Interrelationship of Workload, Job Stress, and Job Burnout: An Empirical Study of Private School Teachers in Peshawar

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Abstract. *This study purpose is to examine the impact of work overload on job stress and job burnout in Private Schools in Peshawar. The employees at the Private Schools of Peshawar are the population of this study, and among them, 200 employees chosen as the research sample by simple random sampling. The data was analysed by the SPSS software. The findings revealed significant relationship between work overload and job stress while insignificant relationship between job stress and job burnout and this study failed to report the mediating role of job stress.*

1. Introduction

For individuals and organizations it is very much important to understand the stress and also the factors which create it. Stress that affects the work of employees has become the alarming level problem of businesses. Therefore, it is the need of any organization to develop stress releasing tools in order to minimize the stress (Deshpande, 2012; Jalagat, 2017). Stress is an unavoidable part of life (Kittrell Chitty, 2004). It is an unescapable form of work that is increasing in severity (Vivienne & Haines, 1989).

Work overload is the core cause of psychological illness. This type of stress affects the personal lives which as a results leads someone to the extent where he or she is not able to control over work. This also make it difficult to make decisions regarding something (Michie& Williams, 2003).Occupational stress and workload affect people in many organizations, which threaten the health of employees (Holmes, 2001). Work load is the most common source of stress.

According to Lotfizadeh (2011) job related stress is the most important factor which is causing social life and becoming notable threat to health and workforce in the globe. Job stress possesses very much high risk to workers, especially when they do not know how to manage their work related stress. Job stress is having inverse impacts on individuals as well as on organizations (Larson, 2004; Malik, 2011).The nature and form of work is changing at rapid speed. Job stress is now become the problem of each and every individual and organization of the world. All the profession i.e. from a doctor to engineer even

even to a labor, stress is the main reason which affect their jobs(Anderson, 2003).

Over the last few decades employees around the word are facing the problem of stress. Increase in competition is the also one of the reasons of growing stress in employees. Job stress negatively affect employees and their work (Khuong & Yen, 2016). It adversely effects the emotional and physical health and performance of employees (Okita, Daitoku, Abe, Arimura, Setoyama, Koriyama, 2017). Some of the adverse impacts of stress on employees are fatigue, nervousness and difficulties in making decision (Afolabi & Adeoye, 2011). Stress can also leads to lower level of efficiency, disappointment, absenteeism, and absenteeism in organizations (Petal & Michael, 2009).

Job stress has significant financial penalties for educational institutes like job dissatisfaction, lower quality of employee productivity, poor physical and psychological health. Overall, some degree of stress is effective for employees, as it may fuel creativity and performance, but excessive amount of stress can obstruct creativity and performance. Schools and other educational institutes demand brilliance, obligation and keenness. Stress teachers and academicians can be a threat to the organization due to absenteeism, tiredness, delays in assignments and turnover. According to Taris and colleagues (2001) those academicians who are stressed are having withdrawal behavior like pessimistic attitude towards work, low job commitment and intention to quit.

Factors mainly causing employees' stress are work ambiguity, role conflict, work overload and conflicts in family. Work overload is the most common factor among all that the teachers are facing at schools, colleges and universities. According to International Labor Organization all societies, all families, all employees, all professions, and all the countries are affected by job stress.

In comparison to other professions, teachers experience higher level of stress (Winefield, 2000; Kinman& Jones, 2004). Teaching is regarded as one of the most stressful profession nowadays. According to a study report, 41.5% of teachers have higher level of stress, while 58.5% experience lower level of stress, and 36% of teachers feel stressed almost all or most of the time. These statistics are frightening and indicate that a significant feature for quitting the job or a need to seek expert psychological help to deal with stress (Smith, Brice, Collins, Matthews &McNamara, 2000). Work demands, task requirements, physical challenge and personal responsibilities are the major stressors related to job (Quick & Quick, 1987).

Pressure is produced when the assign task takes more time than the actual, in this types of situations an individual feels the presence of stress and if for the long time this conditions prevails it can lead to mental, behavioral and physical problems. In a recent survey it is concluded that wok overload is the main source which can create stress related to job (Knezevic et al., 2011).

Teaching is the main source due to which all other professions of the world are formed and continued. Teaching staff are expected to produce high level of professionals which as a results contributes to the society. Now a days education is a business and teachers are the underpaid employees of this sector whereas students are treated as their customers (Hanif, 2004). Job stress is associated with pressure and metal stress and which can be further linked to proficiencies of employees to hand and to react to any condition at their workplace (Kyriacou& Sutcliffe, 1978).

Due to lack of social status in the economy the level of stress of teachers also increased. Study conducted by Shah & Khan (2012) revealed that teaching profession in the country of Pakistan is not satisfied with the level of status they are given in the society. Furthermore (Humphrey et al, 2002) stated that social distress is created due to these situations where teachers believes that there is not a proper way to develop and improve their social status.

NEU conducted a survey in which 8173 teachers contributed wherein the impact of work load on performance of teachers was discussed. The results shows a wondering response of the teachers towards the work related stress. They believed that due to high work load they are facing hardship to maintain their routine work in the society. NEU warns the government that high work load is harming the life of teachers and education of students.

In todays full of challenging world, the responsibilities and duties assigned to a teacher are mentally and physically demanding. In educational institutes the teachers are asked to utilize loads of energy in their daily duties along with their personal and family pledges. Basically this study analyzes connection between work overload, stress and job burnout in private school teachers in Peshawar. Here the researcher has taken work overload as independent variable, stress as a mediator and job burnout as dependent variable. This relationship of work overload and job stress with job burnout in private universities had already been studied. But in the context of private school this study is very less explained which makes it very reasonable to analyze. Work load in every organization is the cause of creating stress, assigning more activities at a time leads to stress and due to which lower job satisfaction and job burnout happens.

Previous research studies such as study of (Lu, 1999; Barney & Elias, 2010), (Lu, While, & Barriball, 2005), (Spector & O'Connell, 1994) and (Schneiderman, Ironson, & Siegel, 2005) conducted their research studies to investigate the impact of job stress on employees performance. Although stress is a common topic and much of the studies have been conducted on stress but few have been observed stress as a mediator and its relation with work overload and employee burnout in Private Schools of Peshawar.

Therefore, this study fills this research gap by conducting a study in private schools located in Peshawar region. Thus, major contribution of this study is towards the education sector of Pakistan because this study explores private sector of education and tends to find out the Mediating role of stress and its relation with work overload and job burnout. Moreover, it would be learnt from this study that how much these variables are affecting teachers and their work. Objective of the study are given as under.

- To examine the impact of work overload on job stress in Private Schools in Peshawar.
- To examine the impact of job stress on burnout in Private Schools in Peshawar.
- To examine the mediating role of stress and its relation with work overload and job burnout.

Research Methodology

This is a quantitative research study and for a quantitative research study two possible research strategy are there one is survey research strategy and the other is experimental. Strategy of this research study is survey. Secondary data is used in this study, therefore the appropriate research strategy for this study is survey research strategy as secondary data collection falls in survey research strategy (Saunders et al 2009).

According to (Kumar, 2010) Nature of research can be explained from three different point of views. From the view point of application it can either be applied research or basic / pure. Pure or basic research involves developing and testing theories and hypotheses that are intellectually challenging to the researcher but may or may not have practical application at the present time or in the future. Based on the above explanation by (Kumar, 2010), this is a basic or pure research study from the view point of application, a quantitative research study from the view point of inquiry and explanatory research study from the view point of objectivity.

An element of the population is called unit of the analysis. Teaching staff working in Private schools in District Peshawar were the unit of analysis of this research study. Standardized questionnaires of different researchers were used in order to collect data about wages, job stress and work load. To collect data

about Job Burnout this research study has taken standardized questions regarding wages from the research study of Kiyani (2019) and in order to collect data about job stress and work load this research study used the questionnaire of (Ghamdi, 2017).

This research study has used non-probability sampling technique because this type of sampling technique allows research to select a sample conveniently and cost effectively. Furthermore among non-probability sampling techniques such as quota sampling, snow ball sampling and convenience sampling technique, this research study used convenience sampling technique because on the basis of convenience i.e. short distance schools were visited and questionnaire were distributed, out of the total population 200 respondents were selected and were given the questionnaire. According to Smith (2013) convenient sampling is the most commonly used and an economical sampling technique.

Results & Discussions

In the descriptive statistics this research study shows demographical information such as gender, age and educational level of the respondents.

3.1 Respondents of the Study

Table 1 *Respondents*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	200	100.0	100.0	100.0

The above table shows total number of the respondents of this research study from whom the data have been collected. Frequency in the above tables shows the number of the respondents of the research study whom were given the questionnaire to fill and they were 200 in total.

3. 2 Gender of the Respondents

Table 2 *Statistics (Gender)*

		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Male	113	56.5	56.5	56.5
	Female	87	43.5	43.5	100.0
	Total	200	100.0	100.0	

The above table 4.1.2 shows the descriptive statistics about number of male and female respondents of this research study. Out of the total respondents, 113 of them were male respondents and 87 of them were female respondents. In

terms of percentage out of the total percentage 57 percent were male respondents and 43 percent were female respondents of this research study.

3.3 Age of the Respondents

The following tables shows respondents belonging to different group of ages.

Table 3 *Statistics Age Profile*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	36	18	18	18
	26-30	84	42	42	60
	31-35	55	27.5	27.5	87.5
	36 & Above	25	12.5	12.5	100
	Total	200	100	100	

In the above table out of 200 respondents 36 respondents were 20 to 25 years old while 84 of them were from 26 years to 30 years. Further there were 55 members who were from 31 years to 35 years and last but not the least 25 of them were at the age of 36 and above. If we look at the table most of the respondents belong to age group of 26 to 30. In terms of percentage 84 percent respondents were 26 to 30 years old, 28 percent were 31 to 35 years old, 18 percent were 20 to 25 years old and 12 percent were in the group of 36 and above years.

3.4 Educational Level of Respondents

Table 4 *Educational Profile*

		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Bachelor	87	43.5	43.5	43.5
	Master	75	37.5	37.5	81
	MS/Mphil or higer	38	19	19	100
	Total	200	100	100	

The above table shows the qualification level of the respondents of this research study. There are 87 respondents who have bachelor degree in hand while 75 were having a master degree and 38 are having education of MS / MPhil or higher. 43 percent of the respondents of this research study were having bachelor qualification while 38 percent were having master level of education and 19 percent of the respondents were in the category of MS / MPhil or higher level of education.

4.5 Correlation Analysis

Correlation analysis shows the bivariate relationship between two variables. The following table shows the correlation analysis results between Job stress and work load, job stress and job burnout, work load and job burnout.

Table 5 *Correlational Analysis (N=200)*

	JobStres	workload	JBout
JobStres	1.00		
workload	.332*	1.00	
JBout	0.277	.678**	1.00

*. Correlation is significant at the 0.05 level (2-tailed).

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

The above table shows that the job stress and work load are positively correlated with each other and the coefficient of this correlation is 0.332 further the stated correlation is significant at 0.05 level of significance. The coefficient value 0.332 means t job stress in an organization is increasing this will also increase the work load in that organization vice versa. Similarly job stress and Job burnout are also having a positive correlation between them but this is an insignificant correlation. Work load and Job burnout are also having a positive and insignificant correlation between them. The magnitude of the correlation coefficient is 0.678 or 68%. Which means that both the variables are moving in positive directions.

3.6 Four Steps Mediation Model

In order to analyze the mediation role of a variable Baron and Keny (1986) presented the four step model. In this model several regression analysis are performed and its significance of coefficient in each regression is examined.

After considering all the required assumptions of the ordinary least square model this study has used the following four steps mediation model of Baron and Keny (1986) in order to analyze the mediating role of job stress between work load and job burnout. In order to have the mediating impact the models shown in the following three steps must have a significant relationship between independent and dependent variables. Out of the three models if any of the one has shown an insignificant impact so there is no mediating effect.

Step 1: $JBout = \beta 0 + \beta 1\ WL + \varepsilon$

Step 2: $JS = \beta 0 + \beta 1\ WL + \varepsilon$

Step 3: $JBout = \beta 0 + \beta 1\ JS + \varepsilon$

Step 4: $JBout = \beta 0 + \beta 1\ WL + \beta 2 JS + \varepsilon$

In the first step the total effect of independent variable on dependent variable is computed, in this research study work load is the independent model

while job burnout is dependent model. So in the first step this study finds out the total effect of work load on job burnout. The following model is ran in order to compute the total effect of work load on job burnout.

Following are the results of the first model shown in step 1 in which the total effect of work load on job burnout is shown.

Table 6 *Total Effect Model ANOVA*

Model		**Sum of Squares**	**Mean Square**	**F**	**Sig.**
1	Regression	8.354	8.354	29.84	<.001[b]
	Residual	9.798	0.28		
	Total	18.151			

a. Dependent Variable: JBout; b. Predictors: (Constant), workload

The p value for f test statistics is less than 0.05 which means that our model is good fit.

Table 7 *Total Effect Model Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.202	0.345		3.488	0.001
workload	0.59	0.108	0.678	5.463	<.001

a. Dependent Variable: JBout

From the above analysis in step-1 it is concluded that the total effect of work load on job burnout is significant and positive. The coefficient value of work load is 0.590 which is positive and the p value of workload is <0.001 which is significant at 0.05 level of significance. The condition of significant relationship between the two variables is satisfied therefore, this study has moved for second step of the mediation model. After running the regression model i.e. JS= β0+ β1 WL + ε of Step 2 the following results are obtained from the mentioned model.

Table 8 *Step2 ANOVA*

	Sum of Squares	Mean Square	F	Sig.
Regression	2.052	2.052	4.348	.044[b]
Residual	16.52	0.472		
Total	18.572			

The p value 0.44 for f test statistics is less than 0.05 level of significance which means that the model has a good fit.

Table 9 *Step2 Coefficients*

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.22	0.448		4.96	<.001
workload	0.29	0.14	0.332	2.09	0.044

From the above table of coefficients it is shown that 0.292 is the coefficient value of workload which is positive and having p value of 0.044 which is also less than 0.05 level of significance hence it is concluded that there is a positive and significant relationship between work load and job stress. The condition of significant relationship between the two variables is satisfied therefore, this study has moved for third step of the mediation model. After having significant results from the above two steps, third regression i.e. JBout = β0+ β1 JS+ εis ran and following are the results.

Table 10 *Step3 ANOVA*

	Sum of Squares	Mean Square	F	Sig.
Regression	1.393	1.393	2.908	.097[b]
Residual	16.759	0.479		
Total	18.151			

The p value 0.97 shows that the model is not good fit as it is above from 0.05 significance value.

Table 11 *Step3 Coefficients*

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.17	0.514		4.22	<.001
JobStress	0.27	0.161	0.277	1.71	0.097

The above table of coefficient in step 3 shows that the p value of 0.097 for job stress higher than level of significance i.e., 0.097>0.05 which concludes that the relationship between the variables is insignificant therefore, this research study will not proceed for the fourth step, and it is hereby concluded that there is no mediating effect or mediation is not possible.

Conclusion & Recommendation

To examine the impact of work overload on job stress in private schools, if we compare the results of the study with the stated objective, it is shown in the results of the study that work overload has a positive and significant impact on job stress, the stated objective of the research study is achieved.

Second objective of the research study was to examine the impact of job stress on burnout in Private Schools in Peshawar. Results of the study has shown an insignificant relationship between the job stress and job burnout which means the mediating role of job stress was not found in the study, hence the stated objective was not achieved in analysis.

Third objective of the study was to examine the impact of job stress on burnout in Private Schools in Peshawar. Based on Baron and Kenney (1986) mediation model, if the independent variable has an insignificant relationship with the dependent variable so the mediating role cannot be found. Hence there is an insignificant relationship between job stress and job burnout therefore the stated objective was not achieved.

Limitations and Future Research Directions

This study was conducted considering teachers of all private schools in district Peshawar and due to time and budget constrains teaching staff were asked via questionnaire which can also be the reason of insignificant relationship between job stress and job burnout. Furthermore, this study has used Baron and Kenny (1986) model of mediation which is too old. Non probability sampling technique was used to draw a sample, wherein every respondent has not equal chance of selection due to which there might be a chance of missing the respondent of valuable information. This research study has only taken work overload as an independent variable and job stress as mediating variable.

Based on the above stated limitations, future research Direction of the study are, to include other district of the Province in order to have the best results, furthermore, probability sampling technique should be used that every respondent of the population should have equal chance of selection. Apart from questionnaire, respondent should be interviewed in order to get more accurate data in time. Number of independent variables should also be increased and there can also be more mediating variables which can also affect job burnout. These points should be kept in mind while conducting such study in future.

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