



## IMPACT OF WORKPLACE STRESSORS ON JOB STRESS THROUGH PERSON-ORGANIZATION-FIT: A STUDY FROM HEALTH SECTOR

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### **ABSTRACT**

Job is most important tools for career growth and soundness of person. Job stress diminish the performance and satisfaction of the employees at workplace. The current study focuses is to investigate the impact of job stressors like workload, role conflict, carrer development, organizational politics on job stress through a mediating role of person-organization-fit in Health sector of Lahore, Punjab Pakistan. Questionnaire approach was use to collect the date. Results are exploited thorough Statictical Package of Social Sciences and Analysis of Moment Structure. The response rate is 92%. The outcome of this study indicate the workload and role conflict contribute in stress level in organization. Carrer of employee is develop through changing the work place. Organizational politics should elimitenate because it leads towards strss level. The future implication and limitation were discussed at the end.

**Key words:** Workload (WL), Role Confilict (RC), Carrer Development (CD), Organizational Politics (OP), Job Stress (JS), Person-Organization-Fit (POF)

### **INTRODUCTION**

#### **Background of the Study**

Over the earlier few times, the utmost main complications is anxiety, specifically for those states which are enduring socially, politically and monetary changes. Lazarus (2006) asks, for, "Stress has become a household word, and we are flooded with messages about how it can be prevented, eliminated, managed, or just lived with" telling that anxiety has come to be the domain for everyone, corporations and governments. Managerial anxiety has a powerful influence on the efficiency and inspiration level inside an association. Furthermore, it may foundation of extraordinary absence, extraordinary manual labor turnover, less time keeping, low productivity, low self-esteem, enhanced employee objections and improved ill-health, mishaps and incidental reports. Workers' stress about their occupation security and amount of work enhances stress side by side and rise to a diversity of sensitive and physical faintness.



Stress is typical of two natures containing Eustress as well as Distress. The Eustress is sensible level of stress in which characters themselves enhance their inspiration level. Furthermore they are ready to challenge the work load and stresses in the association with the assistance of their understanding, information, capabilities and knowledge. whereas the Distress is in which persons cannot reach and accomplish the assignments and work inside the organization jobwise and effectively for the reason that their skills, information and knowledge didn't tie through work requirements. In Pakistan, health practices is more stressful and medical staffs have duty to response immediate on the requests of peoples and patients. A single mistake or fault leads towards a critical and expensive for patients life. The profession of medical staff is more hectic and there are less research work on it.

The Role of conflict is correspondingly considered a reason of growing adversative incidents and negative responses at the job place. The Role of conflict is the situational stress that generates anxiety and is expressively associated to work stress. The conflict between staffs is ethically intolerable and offensive due to annoyance, distress, burden and worry. Kahn R.L, (1964) asserts that the more than 50% conflicts between nurses due to their expectations and reality of work.

In his study, Ferris and Kachmar, (1992) has described that presence of governmental issues in an association constantly expected occupation disappointment and employment stress among representatives. In authoritative governmental issues, representatives does not take after legitimate tenets and controls for the fulfillment of objectives on the grounds that there does not exist principles and directions so in result, workers gradually emerge their own particular guidelines and controls for their own advantage. In an association, if there are no particular principles and controls for representatives' help, there dependably emerge political conduct which create stress among employees.

### **Problem Statement**

"The effect of work over-burden, part struggle, vocation improvement and in health sector job distress due to organizational politics: taking organizational fit of a person as a role of moderating."

### **Research Objective**

The objectives for the research of this study are to:

1. To assess whether there is any relationship between work over-burden, part struggle, profession improvement, authoritative legislative issues and employment trouble.
2. To look at the effect of work over-burden, part strife, profession improvement, hierarchical legislative issues on employment trouble.
3. To analyze the intervention part of individual association fit.

### **Research Question**

Research inquiry is what is being explored in the study by gathering information and running particular tests, for example, correlation and regression.

1. Is there any effect of work over-burden, part strife, vocation advancement and hierarchical legislative issues on employment stress in wellbeing area?
2. Is man association fit mediates the relationship among workload, part strife, vocation improvement and organizational politics and occupation stress?



## LITERATURE REVIEW

The entire quantity of hours on workplace is a portion of work's overload (Sparks, Cooper, Fried, and Shirom (1997)) has described that "minor, but statistically significantly correlates among hours of effort for job's work and generally for fitness... persons who functioned extreme hours presented more indications of bad health".

Work's overload is distinct as a message among real work desires and psychosomatic stress and anxiety that rises from the consultation that needs. These psychosomatic anxiety and concern rises when the real desires overdo the competence of the workforces (Bliese & Castro, 2000).

### **80/20 Rule**

Superiority management advisor, industrialized the 80/20 Rule that clarifies that 80 out of a hundred of time is requisite and required by the 20 out of each hundred of effort for work. The 20 out of a hundred of ordinary job or duty combine 80 out of a hundred of the consequences and results. If we talk around the job and time-phase management, it shows that the workers must enlist and ranked their efforts for work, then accomplish their time-phase and struggle on the dynamic 20 out of a hundred of their work and responsibilities (Sehulster et al., 2003).'

"Characterization of Role conflicts by Cooper, Dewe, and O'Driscoll (2001) "reflects incompatible demands on the person either within a single role or between multiple roles occupied by the individual. It can induce negative emotional reactions due to the perceived inability to be effective on the job". Role of conflicts has been distinct as the discrepancy of desires, wishes and wants from the role, someplace compatibility is dignified founded on a set of conditions which result role presentation (Rizzo, House, & Lirtzman, 1970)." "The tenure role conflicts represents to a clang amongst the parts of the two or additional persons or mismatches geographies inside the same part. These discrepancies can contain different expectations, needs, philosophies and activities. The time role be contingent on the affected figure of language of an player acting out his/her part in a affected play".

### **Pfeffer's Model Of Organizational Politics**

Pfeffer and Salancik (2003) has advanced this model or concept. Rendering to this model, several circumstances compulsory at office give increase to the politically aware doings. When at any office, some circumstances are compulsory, as a outcome or consequence, control and government arise. An institute levies loads, tasks and limits that will be place up in the procedure of means then split ends. Heres, the writer clarifies means as the doings complete inside an institute and split ends are destined by objectives and goals, an institute attains. This concept has also around limitations and restrictions as the setting are always altering. It fixes not reflect some variables similar with the job satisfaction and the job motivation etc. officialdoms of immature and unindustrialized states cannot usage this this concept (Müntinga et al., 2013).

### **Game Theories Of Organizational Politics**

Diverse structures of this concept were clarified by (Von Neumann & Morgenstern, 2007). This concept put stress on conflict, collaboration, rivalry, environment of independent associations, pay off atmosphere and distributives haggling. These insights help workers in sympathetic power and policies. Difficulties related to humankind, struggles, strikes, cooperation and squabbles can be abridged effortlessly. This concept has also some limits such as it container be practical only in restricted parts. It reflects only inexpensive and varied setting. The association in which conflict of slightly kind is not current, this concept is not appropriate for persons surroundings (Gray & Ariss, 1985).



### **Positive Face Of Politics**

Positive face of politics explain the prospects of relationship. In long period, positive face of politics promotes association for staffs and intitute. Positive face of politics measured by exploration of self interest, detection circumstances in win win footing,resolving problems amenably by execution doings, absence of the contradictory plans and go for prime, twitch and to effect others (Stergiopoulou, 2014).

### **Negative Face Of Politics**

Adverse face of legislation is generally predictable within an institution. This type of policymaking is observed as a hazardous and exhilarating set of self interest and nonsocialized wants and needs to take ended others. It is a tendency which is use as to appearance the circumstances in win or lose rapports in its place of win & win rapports. It is the main use of the plans like fighting-secrecy, tremor, packaging evidence and information, property concealed tactics and deceptive. These undesirable expressions of government and control welfares persons infrequently but generally establishments are deprived by this face of policymaking (Stergiopoulou, 2014).

### **Job Stress**

Pressure is a “substantial imbalance between demand and response capability, under conditions where failure to meet demand has important (perceived) consequences” (McGrath, 1970). Kasl (1978) articulated that pressure is “a behavior appearing when environmental demands exceed the individual’s capacity to handle them”. Lazarus and Folkman (1984) conditions that pressure is “a process of constantly changing cognitive and behavioral efforts to manage specific external and/or internal demands or conflicts appraised as taxing or exceeding one’s resources”.

Tuskan et al. (2006) specified that pressure is an preparation of movements and measures rendering to the detailed challenge request. Doubts and opinions about operative presentation reasons stress amongst persons and terror and scare of the disappointment of in effect presentation makes bad spirits of concern, irritation and prevention among persons. Nguyen, Boehmer, and Mujtaba (2012) directed that “stress can be all those feelings and perceptions in lack of time, ability, skill, or resources to effectively deal with personal or professional demands in a given time”. Researches about pressure is characteristically experiential as special constituent or slice of medicinal sociology whic is a belvedere that confuses lineup essence with more outmoded sociological ranges of examination, particularly social stratifications (Aneshensel, 1992).

Selye (1956) was the discoverer to investigation on strain and commercial administration (Le Fevre, Matheny, & Kolt, 2003). Pressure is essentially the corporeal and psychological rejoinder to dangerous condition (Capner & Caltabiano, 1993). Strain rises since of mis-alignment of an personality’s aptitudes with the supplies and requires of the institute (Dollard & Metzger, 1999). Pressure is a complaint in which an separate encounters a accidental or chance which interconnects to his or her needs and wishes and for that the outcome is predictable to be troubled and severe (Marco et al., 2009). There can be damaging belongings of plain pressure on the survives of the workers of any institute which can diminish efficiency and inspiration and that can expand nonattendance at factory (Shaner et al., 2004).

At what time pressure equal is low-slung, it can be measured as constructive stress that can be encouraging for workforces, for example, separate has to acquiesce reports speedily: for the reason that occasionally due to challenge target and time boundary, exertion is achieved



competently. While, persons face middle level pressure for the reason that workers have to work beneath fixed rare possessions counting time boundary. All over again tension befalls beneath the subsequent circumstances where separate has

- a. Application and distress in commerce with companies
- b. Tightness and concern about vocation expansion
- c. And at what time the job goalmouths compete with each other

When staffs do not consume the provision and help of their coworkers, domestic and companies, danger of simple and long permanent pressure upsurges amongst workers. Unanticipated differences and variations in employed atmosphere of the society also cause unembellished risk of pressure among workforces. The consequences and conclusions of immobile tension are compound somatic pathology, harvest continuing tiredness ailment and diminish adaptive capabilities of the thing. Worriness and tiredness, before noon dimness, unvarying bothers, vigilance and impatience, clatters and experience to separation and aloneliness are the public signs and suggestions of occupational pressure (Nicholas Koumbiadis, Dr Ganesh M. Pandit, & Ritsatos, 2014).

It is supposed that pressure is of “dificult” countryside. The code of pressure has two folds: “Challenge Stressors and Hindrance Stressors”. Experiment stressors are cooperative in completing goals and aims in time and ingeniously and capably. The perfect level of pressure rises the output level of institute and its memberships (Daily, Certo, Dalton, & Roengpitya, 2003). Though interference stressors halt persons from attaining objectives and goals of the group and its workers (Olguín et al., 2009).

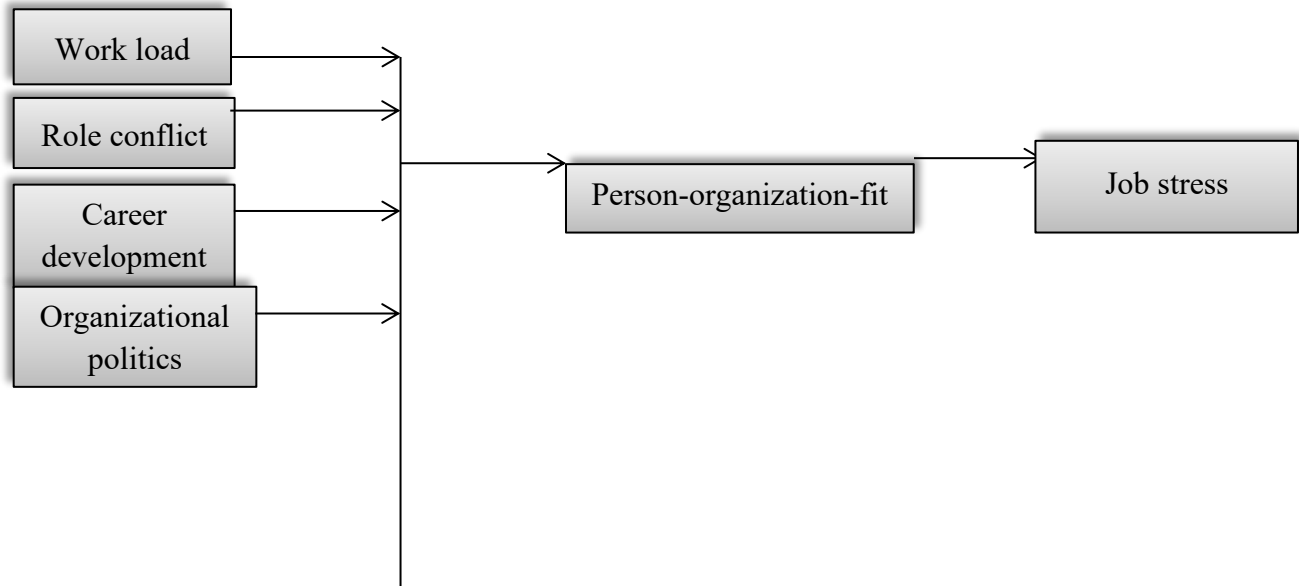
(Robbins, Judge, & Sanghi, 2009) clarifies that amongst staffs physical, emotional and interactive signs are originate for the reason that workers familiarity large quantity of tension or they face continuous low level of pressure. Furthermore, he enlightened three influences as a foundation of stress in workers namely conservational, administrative and separate factors. De Jonge and Dormann (2006) clarifies three dispersed fundamentals and indications of pressure namely:

- a. Generally effected stress
- b. Emotionally effected stress
- c. Socially effected stress

### RESEARCH METHODOLOGY

This part depicts the strategies, systems and methods which are utilized as a part of this research. For instance, it incorporates research model, designing of research, study hypothesis, kind of study, sort of research, populace, sample size and technique, a technique used for the collection of data, explanation and so forth.

This portion clarifies the hypothetical structure which incorporates independent, mediating variable and dependent.



**Fig 1. Theoretical Framework**

### Research Design

The exploration configuration of the study was subjective outline. It incorporates the kind of study and research.

### Type of Research

Sort of examination is cross-sectional as the information is gathered once. The present study is correlational as it clarifies the relationship between the independent variables (workload, part strife, vocation advancement and authoritative legislative issues) and dependent variable (employment trouble).

### Hypotheses

**H1:** There is a correlation between workload, role conflict, career development, organizational politics, person-organization-fit and job stress.

**H2:** There is a significant impact of workload on job stress.

**H3:** There is a significant impact of role conflict on job stress.

**H4:** There is a significant impact of career development on job stress.

**H5:** There is a significant impact of organizational politics on job stress.

**H6:** Person-Organization-Fit mediates the relationship between workload and job stress.

**H7:** Person-Organization-Fit mediates the relationship between role conflict and job stress.

**H8:** Person-Organization-Fit mediates the relationship between career development and job stress.

**H9:** Person-Organization-Fit mediates the relationship between organizational politics and job stress.”

### Sampling Size and Population

This study focused on health sector of Lahore. In any case, because of restricted money related assets and time and in addition constrained access to the population, this exploration depends on a specimen of 370 representatives from medicinal industry of Lahore. Unit examination was a person. In this study, the health sector is chosen since representatives in healing facilities endure issues of workload and part struggle. Workers need vocation advancement and political issues are additionally found in them. For this study, Lahore hospitals were chosen for the collection of data, sampling techniques which are used for the purpose of data collection is Convenience sampling and data is collected from these 370 workers since it is real and solid sampling strategy. What's more, in this examining method, researcher picks most effectively open individuals. This is a snappy and less costly method for the collection of data and adopted questionnaire were utilized.

### Method used for Data Collection

Just questionnaire surveys were utilized for the collection of data from workers of hospitals because of time and cost constraint as questionnaire considered as a proficient tool for gathering information. In this study, for the purpose of collection of data adopted questionnaire were utilized.

### Response Rate

Out of total questionnaire 351, the 343 are completely filled and return. The response rate is 92%.

## DATA ANALYSIS AND RESULTS

The main purpose of this chapter is to describe the results and interpretation of data. Data is described through the descriptive statistic. In this chapter reliability of the dependent variable and independent variable are also included. Reliability and correlation analysis are also done.

### Descriptive Statistics

Table 1 explains that what the ratio of male and female was participated in this study. In current study the male respondents are 118 and female respondents are 225.

**Table 1. Gender of Respondents**

Gender	Frequency	Percentage (%)
Male	118	34.4
Female	225	65.6
Total	343	100

Table 2 includes the descriptive statistic. It describes the standard deviation of data and the arithmetic mean of the data. It is measured through these variables "Workload, Role Conflict, Career Development, Organizational Politics, Person-Organization-Fit and Job Stress."

**Table 2. Descriptive Analysis of Variables**

Variable	Mean	Std.Deviation	Skewness	Kurtosis	Minimum	Maximum
Workload	3.257	0.93341	-.422	-.807	1.00	5.00
Role conflict	3.461	0.70899	-.300	-.691	1.86	4.71
Career development	3.024	0.74142	-.290	-.842	1.67	4.67
Organizational politics	2.924	0.68117	.033	-.504	1.44	4.56



Person-Organization-Fit	3.325	0.92569	-.127	-.720	1.00	5.00
Job Stress	3.147	1.07910	-.118	-1.213	1.50	5.00

The above tables describe the values of mean, Std.Deviation, Skewness, kurtosis, minimum and maximum. All the above values show that data is normality distributed.

**Reliability Analysis**

The reliability of the instruments in current study is .912. The Cronbach Alpha between in basic research purpose is .5 and .6 is considered as normal and ideal (Nunnally & Bernstein, 2010).

**Table 3. Overall Reliability**

Variables	Cronbach Alpha	No of items
	0.912	37

**Table 4. Reliability Coefficients Of All Variables**

Variables	Cronbach Alpha	No of items
Workload	0.789	5
Role conflict	0.821	7
Career development	0.741	9
Organizational politics	0.645	9
Person-organization-fit	0.714	3
Job stress	0.624	4

In Table 4 the workload shows Cronbach Alpha is 0.789, role conflict is 0.824, career development is 0.741, organizational politics is 0.645, person- organization-fit is 0.714, job stress is 0.624.

**Correlation Analysis**

This technique shows the significant relationship between the variables. Person correlation values lies +1 means positive correlation, -1 show negative correlation and 0 means no correlation. In current study all the job stressors workload, career development, role conflict, organizational politics, person-organization-fit and job stress have positive significant correlated.

**Table 5. Correlation Matrix**

	Wl	Rc	Cd	Op	Pof	Js
Workload (Wl)	1					
Role conflict(Rc)	.245**	1				
Career development(Cd)	.488**	.421**	1			

<b>Organizational politics(Op)</b>	-.034	.062	.068	1		
<b>Person-organization-fit(Pof)</b>	.386**	.388**	.442**	.239**	1	
<b>Job stress(Js)</b>	.564**	.504**	.461**	.271**	.512**	1

\*\*Level of significance 0.01

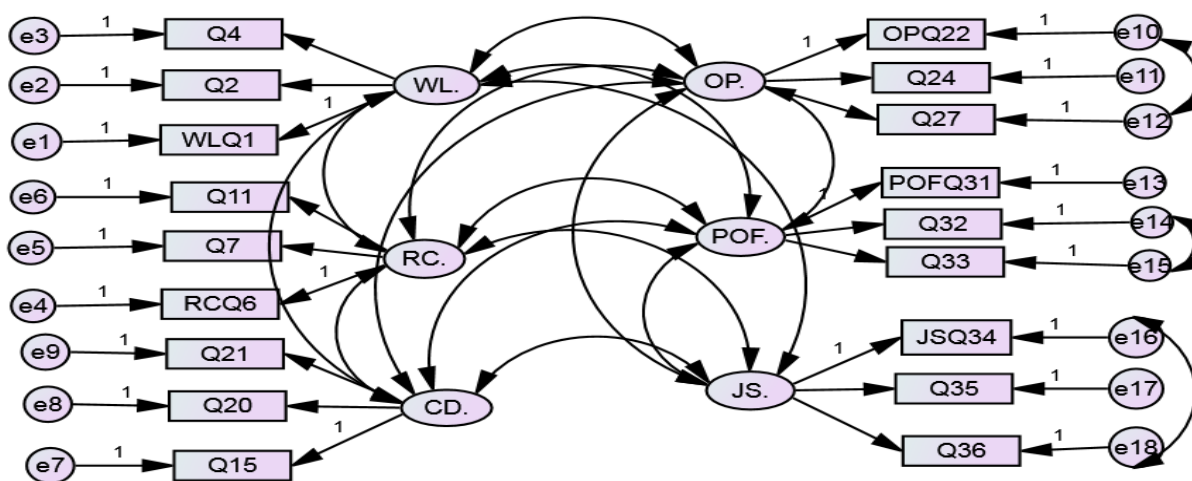
**Measurement Model**

This model is used to for the measurement of data collection. This model explains about the variables which are measured and which variables are latent. Even the factor wise analysis is made latent variables are extracted from the observed variables.

**Table 6 Model fit indices**

Index of Fit	Chi-Square /(df)	CMIN/DF	GFI	AGFI	P Close	CFI	RMSEA
Value	385.632/ 136	1.754	0.921	0.887	0.362	0.971	0.063

The Measurement model recognized to evaluate the validity of measures. After this, alteration of a model done. At this step, the factor loading showed that each of loading has a significant at a  $p < .001$ . In any case, if some loading factors are not significant then this model is not confirmed. No one can change the model when the modification has performed and modification should perform carefully. In confirmatory factors the CMIN/DF used for sample size. CMIN shows chi-square and Df explain the degree of freedom, confirmatory fit index (CFI), Goodness of fit (GFI), Adjusted Goodfit index (AGFI) Root mean square error of approximation (RMSEA) shows the model fit ness. In above **TABLE 6** Chi-square value is 385.632/136, CMIND is 1.754, CFI is 0.971, GFI is 0.921, AGFI is 0.887, Pclose is 0.362, RMSEA is 0.063 show the measurement model is good fit.



**Figure 2. Measurement Model**



## **CONCLUSION**

This research describes the effect of the job stressors on the job stress amongst the workforces of health segment. Job stressors in this research are assignment, role of conflict, career growth and institutional politics, however this research also concentrates on the intermediation part of individual-institutional-fit on the link of job stressors and job stress. We conclude in this research that job load signifies attention of workers towards assignments and everyday jobs. This responsiveness to tasks and jobs is the main reason of stress. Stress at place of work and job load are two truths which cannot be revealed without one another. When the requirements of two or more parts are not matched and a person has no perfect opinions about his responsibilities and form of duties, conflict rise here which produces job stress. Institutions and its staffs both are concerned with their career growth. Thus, institutions need to examine the career growth platforms and to make a study about their effectiveness and according to the changing work environment, the worth with the purpose of enjoying more remunerations of career growth. It is also concluded that actions and attitude of employees in every institution are political in nature which generates institutional politics. With the purpose of reducing institutional politics; workers should change themselves according to the varying political environment. It may be decreased by long-lasting and concrete decision making about the aims, rules, procedures and objectives of the workers.

## **FUTURE RECOMMENDATIONS**

The future recommendations are that someone or somewhat is good and deserve to be chosen. These are some future recommendations about this topic for the researcher for further studies.

The researcher can also include other sectors then health, which may give more accurate results.

For future study, some other job related stressors like unsuccessful leadership style, role of ambiguity, task of demands, institutional structure and environment, balance in work and life, unfavorable work environment and social stressors might be used as independent variables to measure their effect on job stress.

Large sample size may be used in the under study segment or any further segment in order to get more accurate outcomes.

## **LIMITATIONS OF THE RESEARCH**

The limitations of the research are those characteristics of design or methodology that impacted or influenced the interpretation of the results from your research. There are the constraints on generalizability, applications to practice, or value and effectiveness of the results that the findings of the ways in which you initially chose to plan the research or the procedure used to create internal as well as external validity.

The limitations of this study are :

- Normal methods, primary sources of data collection can be used likewise Questionnaire. But on the other hand, data from secondary resource can also be used i.e. interviews, surveys etc.
- In our research ,the data are collected from only health sector.so its results cannot be generalized.
- Owing to shortage of time, the sample size in this study is only 370.
- Outcomes and findings may not be generalized to entire population due to limited sample size.



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