

The Impact of Occupational Stress of Governmental Employee's Performance Case Study of Amman Greater Municipality

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Abstract: Current study aimed at examining the influence of occupational stress on employee's job performance within Amman Greater Municipality. Through adopting the quantitative approach; questionnaires were distributed on (284) employee's working within Amman Greater Municipality. Results of study indicated that occupational stress does influence employee's performance through the negative effect of underutilization of skills and work environment which appeared to be the most influential motives towards putting employee's within occupational stress. Study recommended increasing the awareness of occupational stress influence among HR departments in order to take the needed procedures to lower the level of stress among employee's.

Key words: Occupational stress, workload, employee performance, procedure, recommended, underutilization

INTRODUCTION

The competitive world that organizations are facing has increased the necessity to present its best and most accurate performance in order to reserve its spot in the market and be able to face the fierce competitive environment. Among the aspects of fierce competitive environment is the idea of performance which starts from the internal environment of the organization its employee's and continues to the external environment which can be represented by the organizational performance.

In order to organizations to meet the expectations of the competitive environment it had to increase the pressure on employee's to develop their performance and present their best outcomes. The pressure here appeared to be of a negative influence more than positive influence as it managed to affect the performance of employee's rather than developing it. The result is burned out employee's who are suffering pressure and stress in their job and presenting a low level of performance due to their inability to cope with the pressure they are exposed to. This idea has opened the door for an enquiry regarding the influence of occupational stress on employee's and their performance on the organization.

Problem statement: Many scholars have spoken of the idea of occupational stress as an influencer on employee's performance (i.e., Chong *et al.*, 2004; Perrewe and Ganster, 2010 and De Silva *et al.*, 2017) regardless of the nature of the organization. According to Mohajan (2012), occupational stress was defined as "the harmful physical and emotional responses that occur when the demands of the job exceed the capabilities, needs or resources of the worker". The concept of

occupational stress managed to grab the scholar's attention after realizing its influence on human factor within the organization. This first happened in 1989 when the common wealth commission for Safety, Rehabilitations and Compensation of its employee's initiated many projects which aimed at highlighting the level of employee's stress and how it can influence their performance (Kendall *et al.*, 2000).

In a study by Fonkeng (2018) on the influence of occupational stress on employee's performance; a questionnaire was distributed on (100) employee's within Mfoundi division in Cameroon. Results of study indicated that occupational stress has a negative influence on employee's performance due to its negative effect on their well to complete their tasks due to the role of occupational stress and its effect on their output.

Esther (2014) who also tried to examine the influence of occupational stress on employee's performance through applying a questionnaire on (800) employee's from 8 different factories in Nairobi; results of study indicated that occupational stress had a key role in decreasing the organizational output of employee's which managed to negatively influence the organizational performance in general.

Amoako *et al.* (2017) also tried to examine the influence of occupational stress on employee's job performance in Aspet A. Company Limited. The researcher applied the quantitative approach depending on a questionnaire on (109) employee's within the organization. Results showed that employee's who are exposed to high occupational stress appeared to be more sensitive and able to present lower level of performance due to the low level of job satisfaction that they have. At the same time, it appeared that occupational stress with limited extent has a positive influence to push employee's towards performing better.

Many factors have appeared to have an influence in increasing the level of occupational stress. Among these factors which were reached by Parveen *et al.* (2012), Jalagat (2017) and Irawanto *et al.* (2015) who indicated that factors like (underutilization of skills, work overload, work environment, job satisfaction and management support) are key factors that may form a type of occupational stress among employee's leading them to perform less.

Aim, questions and hypothesis: Current study aims at examining the influence of occupational stress on performance of governmental employee's within Amman Greater Municipality. The study tried to answer the following questions: What are the levels of occupational stress among employee's working in Amman Greater Municipality? To what extent do employee's of Amman Greater Municipality have awareness regarding occupational stress?

What is the influence of occupational stress variables (underutilization of skills, work overload, work environment, job aatisfaction, management support) on the performance of employee's within Amman Greater Municipality? According to, the above presented aim and questions; current study sought to examine the following set of hypothesis (Fig. 1):

Main hypothesis: Occupational stress influence employee's job performance.

Sub-hypothesis: Underutilization of skills influence employee's job performance:

- Work overload influence employee's job performance
- Work environment influence employee's job performance
- Job satisfaction influence employee's job performance
- Management support influence employee's job performance

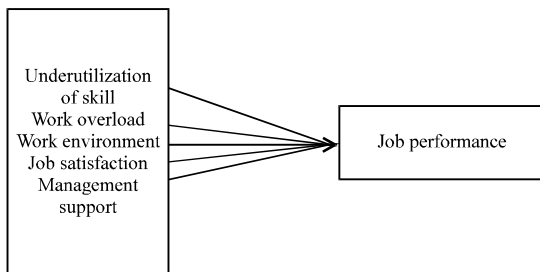


Fig. 1: Study Model (Parveen *et al.*, 2012; Jalagat, 2017; Irawanto *et al.*, 2015)

Literature review: Occupational stress is widely recognized as a common challenge facing organizations and as one of the factors affecting job performance by employee's. This chapter explores literature on occupation stress and how it related to job performance. The chapter covers the following: the concept and definition of occupational stress; causes of occupational stressors; including underutilization of skills, work overload, work environment, job satisfaction and management support. It also details signs of occupational stress and explores literature on the relationship between occupational stress and job performance.

Concept and definition of occupational stress: Stress may be a rubric for consequences (eustress and distress), causes (stressors or demands) and modifiers of stress response) (Quick and Henderson, 2016). Stress is signifies psychological tension or suffering. It may arise from the day-to-day work-related or personal activities. Work-related stressors may include employee's neuroticism tolerance of ambiguity and anxiety and type a behavior patterns. Other sources of stress are identified as extra-organizational sources. These stressors stem from life crises, family problems, environmental factors and financial matters.

Occupational stress has been variously defined by researchers. According to Topper occupational stress refers to the perception of discrepancy between environmental stressors (demands) and the capacity of an individual to fill these demands. For Rao and Chandraiah (2012) occupational stress is a form of work-related stress that inhibits an individual's ability to function and cope. This form of stress is thought to stem from unexpected pressures and responsibilities at work that are not aligned to an individual's expectations, skills or knowledge.

For others, e.g., Lu *et al.* (2003) occupational stress is commonly used within the professional business to refer to the progressing or ongoing stress experienced by employee's because of the workplace environment, conditions, responsibilities and other pressures. According to Michie (2002), occupational stress refers to the physical and physiological effects of workplace-related negative activities contributed by factors such as internal and external events, colleague behaviors and job demands.

Occupational stressors: Causes of occupational stress may vary between individuals. Major causes of occupational stress include perceived loss security and job; heavy lifting; sitting for long periods; perceived security; lack of autonomy at the workplace; complexity of repetitiveness; lack of security. Other causes of

occupational stress are identified as work schedules (e.g., overtime and working late); lack of equipment and resources and tense organizational environment. According to Manshor *et al.* occupational stress causes burnout, job mobility, job dissatisfaction, ineffective interpersonal relations at work and poor work performance among employee's.

Underutilization of skills: Skill underutilization occurs when jobs offered to employee's do not match their skill levels or capabilities (Anbazhagan *et al.*, 2013). In this way, the employer does not fully recognize all talents in the employee and effectively put them to use. In view of McKee-Ryan and Harvey (2011), skill underutilization occurs when workers take on "inferior tasks" (i.e., mundane work that should be completed by lower-level employee's).

In view of international statistical standards, labor underutilization can be measured using potential labor force, unemployment and time-related underemployment. Skill underutilization from the underemployment perspective occurs when the employer underuses employee's skills (Konno and Munakata, 2014). Time-related underemployment captures individuals in employment but with working time that does not match (insufficient) alternative employment situations they may be available or willing to engage (Mitchell and Zatzick, 2015). The outcome of skill underutilization is the employee's feel uninspired at work, find work not stimulating and miss out on the sense of self-fulfillment (Mitchell and Zatzick, 2015).

Work overload: As described by Dai *et al.* (2015) work overload occurs when there is a mismatch between the increase in the number of employee's and the growth of the organization. According to Dai *et al.* (2015) work overload may build or accumulate over time, and may lead to harmful effects. According to Karatepe (2013), heavy workload can negatively impact on the employee's psychological well-being, heart health, blood pressure, safety at the workplace and stability of family relationships. Karatepe (2013) further argued that these negative impacts may fluctuate based on the perception held by employee's towards the amount of work the organization assigns to them.

Work environment: The work environment is the workplace environment. This environment includes fundamentals of the job (complexity, task and workload), physical scenery (heat, equipment, noise), extra business background (workers relation, industry setting) and extensive business features (history and culture). All these work environment aspects play a role in determining employee job satisfaction and performance

as they are believed to affect employee's welfare (Jain and Kaur, 2004). According to Garbie, work environment that do not provide conducive conditions for employee's to perform their duties tend to act and contribute to occupational stress. On the contrary, conducive work environment tend to create a balance between employee's demands and tasks. According to, Garbie such work environment provide worker safety, enhance operator productivity, enhance employee job satisfaction and provide worker mental and physical well-being and thus enhanced organizational performance

Job satisfaction: Job satisfaction concerns the attitudes and feelings held by an individual towards a particular job. These attitudes and feelings include aspects of the positive and negative feelings held by an individual towards job that could influence an individual to develop feelings of dissatisfaction or satisfaction. Job satisfaction may also be conceptualized as the overall sense of well-being of an employee at work (Emhan, 2012). Emhan (2012) employee's job satisfaction may affected by various factors. Occupational stress is identified by Thangavel (2017) as one of the job-related factors that influence the employee's level of job satisfaction. Sveinsdottir *et al.* (2006) also supported the view that employee's occupational stress decreases the quality of service offered reduce job satisfaction and increase turnover rate.

Management support: Management support towards employee's is reported to play a crucial role in managing occupational stress (Emhan, 2012). According Emhan (2012) for-profit and non-profit organizations alike need leaders or managers to support and motivate employee's as a way to manage stress and foster organizational performance. Emhan (2012) further argued that employee's tend to perceive support offered by their leaders or managers as support from the organization and those employee's who consider managers as trustworthy and qualified are likely to share organizational objectives and values. In this way, they are less likely to be affected with occupational stress. For Shanock and Eisenberger (2006), managerial support, occupational support, organizational commitment and performance are correlated. The argument is that organizational support increases the level of organizational commitment and turnover and reduces the level of stress and absenteeism.

Symptoms of occupational stress: Occupational stress encompasses two key dimensions: psychological stress and physiological stress. Psychological stresses are physiological and emotional reactions experienced by an individual when confronted with situations in which demands overpower their coping resources. Examples of

psychological stressors include health problems, financial crises and death of a loved one, marital problems and abuse. Physiological stresses are the body's physiological reaction including heart palpitation, backache, abdominal pain, headache, chest pain, migraine, lethargic, fatigue, muscle ache, sleep disturbance, as well as other changes including changes in sleeping, eating and smoking habits and other stressful triggers that emanate from the workplace (Antoniou *et al.*, 2006).

In general, employee's experiencing occupational stress exhibit the following signs and symptoms: feelings of excessive burnout; missing deadlines; lack of motivation to work on and complete basic job requirements; feeling of inferiority to coworkers; frequent feelings of confusion, chaos and stress; abnormally high blood pressure and anxiety; increased irritability and sleeplessness; noticeable changes in diet; heart palpitations and excessive perspiration; abnormal feelings of hopelessness, depression, failure, dejection and helplessness and the inability to communicate or perform in a productive manner (Addae and Wang, 2006; Barua, 2016). Employee's experiencing occupational stress also exhibit signs of stress responses. These stages of stress responses include alarm; resistance and exhaustion (Jamal, 2007). Also, worth noting is that many individuals suffering from prolonged untreated occupational stress may present a variety of biological or health concerns such as bacterial and viral infections, severe skin conditions, increased hormone levels and excessive internal damage (McGowan *et al.* 2006).

Employee's performance: In general, there is no overarching theory on employee performance. However, as indicated by Schiemann (2009) employee's performance has been variously defined by researchers as referring to effectiveness with which firms develop, stimulate and manage employee's and as referring to the way employee's behave or act in a certain way that contribute to the firm's goals or objectives. Elsewhere *et al.* defined job performance as any job related activities that a worker is expected to undertake and how well the worker executed those activities. According to Tripathy (2014), many business personnel directors evaluate the performance of employee's on a quarterly or annual basis with a view to identify areas that need improvement.

For Pradhan and Jena (2017), performance is a multicomponent concept that distinguishes the aspect of performance (i.e., behavioral engagement from the expected results or outcomes. In the workplace, the expected outcomes and behavioral engagement are closely related but with no clear comprehensive overlap between the two constructs. Pradhan and Jena (2017), further noted that employee's performance is a type of

task performance encompassing explicit job behaviors, including fundamental job responsibilities assigned. Pradhan and Jena (2017), also noted that task performance is largely facilitated through requisite technical task knowledge and thus, more cognitive ability. Job performance can be conceptualized as a set of behaviors displayed by a person in relation to the job. It can also be conceptualized as the efficiency gained by a person as a result of the type of job (servicing, producing or training).

The relationship between occupational stress and job performance: Occupational stress has increasingly become an issue of concern to organization's stakeholders and employee's. As indicated by Ornelas and Kleiner, occupational stress researchers have also demonstrated that stress is an issue of concern to many organizations and that it impacts on job performance. According to, Paktinat and Rafeei in many organizations, occupational stress often contributed by work overload, lack of job security, coworkers behaviors and work relations are harmful to the organization by negatively impacting on job performance.

Shahu and Gole (2008) acknowledged that occupational stress is a critical issue in most private companies and investigated the relationship between occupational stress (job stress), job satisfaction and job performance. Using a sample of 100 managers of private firms, Shahu and Gole (2008) confirmed that higher occupational stress levels are associated with lower job performance and that higher job satisfaction translates into higher job performance.

In a similar study, Rajeshwaran and Aktharsha (2017) used a structured questionnaire and a sample of 238 employee's of IT organization to investigate the relationship between occupational stress (job stress), job satisfaction and job performance. Result of a multiple regression analysis revealed that burnout related stress, subordinate related stress, personality based stress, personality based stress and family related stress significantly predict continuance commitment and organizational commitment and that these predict job performance.

Irawanto *et al.* (2015) used a sample of female employee's in Indonesia's Tollway operators. A hierarchical regression analysis revealed that occupational stress and stressors statistically significantly influence the female employee's performance. Results also showed that demographic variables moderate the relationship between occupational stress and stressors with female employee's performance. Kazmi *et al.* (2008) hypothesized that occupational stressors contribute to high staff turnover, organizational inefficiency, decreased quantity and quality of practice,

absenteeism due to sickness, decreased job satisfaction and increased costs of health care. In view of this hypothesis, Kazmi *et al.* (2008) examined the impact of occupational stress on job performance using a data obtained from house officers from District Abbottabad. Analysis of the data provided strong support for the relationship between job performance and job stress emphasizing that high job stress predicts low job performance.

In a separate study, Kousar *et al.* (2006) assessed the level of occupational stress among a multinational corporation's departments and its effect on employee's job performance. Using data collected using cross-sectional survey from employee's working in different departments, Kousar *et al.* (2006) showed that repetitive work, co-workers and work overload are key occupational stressors. Results further revealed that workload and job performance are significantly negatively correlated; however, no significant correlation was found between overall stress and job performance.

Amoako *et al.* (2017) used a descriptive approach and convenience sampling technique to select sample of participants from Aspect A. Company Limited to examine the relationship between occupational stress and job performance. The study finding revealed that multiples causes of occupational stress impact on employee's psychological, emotional and physical well-being. Result also showed that occupational stress significantly and positively impact on employee's job performance.

Keshavarza and Mohammadi (2011) used a sample of participants obtained from university of Tehran to explore key job stressors (occupational stressors) and their relationship with the job performance. Occupational stressors found to affect employee's were identified as lack of feedback and promotion, role ambiguity and role conflict, workload, none-involvement in decision-making, lack of authority, interpersonal relationships and unsatisfactory working conditions. These job stressors were found to negatively affect employee's general physical health, job satisfaction, their commitment and job performance.

Lansisalmi *et al.* (2004) used a sample of employee's from small and middle-sized enterprises to investigate the underutilization of employee's skills, abilities and knowledge as barriers to organizational innovative performance and employee innovation. Lansisalmi *et al.* (2004) noted that perceived underutilization of abilities, skills and knowledge is statistical significantly associated with poor job performance and low innovative performance among employee's. Lansisalmi *et al.* (2004) further observed that both work overload and stress may lead to reduced employee engagement and lead to reduced productivity. According to Lansisalmi *et al.* (2004), work-life conflict

may decrease employee's morale, reduce their involvement in the work and ultimately decrease their job performance.

Tahir *et al.* (2012) examined the effect of work overload on customer orientation of employee's and task-related performance in WAPDA. In view of the study finding, workload leads to a significant reduction in employee job performance and this leads to low customer orientation by employee's. Ali and Farooqi (2014) investigated the impact of work overload on employee job satisfaction and further investigated the effect of employee job satisfaction of employee performance and performance. Finding supported the relationship between job satisfaction and work overload and the relationship between employee's engagement and performance and job satisfaction.

MATERIALS AND METHODS

In order to be able to answer the study questions; research adopted the quantitative approach which was defined by Wiersma and Jurs as "a research method dealing with numbers and anything that is measurable in a systematic way of investigation of phenomena and their relationships". The reason for choosing the quantitative approach is attributed to its ability to take data and information from a large portion of the population as a way to generalize the results compared to qualitative which depends on smaller portion of population.

Study tool adopted the questionnaire to be distributed on the study sample. The questionnaire was designed by the researcher and it was formed from two main sections; the first section took into perspective the demographic variables of study (age, gender, experience and qualification) while the second section consisted of statements related to the variables of study (occupational stress and job satisfaction).

Population and sample: Population of study consisted of all Amman Greater Municipality employee's which reached 22.000 employee's till 2019. A convenient sample of (300) individuals was chosen to from the sample. After the application process (284) questionnaires were eligible for analysis which made the response ratio of 94.6% which was seen to be statistically valid.

Data screening and analysis: Data was gathered depending on the questionnaire and it was screened and processed through SPSS. The following statistical tests were done on the study data:

- Descriptive statistics
- Multiple regression
- Linear regression

RESULTS AND DISCUSSION

Demographic variables: According to Table 1, it can be seen that sample responded to the questionnaire was divided between males and females and the majority appeared to be males with frequency of 192 individuals forming 67.6% of the sample compared to females who formed 32.4% of the sample.

Table 2 shows sample responses as according to education. It appeared that the majority of the sample was BA holders with frequency of 173 individuals forming 60.9% of the whole sample. In Table 3, it was

Table 1: Sample characteristics according to gender

Variables	Frequency	Percent	Valid (%)	Cumulative (%)
Valid				
Male	192	67.6	67.6	67.6
Female	92	32.4	32.4	100.0
Total	284	100.0	100.0	

Table 2: Sample characteristics according to education

Variables	Frequency	Percent	Valid (%)	Cumulative (%)
Valid				
High school	90	31.7	31.7	31.7
BA	173	60.9	60.9	92.6
MA	20	7.0	7.0	99.6
PhD	1	0.4	0.4	100.0
Total	284	100.0	100.0	

revealed that the age average of respondents to the questionnaire was individuals within the age range 28-33 years old forming 40.5% of the sample with frequency of 115.

Table 4 shows sample characteristics according to experience. It appeared that the majority of the sample was individuals with an experience of 5-7 years forming 29.6% of the sample. It was also revealed that individuals shared their experience between 2-14 years as according to the distribution of the sample, responses (Table 5).

Table 3: Sample characteristics according to age

Variables	Frequency	Percent	Valid (%)	Cumulative (%)
Valid				
22-27	102	35.9	35.9	35.9
28-33	115	40.5	40.5	76.4
34-39	58	20.4	20.4	96.8
+40	9	3.2	3.2	100.0
Total	284	100.0	100.0	

Table 4: Sample characteristics according to experience

Variables	Frequency	Percent	Valid (%)	Cumulative (%)
Valid				
2-4	70	24.6	24.6	24.6
5-7	84	29.6	29.6	54.2
8-10	65	22.9	22.9	77.1
11-13	38	13.4	13.4	90.5
+14	27	9.5	9.5	100.0
Total	284	100.0	100.0	

Table 5: Statements analysis

Variables	N	Min	Max	Mean	SD
Occupational stress underutilization of skills					
My assignments are of monotonous nature	284	1	5	3.46	1.107
The objectives of my work role are quite clear and adequately planned	284	1	5	3.49	1.341
I get ample opportunity to utilize my ability and experience independently	284	1	5	3.88	1.040
Some of my assignments are quite risky and complicated.	284	1	5	3.77	1.019
Work overload					
The available information relating to my job role and its outcomes are vague and insufficient	284	1	5	4.20	0.950
I have to do a lot of work in this job	284	1	5	3.70	1.004
Owing to excessive workload I have to manage with insufficient number of employee's and resources	284	1	5	3.84	0.994
Q8	284	1	5	4.09	0.975
Work environment					
The responsibility for the efficiency and productivity of many employee's is thrust upon me	284	2	5	3.38	1.126
I do my work under tense circumstances	284	2	5	3.25	1.078
I have to do some work unwillingly owing to certain group/political pressures	284	1	5	3.64	1.396
Some of my colleagues and subordinates try to defame and malign me unsuccessfully	284	1	5	4.24	0.980
Management support					
My different officers often give contradictory instructions regarding my work	284	1	5	4.00	0.971
Higher authorities do care for my self-respect	284	1	5	4.01	0.991
Officials do not interfere with my jurisdiction and working methods	284	1	5	3.63	1.353
I take many orders from different managerial sides which is distracting	284	1	5	3.01	1.180
Job satisfaction					
This job has enhanced my social status	284	1	5	3.92	0.929
I am seldom rewarded for my hard layout and efficient performance	284	2	5	3.44	1.125
My job description supports my efforts to do my tasks	284	2	5	3.37	1.119
I am unable to perform my duties smoothly owing to uncertainty and ambiguity of the scope of my jurisdiction and authorities	284	1	5	4.18	0.794
Job performance					
My leaders always try to enhance my performance	284	1	5	3.08	1.223
I feel unable to perform better when under stress	284	1	5	3.96	0.928
I am aware that my performance can fluctuate	284	1	5	3.02	1.250
Stress decreases job performance	284	1	5	3.07	1.223
I think that pressure should provoke the best performance in employee's	284	1	5	4.20	0.800
Valid N (listwise)	284				

Questionnaire analysis: Table 5 shows that there are positive attitudes toward above questions because their means are greater than mean of the scale 3.

Variable's analysis: Table 6 shows that there are positive attitudes toward above variables because their means are greater than mean of the scale (3).

Hypothesis testing

Main hypothesis: Occupational stress influence employee's job performance. This hypothesis was tested using multiple regression analysis. With the r value of 0.751 which reflects strong correlation between the variables. Again with 71.82 as the value of F at 0.05 significant at (0.05), it is confirmed that Occupational stress influence employee's job performance (Table 7-9).

Sub-hypothesis

Underutilization of skills influence employee's job performance: Linear regression is used to test this hypothesis, It is found that R (0.683) is the correlation of the independent variable and the dependent variable. Also it is found that t-value of (15.708) is significant at (0.05) level. Thus, underutilization of skills influence employee's job performance (10-12).

Table 6: Variables analysis

Variables	N	Min	Max	Mean	SD
Job performance	284	1.40	5.00	3.7606	0.78005
Underutilization of skills	284	1.75	5.00	3.7535	0.68327
Work overload	284	2.00	5.00	3.7826	0.60039
Work environment	284	1.00	5.00	3.6444	0.81604
Job satisfaction	284	2.00	5.00	3.5202	0.78371
Management support	284	1.75	5.00	3.5625	0.81115
Valid N (listwise)	284				

Table 7: Model summary

Models	R	R ²	Adjusted R ²	SE of the estimate
1	0.751 ^a	0.564	0.556	0.51989

^a: Coefficient value

Table 8: ANOVA

Models	Sum of squares	df	Mean square	F-values	Sig.
Regression	97.059	5	19.412	71.820	0.000 ^b
Residual	75.139	278	0.270		
Total	172.198	283			

^b: Coefficient value

Table 9: Coeffiecnets

Models	Coefficients		β	t-values	Sig.
	Unstandardized	Standardized			
(Constant)	0.522	0.234		2.233	0.026
Underutilization	0.522	0.063	0.457	8.351	0.000
overload	0.121	0.065	0.093	1.864	0.063
Environment	0.194	0.081	0.203	2.396	0.017
Satisfaction	-0.237	0.058	-0.238	-4.082	0.000
Support	0.266	0.082	0.277	3.239	0.001

Work overload influence employee's job performance:

Linear regression is used to test this hypothesis; it is found that R (0.497) is the correlation of the independent variable and the dependent variable. Also it is found that t-value of (9.627) is significant at (0.05) level. Thus, work overload influence employee's job performance. Work environment influence employee's job performance.

Work environemnt influence employee's job performance:

Linear regression is used to test this hypothesis, it is found that R (0.548) is the correlation of the independent variable and the dependent variable. Also, it is found that t value of (11.009) is significant at (0.05) level. Thus, work environment influence employee's job performance (13-18).

Table 10: Model summary

Models	R	R ²	Adjusted R ²	SE of the estimate
1	0.683 ^a	0.467	0.465	0.57068

^a: Coefficient value

Table 11: ANOVA

Models	Sum of squares	df	Mean square	F-values	Sig.
Regression	80.359	1	80.359	246.748	0.000 ^b
Residual	91.839	282	0.326		
Total	172.198	283			

^b: Coefficient value

Table 12: Coefficients

Models	Coefficients		β	t-values	Sig.
	Unstandardized	Standardized			
(Constant)	0.833	0.189		4.399	0.000
Underutilization	0.780	0.050	0.683	15.708	0.000

Table 13: Model summary

Models	R	R ²	Adjusted R ²	SE of the estimate
1	0.497 ^a	0.247	0.245	0.67794

^a: Coefficient value

Table 14: NOVA

Models	Sum of squares	df	Mean square	F-values	Sig.
Regression	42.591	1	42.591	92.670	0.000 ^b
Residual	129.607	282	0.460		
Total	172.198	283			

^b: Coefficient value

Table 15: Coefficients

Models	Coefficients		β	t-values	Sig.
	Unstandardized	Standardized			
(Constant)	1.316	0.257		5.121	0.000
overload	0.646	0.067	0.497	9.627	0.000

Table 16: Model summary

Models	R	R ²	Adjusted R ²	SE of the estimate
1	0.548 ^a	0.301	0.298	0.65351

^a: coefficient value

Table 17: ANOVA

Models	Sum of squares	df	Mean square	F-values	Sig.
Regression	51.762	1	51.762	121.201	0.000 ^b
Residual	120.436	282	0.427		
Total	172.198	283			

^b: Coefficient value

Table 18: Coefficients

Models	Coefficients				t-values	Sig.
	Unstandardized		Standardized			
	B	SE	β			
(Constant)	1.851	0.178			10.410	0.000
Environment	0.524	0.048	0.548		11.009	0.000

Table 19: Model summary

Models	R	R ²	Adjusted R ²	SE of the estimate
1	0.181 ^a	0.033	0.029	0.76847

^a: Coefficient value

Table 20: ANOVA

Models	Sum of squares	df	Mean square	F-values	Sig.
Regression	5.664	1	5.664	9.591	0.002 ^b
Residual	166.534	282	0.591		
Total	172.198	283			

^b: Coefficient value

Table 21: Coefficients

Models	Coefficients				t-values	Sig.
	Unstandardized		Standardized			
	B	SE	β			
(Constant)	3.125	0.210			14.868	0.000
Satisfaction	0.181	0.058	0.181		3.097	0.002

Job satisfaction influence employee’s job performance:

Linear regression is used to test this hypothesis; it is found that R (0.181) is the correlation of the independent variable and the dependent variable. Also, it is found that t-value of (3.097) is significant at (0.05) level. Thus, job satisfaction influence employee’s job performance (Table 19-21).

Management support influence employee’s job performance:

Linear regression is used to test this hypothesis; it is found that R (0.494) is the correlation of the independent variable and the dependent variable. Also it is found that t-value of (9.547) is significant at (0.05) level. Thus, management support influence employee’s job performance (Table 22-24).

Employee’s of Amman Greater Municipality are highly aware of the occupational stress. The findings also show that employee’s working in Amman Greater Municipality have high levels of occupational stress. In view of these employee’s, key contributors of occupational stress among these employee’s were reported as lack of management support, work environment, work overload, job dissatisfaction and underutilization of the skills by the Amman Greater

Table 22: Model summary

Models	R	R ²	Adjusted R ²	SE of the estimate
1	0.494 ^a	0.244	0.242	0.67932

^a: Coefficient value

Table 23: ANOVA

Models	Sum of squares	df	Mean square	F-values	Sig.
Regression	42.063	1	42.063	91.149	0.000 ^b
Residual	130.135	282	0.461		
Total	172.198	283			

^b: Coefficient value

Table 24: Coefficients

Models	Coefficients				t-values	Sig.
	Unstandardized		Standardized			
	B	SE	β			
(Constant)	2.067	0.182			11.367	0.000
Support	0.475	0.050	0.494		9.547	0.000

Municipality management. These factors were reported to collectively and individually impact on employee’s job performance. This was further confirmed statistically using correlational analysis. Management support statistically significantly influence employee’s job performance. Job satisfaction support statistically significantly influence employee’s job performance. Work environment support statistically significantly influence employee’s job performance. Work overload support statistically significantly influence employee’s job performance. Underutilization of skillssupport statistically significantly influences employee’s job performance. Occupational stresssupport statistically significantly influence employee’s job performance.

Work environment that could impact on employee’s job performance may include the working conditions and physical environment. Working conditions may impact on employee’s mental and physical health and ultimately impact on their job performance. This view is also reflected in the study by Osipow that poor mental and physical health causes by poor and unpleasant work conditions, dehumanizing environment, repetitive work, excessive and inconvenient shifts impact on employee’s job performance.

Physical environment conditions that canact as sources of occupational stressors include dangerous poisonous substances, high level of noise, frequent light outs, high or low lighting, hot room temperatures, heat, poor ventilation systems, heat, fumes, smells and other stimuli that negatively impact on employee’s senses may affect their moods, their overall mental and physical health status and ultimately their job performance. A poorly designed physical office may also higher communication leading to poor working relationships among employee’s, cause stress and impact on the job performance.

Work overload in terms of long working hours and physical workload including manual material handling;

lifting; carrying and holding; pushing and pulling; standing without effective relief; lack of movement/sitting without effective breaks; working in awkward trunk postures; dynamic/static high proportion of time; work involving high exertion; work involving exposure to force; and repetitive tasks involving high handling frequencies; may impact on employee's health making them suffer from occupational stress which in turn may take its toll on job performance. For example, the individual health and quality of work of a worker who may have missed sleep for long hours may suffer.

Employee's job performance may also deteriorate as a result of psychological symptoms resulting from lack of management support, job dissatisfaction and underutilization of their skills. Physical symptoms and other psychological symptoms of occupational stress including aggressiveness, boredom, irritability, anger, depression, nervousness and anxiety may result in declines in self-esteem, inability to concentrate, trouble in making decision, resentment of supervision and job dissatisfaction and ultimately result in low job performance

Psychological symptoms of occupational stress may also lead to job burnout which could cause employee's to continually withdraw from work. This would in turn make employee's devalue their job and view it as a saw of job dissatisfaction. Other behavioral related occupational stress symptoms that may have contributed to reduced job performance include eating less or eating more; use of alcohol and drugs; cigarette smoking and rapid pattern nervous fidgeting; rapid speech pattern. These behavioral symptoms may also lead to hopping from job to job, absenteeism from work and lead to job deterioration (Mark, 2012).

CONCLUSION

Occupational stress is ubiquitous and widespread the workplace. This trend has made employee's aware of its existence and its symptoms. Key contributors of occupational stress among Amman Greater Municipality include management include lack of management support, work environment, work overload, job dissatisfaction and underutilization of the skills by the management. These factors are collectively and individuals statistically significantly correlated with job performance. Other contributors to occupational stressors as documented in the extant literature include perceived loss of security and job, lack of safety, heavy lifting, sitting for long periods of time, lack of autonomy in the job and complexity of repetitiveness. Others include lack of equipment and resources; tight work schedules (e.g., working late).

Signs of occupational stress include, employee's experiencing occupational stress exhibit the following

signs and symptoms: feelings of excessive burnout; missing deadlines; lack of motivation to work on and complete basic job requirements; feeling of inferiority to coworkers; frequent feelings of confusion, chaos and stress; abnormally high blood pressure and anxiety; increased irritability and sleeplessness; noticeable changes in diet; heart palpitations and excessive perspiration; abnormal feelings of hopelessness, depression, failure, dejection and helplessness and the inability to communicate or perform in a productive manner. Others include health problems, financial crises and death of a loved one, marital problems and abuse. Physiological stresses are the body's physiological reaction including heart palpitation, backache, abdominal pain, headache, chest pain, migraine, lethargic, fatigue, muscle ache, sleep disturbance as well as other changes including changes in sleeping, eating and smoking habits and other stressful triggers that emanate from the workplace.

These occupational stressors often impact on employee's physical and mental health and ultimately impact on their job performance. This means that if well-managed, the organizational performance may be impacted negatively.

RECOMMENDATIONS

Occupational stress may be revealed in several ways at the workplace and this may impact on the job performance. It is therefore, important for an organization to take into account the following recommendations: Assess employee's to check on the following signs: excessive burnout; missing deadlines; lack of motivation to work on and complete basic job requirements; feeling of inferiority to coworkers; frequent feelings of confusion; burnout; poor work performance; less effective interpersonal relations at work chaos and stress.

Come up with overall coping policy on reduction of occupational stress with a focus on reducing work load, increasing employee job satisfaction, increasing management support, fully utilizing employee's skills and abilities. Minimize physical workload factors classified in the following categories: repetitive work; manual material handling (e.g., carrying, holding, lifting and pushing and pulling); working in awkward postures (underload and overload), e.g., crouching, awkward truck postures arms above shoulder level; squatting; standing; sitting; lying and lack of physical activity) and work involving exposure and exertion to force (e.g., hammering, knocking, climbing). A further study should be conducted on the impact of occupational stress on job performance aimed at either replicating results of this study by confirming it or refuting the outcome of this study.

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