepted in the current study. The hindrance represents high order factors which have the potential to strain task performance behavior, organization citizenship behavior and counterproductive behavior. The current research is also in line with Zhang, LePine, Buckman and Wei (2014) study, who argued that the hindrance stressors are negatively associated with the employees' job performance behaviors.

The direct effects of challenge stress on numerous performance behaviors are presented in Table 29. Hindrance stress is significantly related to task performance ( $\beta= -0.268$   $p<0.05$ ). This means that one percent increase in hindrance stress causes task performance behavior to decrease by 26%.

Hindrance stress is significantly related to organization citizenship behavior ( $\beta=-0.513$ ,  $p<0.05$ ). This means that one percent increase in hindrance stress causes organization citizenship behavior to decrease by 51%.

Hindrance stress is significantly related to counterproductive behavior ( $\beta=0.516$ ,  $p<0.05$ ). This means that one percent increase in hindrance stress causes counterproductive behavior to increase by 51%.

As evident in Table 50, the hypotheses 3, concerning the moderating relationship of transformational leaders between challenge stress and job performance behaviors were some accepted, and others rejected. The findings are partially consistent with Zhang, Le Pine, Buckman and Wei (2014) who argued, the transformational leader's behavior influences the social exchange necessary for coping with challenge stress. The finding in the current study suggests that transformational leaders in Pakistan only foster the employees OCB. The reason behind more positive reactions in OCB factor may be understood by Hofstede Culture Model. Pakistan is a collectivist country where people are dependent on other people for help and support. Thus, this belief serves as a significant point in the significant moderation effects of transformational leaders moderating the challenge stress effects on organization citizenship behavior. Moreover, the current research is also in contrast to According to Joseph and Schneider (2009) study, who argued that transformational leaders may improve subordinates core task performance behavior in stressful situations due to their broad vision and support.

Transformational leadership has an insignificant positive influence between the relationship of challenge stress and task performance behavior. Initially one percent increase in challenge stressor in the absence of transformational leadership brought 40% increase in task performance behavior. But, when transformational leadership is introduced between them then, it brought a positive change of only 1.4% which is insignificant. Thus, it is concluded that transformational leaders do not moderate the relationship between challenge stress and task performance behavior.

Transformational leadership has a significant positive influence between the relationship of challenge stress and organizational citizenship behavior. Initially one percent increase in challenge stress in the absence of transformational leadership brought 32.4% positive change in organizational citizenship behavior. When, transformational leadership is introduced between them then, it brought a positive change of 7.1% in the relationship between challenge stress and organizational

citizenship behavior which is significant. Thus, it is concluded that transformational leadership strengthens the positive relationship between challenge stress and organizational citizenship behavior.

Transformational leadership has an insignificant positive influence in the relationship between challenge stressor and counter productive work behavior. Initially one percent increase in challenge stress in the absence of transformational leadership decreased the negative effects of counter productive work behavior by 37.4%. When transformational leadership is introduced between them then, it brought a positive change of only 5.5 % in the relationship between challenge stress and counter productive work behavior. However, this positive change is insignificant. Thus, it is concluded that transformational leadership does not moderate the relationship between challenge stress and counter productive work behavior.

As evident in Table 50 the hypotheses 4, concerning the moderating relationship of transformational leaders between hindrance stress and job performance behavior were some accepted, and others rejected. The results are in line with findings of the research conducted by Sosik and Godshalk (2000) who concluded that, transformational leaders actually change the hindering stressful situations into opportunities and growth while provoking the essential support throughout the performance process. The current research shows a prominent significant support of transformational leaders moderating the relationship between hindrance stress and task performance behavior and counter-productive behavior. Moreover, the current research is also in line with the study of Zhang, LePine, Buckman and Wei (2014), who argued the transformational leader behavior influences the social exchange necessary for coping with hindrance stress.

Transformational leadership has a significant positive influence on the relationship between hindrance stress and task performance behavior. Initially one percent increase in hindrance stress in the absence of transformational leadership brought a negative change of 26.8% in task performance behavior, but when transformational leadership is introduced between them then, it brought a positive change of 8.4 % in the relationship between hindrance stress and task performance behavior, which is significant. Thus, it is concluded that transformational leadership

dampens the negative relationship between hindrance stress and task performance behavior and converts the negative relationship into positive.

Transformational leadership has an insignificant influence on the relationship between hindrance stressor and organizational citizenship behavior. Initially one percent change in hindrance stressor in the absence of transformational leadership brought a negative change of 51.3% in organizational citizenship behavior but when transformational leadership is introduced between them then, it brought a positive change of only 3.6% in the relationship between hindrance stress and organizational citizenship behavior, which is insignificant. Thus, it is concluded that transformational leaders do not moderate the relationship between hindrance stress and organizational citizenship behavior.

Transformational leadership has a significant influence on the relationship between hindrance stress and counter-productive behavior. Initially one percent change in hindrance stress in the absence of transformational leadership brought a positive change of 51.6% in counter-productive behavior, but, when transformational leadership is introduced between them then, it brought a negative change of 13.5% in the relationship between hindrance stress and counter-productive behavior, which is significant. Thus, it is concluded that transformational leadership dampens the positive relationship between hindrance stress and counter-productive behavior and converts this positive relationship into negative.

As evident in Table 50, the hypotheses 5, concerning the moderating relationship of transactional leaders between challenge stress and job performance behavior were some accepted, and others rejected. The current study results are somehow consistent with Stordeur, D'Hoore, and Vandenberghe, (2001), who argued that transactional leaders foster the followers to adapt to stressful situations.

Transactional leadership has an insignificant positive influence in the relationship between challenge stress and task performance behavior. Initially one percent change in challenge stress in the absence of transactional leadership brought a change of 40.4% in task performance behavior. When transactional leadership is introduced between them then, it brought a change of 2.1% in the relationship between challenge stress and task performance behavior, which is insignificant. Thus, it is

concluded that transactional leaders do not moderate the relationship between challenge stress and task performance behavior.

Transactional leadership has a significant influence on the relationship between challenge stress and organizational citizenship behavior. Initially one percent change in challenge stress in the absence of transactional leadership brought a change of 32.4% in organizational citizenship behavior. When transactional leadership is introduced between them then, it brought a positive change of 10.1% in the relationship between challenge stress and organizational citizenship behavior. Thus, it is concluded that transactional leadership strengthens the positive relationship between challenge stress and organizational citizenship behavior.

Transactional leadership has a significant positive influence between challenge stress and counter-productive behavior. Initially one percent change in challenge stress in the absence of transactional leadership brought a negative change of 37.4% in counter-productive behavior but, when transactional leadership is introduced between them then, it brought a positive change of 10.1% in the relationship between challenge stress and counter-productive behavior. Thus, it is concluded that transactional leadership dampens the negative relationship between challenge stress and counter-productive behavior and converts this negative relationship into positive.

As evident in Table 50, the hypotheses 6, concerning the moderating relationship of transactional leaders between hindrance stress and job performance were some accepted, and others rejected. The results of this study are consistent with the findings of Judge and Piccolo (2004), who argued that transactional leaders have same influence on the subordinate's performance in the hindering stressful conditions.

Transactional leadership has a significant influence between the relationship hindrance stress and task performance behavior. Initially one percent change in hindrance stress in the absence of transactional leadership brought a negative change of -26.8% in task performance behavior but, when transactional leadership is introduced between them then it brought a positive change of 13.5 % in the relationship between hindrance stress and task performance behavior, which is significant. Thus, it is concluded that transactional leadership dampens the negative relationship between

hindrance stress and task performance behavior and converts this negative relationship into positive.

Transactional leadership has an insignificant influence on the relationship between hindrance stress and organizational citizenship behavior. Initially one percent change in hindrance stress in the absence of transactional leadership brought a negative change of -51.3% in organizational citizenship behavior. When transactional leadership is introduced between them then it brought a positive change of only 1.4% in the relationship between hindrance stress and organizational citizenship behavior which is insignificant. Thus, it is concluded that transactional leaders do not moderate the relationship between hindrance stress and organizational citizenship behavior.

Transactional leadership has a significant influence on the relationship between hindrance stress and counter-productive behavior. Initially one percent change in hindrance stress in the absence of transactional leadership brought a positive change of 51.6% in counter-productive behavior but when transactional leadership is introduced between them then, it brings a negative change of -17.5 % in the relationship between hindrance stress and counter-productive behavior, which is significant. Thus, it is concluded that transactional leadership dampens the positive relationship between hindrance stress and counter-productive behavior and converts this positive relationship into negative.

The current research results regarding the direct effects of challenge and hindrance stress adds to the challenge and hindrance stress framework. The current research has examined the direct effects of challenge stress on performance behaviors and has concluded that an increase in challenge stress raises the positive performance behavior while reducing the negative performance behavior. Thus, challenge stress act as a catalyst for improving the individual performance behaviors. Moreover, an increase in positive performance behaviors means the individual and organizational performance raises which is needed by the organization in the global competitive environment. Similarly, the introduction of challenge stress creates opportunities for learning, growth and advancement. The current research has also examined the direct effects of hindrance stress on job performance behaviors and has concluded that an increase in hindrance stress decreases the positive performance behavior while



increasing the negative performance behavior. Thus, hindrance stress act as a barrier for improving the individual performance behaviors. Moreover, a decrease in positive performance behaviors means the individual and organizational performance decreases which is not needed by the organization in the global competitive environment. thus, the introduction of hindrance stress creates barriers for learning, growth and advancement. It is clear the both challenge stress and hindrance stress has opposite outcomes and they go in an opposite direction. Challenge stress contributes towards the positivity while hindrance stress contributes towards negativity. The organizations need to focus more on challenge stress and has to increase the challenge stress while the organizations need to eliminate and reduce the hindrance stressors. For this purpose, the current research has employed and has focused on the two leadership styles: transformational and transactional leadership. The results of the transformational and transactional styles contribute towards the Full Range Model of Leadership framework in many ways. According to Bass (1990) the leadership plays an important role in stressful situations. The important purpose of this research was to provide a well-integrated clarification regarding effects of leadership behavior on stress process and how these effects are moderated through leadership perception towards more employee's outcomes. Stress, leadership and job performance behavior are three organizational disciplines which builds three important areas in this field of research. It is noteworthy that they have cohesive and no-cohesive explanation towards employee's job performance behavior.

The introduction of leadership as moderation between the job stress and job performance behavior has mixed result. The transactional leadership moderates the relationship between job performance behavior and both challenge and hindrance stress while the transformational leadership moderates the relationship between job performance behavior and hindrance stress. Thus, this suggests that transactional leadership is more influential than the transformational leadership in banking sector. However, both leadership styles have mixed results as both leadership styles don't moderate the relationship between challenge stress and task performance behavior.

Task performance is the core function of an employee job description. An employee is a part of an organization due to his skills, abilities and capabilities. The organization while filling a vacant position looks for a fit between job requirements and

an employee expertise's. The organizations constantly try to improve the task performance behavior of an employee by numerous strategies such as training and development. Besides all strategies the main focus is on leadership. A healthy relationship between an employee and the leaders enhances the task performance behavior of the employees. But, in the current research the results suggest that transformational and transactional leaders have a moderation effect between challenge stress and task performance, but the moderation is not significant. This suggests that transformational and transactional leadership in Pakistan banking sector doesn't influence the relationship between challenge stress and task performance behavior, thus the organization looking for improving the task performance behavior may need to employ other styles of leadership so that the task performance behavior could be improve at time of challenge stress. A transactional leader's main characteristic is: contingent rewards, management by exception-active and management by exception-passive. They constantly monitor the employee's performance and look for deviances if any. They reward and punish the employees according to their performance. These functions of a transactional leader suggest that employee task performance behavior may be more positive than the other behaviors, but however in the current research the researcher couldn't find the support.

The introduction of transformational and transactional leadership between challenge stress and organizational citizenship behavior has positive outcomes. The transformational and transactional leader both moderates the relationship between challenge stress and organizational citizenship behavior. The literature suggests the transformational leader goes beyond the routine tasks and focus more on social exchange process: communication and coordination between the leaders and subordinates and between subordinates and subordinates. Thus, the current research supports the social exchange process of transformational leadership as the introduction of transformational leadership at times of challenge stress foster the citizenship behavior of employees. They try to help others at the time of stressful situations. But, interestingly the moderation effects of transactional leader are higher than the transformational leader.

The introduction of transformational and transactional leadership between challenge stress and counter-productive behavior has mixed outcomes. The transformational leader does not moderate the relation between the challenge stress and counter-productive behavior while the transactional leader does moderate the relationship between challenge stress and counter-productive behavior. The transactional leaders help in minimization of the negative behavior while the transformational leaders do not. Thus, it can be concluded the organizations may need to bring transactional leaders in place when the counterproductive are more popping.

The introduction of transformational and transactional leadership between hindrance stress and task performance behavior has positive outcomes. The transformational leader and transactional leaders do moderate the relation between the hindrance stress and task performance behavior. The transformational and transactional leaders help in maximization of the positive task performance behavior. Thus, it can be concluded the organizations may need to bring transformational and transactional in place when the task performance behavior is at stake.

The introduction of transformational and transactional leadership between hindrance stress and organizational citizenship behavior has both negative outcomes. The transformational and transactional leaders both do not moderate the relationship between hindrance stress and organizational citizenship behavior. The current research has concluded that at times of hindrance stress both transactional and transformational styles are not suitable. They don't turn the negativity into positivity.

The introduction of transformational and transactional leadership between hindrance stress and counter-productive behavior has both positive outcomes. The transformational leader and transactional leaders do moderate the relation between the hindrance stress and counter-productive behavior. The transformational and transactional leaders help in minimization of the negative behaviors and convert those negative behaviors into positive. Thus, it can be concluded the organizations may need to bring both transformational and transactional leaders in place when the counterproductive are more popping.

## **Implications**

The prime implication of the current research is that transformational and transactional styles of leadership have mixed results. They both converge and diverge on some aspects. Different researchers interpret this statement in different ways. Bass (1998) noted that transformational style of leadership is constructed on the basis of transactional leadership which contribute to more productiveness of employees. Researchers like Bycio, Hackett and Allen, (1995) explained that transformational leaders are not opposite of the transactional leaders but the transformational gives addition in a different sense. Judge and Piccolo, (2004); Wang, Oh, Courtright and Colbert (2011) explained that two kinds of leadership behavior have uncommon implications of productiveness and effectiveness. The leadership hypotheses were built on general view of augmentation, but results showed different explanations. The result suggests that effects of each leadership style depend upon nature of job stress. Both challenge and hindrance stress differ from each other thus, the leadership moderation effects also differed. Related to task performance behaviors both transformational and transactional leaders work the same but yet different, at times of challenge and hindrance stress. i.e. both leadership styles have the same negative and positive results on task performance behaviors when the employees are experiencing challenge and hindrance stress. However, the result of challenge and hindrance stress differs from each other. Such as at the time of challenge stress none of the two-leadership had positive effects between challenge stress and task performance behavior. But at the time of hindrance stress both transformational and transactional had positive effects between challenge stress and task performance behavior i.e. maximization of the task performance behavior.

As discussed earlier that both challenge and hindrance stress differ from each other thus, the leadership moderation effects also differed. Related to organizational citizenship behaviors both transformational and transactional leaders work the same but yet different, at times of challenge and hindrance stress. i.e. both leadership styles have the same positive and negative effects on organization citizenship behaviors when the employees are experiencing challenge and hindrance stress. However, the results of challenge and hindrance stress differ from each other. Such as at the time of challenge

stress both the two-leadership had positive effects on organizational citizenship behavior. i.e. maximization of the citizenship behaviors, but at the time of hindrance stress both transformational and transactional had no effects.

Related to counter-productive behaviors both transformational and transactional leaders work the same but yet different, at times of challenge and hindrance stress. i.e. both leadership styles have the same positive and negative effects on counter-productive behaviors when the employees are experiencing challenge and hindrance stress. However, the results of challenge and hindrance stress differ from each other. Such as at the time of challenge stress the transactional leader is more influential than the transformational leadership, as the transactional leader moderates the relationship between the challenge stress and counterproductive behavior while the transformational does not moderate the relationship between them. However, the two-leadership styles had positive effects on the moderation between hindrance stress and counter-productive behaviors. i.e. buffering the negative behaviors of the employees. The result shows that transactional leaders are more effective to lessen the negative effects of stressors. Thus, it can be argued that transformational and transactional has its own effectiveness in different situations. The different leadership styles and qualities are needed in different situations. No single leadership is perfect for all the situations.

The new researchers should consider these findings for future theoretical and empirical research. According to Bass (1999) how a best leader may have both the qualities of transformational and transactional leadership. The future studies should focus on counterbalancing effects such as, if the employees have to face challenge stressors, transformational leadership may not be helpful for them because it is not suitable to their situations in which they have to cope the stressors as transformational leadership focus more on vision, identity values and ideals. So, here they should have a leader who may be closely in touch with them and can give support on time to cope the stressors to get job done. On the other hand, situations where employees have to face hindrance stressors both the transformational and transactional leadership behavior is compatible for them.

Consistent to researchers theorizing, it is noted that employee's performance is directly influenced by the joint effects of stressors and leaderships. The leadership

moderates the relationship between stress and job performance ultimately influences the performance of employee. In general, the pattern of results holds for all three types of performance behaviors.

The findings and the previous results are thus parallel which shows the authenticity of new findings. Leadership occupies an intermediate place between the negative effects of hindrance stressors on the overall performance. The direct effects of challenge and hindrance are moderated by transformational and transactional leaders.

### **Conclusion**

The stressors framework was drawn from Cavanaugh et al., (2000). Leadership framework was drawn from The Full Range of Leadership Model (Bass, 1998), while the job performance behavior framework was drawn from Rotundo and Sackett, (2002). The relationship of two different work-related stressors: challenge and hindrance stress were examined with three different types of individual performance-based behaviors: task performance/role behavior, organizational citizenship behaviors, (OCB-I directed at individual and OCB-O directed at organization) and lastly the counter-productive behaviors. Moreover, the effects of leadership as moderators were also examined. Comprehensive tests were undertaken in order to explore thoroughly, the relation between the stressors, performance and leadership. The sample of the current research study consists of banking employees working in the public, private, local, multinational, Islamic and conventional banks located in Islamabad, Peshawar, Lahore, Karachi and Quetta. Respondents were asked to use the five-point Likert scale. Employees of different banks were asked to rate their leaders while the leaders were asked to rate their subordinate's performance who participated in the study. The leaders were asked not to disclose his/her rating to their employees. In the current study stratified sampling at equal allocation was carried out. Firstly, the data was divided into meaningful strata's. i.e. capital of each province. Afterwards the Islamic and conventional banks, national and multinational banks and public and private banks were divided into equal allocation strata. Questionnaires were used to collect the data.

The current research is quantitative in nature. A positivism philosophical stance was carried out due to the best approach available. Pugh (1983) argued that data

collection and the generalization of the hypotheses to be tested uses the positivist approach. Bryman (2007) stated that research role under the positivism philosophical approach is to provide materials for generalizable law and to test theory. The positivist approach is chosen against interpretivist approach because the current study predicts the relationships among the variables rather than explanations as (Von, Wright, 2004) argued interpretivist approach is only concerned with the understanding of actions of humans rather than those forces which are assumed to act on it.

The overall objectives of the study were all accomplished. The Table 52 summarizes the results of the study.

**Table 51:** Summary of the Objectives Accomplished

<b>No</b>	<b>Research Objectives</b>	<b>Results</b>
RO 1	<i>To investigate the relationship between challenge stress and job performance behaviors.</i>	Accomplished
RO 2	<i>To investigate the relationship between hindrance stress and job performance behaviors.</i>	Accomplished
RO 3	<i>To investigate the moderating effect of transformational leadership between challenge stress and job performance behaviors.</i>	Accomplished
RO 4	<i>To investigate the moderating effect of transactional leadership between challenge stress and job performance behaviors.</i>	Accomplished
RO 5	<i>To investigate the moderating effect of transformational leadership between hindrance stress and job performance behaviors.</i>	Accomplished
RO 5	<i>To investigate the moderating effect of transactional leadership between hindrance stress and job performance behaviors.</i>	Accomplished

### **Future Research**

The current research lay foundation for numerous new avenues, that needed to be studied and researched.

Firstly, additional research is needed to better access the scales related to challenge and hindrance items. There are different other items that makes the challenge and hindrance stress factors (Posodokff, 2006). Thus, additional research is needed to study the other items as well.

Secondly, challenge and hindrance scale dimensions were studied as one single construct in the current research, therefore there is a need to study each item individually so that to access the impact of each individual item separately on job performance behavior.

Thirdly, the current research studied three job performance behaviors: task performance, organization citizenship behaviors directed at individual and organization and counter-productive behavior. In future numerous other performance behaviors has to be studied to explore the stressor-performance linkage.

Fourthly, OCO and CWP are vast terminologies, having numerous second order factors such as: civic virtue, conscientiousness, bullying, loafing, stealing etc. Therefore, there is a need to individually study the factors as different factors may be relevant to different sectors and organization.

Fifthly, the current research examined the moderating role of two leadership styles: transformational and transactional leadership. Thus, in future studies may be conducted to examine the moderating role of other leadership styles such as autocratic leadership, leader member exchange and paternalistic on job performance behaviors.

### **Limitations**

Stress is a continuous process, while the current research is cross-sectional in nature. Therefore, it is important to conduct a longitudinal study. This may better explain that whether performance outcomes behave and remain the same way or deviation occurs at some point due to other reasons.

The current research was conducted in banking industry. There are numerous other sectors that are considered as stressful such as law enforcement agency and nursing. The future research may be conducted in the other sectors so that to have a comparative analysis.

The current research took the banks at random. Therefore, in future a comparative study may be conducted between public and private banks, Islamic and non-Islamic banks and local and multinationals banks.



Future research may examine the other relevant variables that may help in moderating the stressor-performance relationship. i.e. environmental characteristics, personality traits and organizational justice. Example, social support is an environmental characteristic and may influence the positive and negative stressors. Individual perceiving their leaders, co-workers and supervisor's behavior as socially supportive may more likely to experience the positive outcomes associated with the challenge stressors similarly individual's perception of their leaders, co-workers and supervisors as unsupportive may more likely to experience the negative outcomes associated with the hindrance stressors.



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## APPENDIX-A

Univariate Statistics (Item Wise)					
	N	Mean	Std. Deviation	Missing	
				High	Count%
TFL1	716	3.634	1.1648	1	.1
HRA3	716	2.867	1.7463	1	.1
HRI1	715	2.871	1.7474	2	.3
HOP1	716	2.973	1.7575	1	.1
HOP2	716	2.887	1.7636	1	.1
HOP3	716	2.876	1.7668	1	.1
CWP7	716	2.064	1.3817	1	.1
CWP9	716	2.155	1.4210	1	.1
TRB6	716	3.060	1.2936	1	.1
TRB7	716	2.832	1.3115	1	.1
OCBi1	716	3.501	1.2610	1	.1
OCBi4	716	3.539	1.2459	1	.1
OCBO2	716	3.571	1.2712	1	.1
Little's MCAR test: Chi-Square = 776.429, DF = 1128, Sig. = 1.000					

Table A: Missing Values



## Questionnaire

Dear Participant, I am a Ph.D student of Management and Organization at Tokat Gazi Osmanpaşa University, Turkey. As part of my dissertation, I am conducting a research. Your participation is greatly appreciated.

Email: muhammedfaheemjan@hotmail.com

### Section I

**Please tick the appropriate option**

**Department**

Sales                       Non-Sales

**Gender**

Male                               Female

**Monthly Pay**

Less than 50k               Between 50k to 1Lac               More than 1Lac

**Education**

Bachelor's                       Masters                               MPhil/Phd

### Section II

**This section will help you describe the leader's style in your organization as how you perceive it. Please indicate how well each statement fits the leadership style in your organization.**

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
1	2	3	4	5

	1	2	3	4	5
My leader has a clear understanding of where we are going					
My leader paints an interesting picture of the future for the group					
My leader is always seeking new opportunities for the organization					
My leader inspires others with his/her plans for the future					
My leader leads by "doing" rather than by "telling"					
My leader provides a good model for me to follow					

My leader spends time teaching and coaching.					
My leader leads by example					
My leader fosters collaboration among work groups					
My leader encourages employees to be "team players"					
My leader gets the group to work together for the same goal					
My leader develops a team attitude and spirit among employees.					
My leader always gives me positive feedback when I perform well					
My leader gives me special recognition when my work is very good					
My leader commends me when I do a better than average job					
My leader personally compliments me when I do extra outstanding work					
My leader frequently does not acknowledge my good performance					

### Section III

**This section is designed to know your opinions regarding stress experienced by you in your organization. Please indicate how well each statement fits with your opinions.**

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Disagree nor Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
My job requires that I complete a lot of work.					
My workload on this job is large					
I have a lot of assignments to complete on my job					
This job requires that I be responsible for the productivity of myself and others.					
I am responsible for the performance of myself and others					
In this job, I am accountable for the work of other people.					
Tasks on my job use a variety of different skills and abilities					
My job requires me to use a broad set of skills and abilities					
I am required to use a variety of different skills on my job					
To complete my work on time, I must work quickly					
I have to work at a rapid pace to complete my job					
My job requires that I work at a fast tempo					
My manager does not provide a clear idea of what I should be doing at work.					
I have not been provided with clear, planned goals or objectives in my job.					

I am often unclear about what is expected of me on this job					
I cannot complete my tasks because I am not given adequate equipment, tools, materials, or supplies.					
I am often not able to do my work because I do not have the proper equipment, tools, materials, or supplies.					
My workplace does not provide the resources necessary to do my job					
People in this company are more concerned with promoting themselves than the organization					
In my organization, workers get ahead by engaging in political activities, not by performing work.					
This organization is characterized by self-serving and/or political behaviors, not organizational policies.					
This job requires the completion of unnecessary paper or computer work.					
There are many overly restrictive rules and regulations in this job.					
I often have to complete unnecessary forms during my work.					
I disagree with people at work because we have different backgrounds, personalities, or political views.					
I have arguments with people at work about personal issues.					
I may be permanently laid off from my job in the near future.					
I may be permanently laid off from my job in the near future					
I believe that I may be at risk of involuntarily losing my job.					
It is likely that I will be laid or fired from this position sometime in the near future.					
I often receive conflicting requests from a supervisor (or supervisors).					
I am often given incompatible requests by supervisors.					
I am often asked to do things that are likely to be accepted by one supervisor and not accepted by another supervisor.					

**Section – IV**

**This section is designed to know, your opinion regarding your subordinates about their negative behaviors.**

Never	Once a Week	Once or Twice a Month	Once or Twice a Week	Everyday
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

	1	2	3	4	5
Purposely wasted your employer’s materials/supplies					
Came to work late without permission					
Stayed home from work and said you were sick when you were not					
Insulted someone about their job performance					
Made fun of someone’s personal life					
Ignored someone at work					
Started an argument with someone at work					
Insulted or made fun of someone at work					
Complained about insignificant things at work					
Told people outside the job what a lousy place you work for					

### Section V

**This section is designed to know your opinion regarding your subordinates, about their task and citizenship behavior.**

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Disagree nor Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Adequately completes assigned duties					
Fulfills responsibilities specified in job description					
Performs tasks that are expected of him/her					
Meets formal performance requirements of job					
Engages in activities that will directly affect his/her performance					
Neglects aspects of job he/she is expected to perform					
Fails to perform essential duties					
Helps others who have been absent					
Helps others who have heavy work loads					
Assists supervisors in his/her work (when not asked)					
Takes time to listen to coworkers' problems and worries					
Goes out of way to help new employees					
Takes a personal interest in other employees					
Passes along information to co-workers					
Attendance at work is above the norm					
Gives advance notice when unable to come to work					
Takes undeserved work breaks					
Great deal of time spent with personal phone conversations					
Complains about insignificant things at work					
Conserves and protects organizational property					
Adheres to informal rules devised to maintain order					

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**PROFILE**

A versatile, analytical and hardworking Research Scholar with a practical hands-on approach who always perseveres to achieve the best results. Able to collect and analyse information, digest facts and figures and quickly grasp complex technical issues. Excellent negotiation and problem-solving skills and swiftly identify the root of any problem and develops an effective solution. Able to use own initiative and work as a part of team under pressure to meet challenges deadlines and objectives. First class communication and organizational skills with the will and determination needed to succeed.

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Ph.D, Management and Organization, 2013-2018

Dissertation: "The Moderating Role of Leadership in Explaining the Relationship between Job Stress and Job Performance Behaviors. A Study of Banking Sector of Pakistan".

Advisor: Assoc. Prof. Dr. Kubilay ÖZYER

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Dissertation: "Strength of Humor and its Impact on Advertising Effectiveness".

Advisor: Prof. Dr. Bahadar Shah

**IQRA University, Pakistan**

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Dissertation "A Study of Impulse Buying with Reference to Demographic Characteristics of Peshawari Consumers".

Advisor: Assoc. Prof. Dr. Abid Usman