Antecedents Of Job Stress And Its Impact On Nurse’s Job Satisfaction And Turnover Intention In Public And Private Hospitals Of Punjab Pakistan

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ABSTRACT: The aim of this study was to develop and test a framework which examined the consequences of job stress and its, impact on (job satisfaction and turnover intention) of charge nurses from public and private hospitals of Bahawalpur, Punjab of Pakistan. The study was quantitative in nature and conducted among 150 nurses selected by using convenience sampling technique. Further, Data was collected through a self-administered questionnaire. Data analysis was done by using SPSS 17 and applied regression analysis for obtaining results. The results of the study demonstrate a significant positive correlation between role ambiguity and job stress. Further, similar correlation results have found between, work family conflict, job satisfaction and turnover intention. However, there is a negative correlation with supervisor support, job stress, job satisfaction and turnover intention with each other. As future recommendations this research suggests research population can be extended to the, other provinces and other sectors of research.

Key Words: Job Stress, Role Ambiguity, Relationship with supervisor, work family conflict, Job satisfaction, Turnover intention.

1. INTRODUCTION

For the successful achievement of hospital’s mission and development of a successful workplace environment it is necessary to know the technique of stress handling. Job stress is a very important issue at workplace among physicians in the new era of competition (Alosaimi et al., 2018; Saijo, Yoshioka, Hanley, Kitaoka, & Yoshida, 2018). In this recent century, stress plays an important role in our productive work activities that how successful or unsuccessful, and how much we enjoy our lives without this element of stress. It is the harmful physical and emotional reaction which occurs when there is an unfortunate match between the demands of job and between the capabilities, resources, or needs of the people worked at different places. Stress is a feeling of anxiety that occurs in response to pressure from the outside world when they feel they cannot handle the situation (Armstrong, Atkin-Plunk, & Wells, 2015; Beevi et al., 2019; Kahn & Quinn, 1970). Mainly, it is observed that just like the corporal things and bodies, individuals also tend to repel outer forces acting upon them (Hobfoll, 1989). The term stress states that it is the mismatch between the individuals and their working environment (Arshadi & Damiri, 2013; Kahn & Byosiere, 1992). However, there are many factors like Demand, support, relationships, role, control & change that causes stress at workplace (Health & safety executives) (Alosaimi et al., 2018).

Job stress is a condition when work related factors disturb employees to the extent that their psychological condition differs from normal functioning (Enshassi, El-Rayyes, & Alkilani, 2015; Fong, Chui, Cheong, & Fong, 2018; Richardson & Rothstein, 2008). According to Cartwright and Cooper (2002) and Sewwandi (2016) the most effective way in which organizations can reduce workplace stress is by eliminating or modifying the sources of stress inherent in the work environment.

Problem statement

The World Health Organization has stated on-job stress is a big challenge faced by the whole world (Alosaimi et al., 2018). Pakistan is also a victim of stress and turnover in health sector. According to literature for the fulfilment of sustainable development goal Pakistan need to figure out problems faced by its health sector. Hence, following study will provide help in resolving the problem of stress and turnover. However, our main and important research objective is the determination of how antecedents affect job stress and how this stress impacts on nurse’s satisfaction and enhance their tendency to leave the organization. Furthermore, current study will help in policy making about reduction of job stress and to boost the satisfaction of nurses. However, several studies in the past have been done on job stress but current study is different from the previous studies as present is one of the few studies have been done on the charge nurses in public and private hospitals of Punjab, Pakistan. Additionally, according to reports of World Health Organization and Pakistan Nursing Council in Pakistan nurses face problem of work over load, stress, and role ambiguity. Finally, prior literature reveals that Pakistan health sector is one of the neglected sector in social science (Labrague et al., 2017).

2. LITERATURE REVIEW

2.1. Job Stress (DV)

Stress is basically the miss match between the individual and his work place environment. Currently in a scenario of dynamic environment job stress is an important issue to discuss (Kahn & Byosiere, 1992; Lo, Chien, Hwang, Huang,
& Chiou, 2018). The term stress invented in the field of physics the shifted to psychology. Initially the concept is that individuals like the physical material repel the external environmental forces affect them (Giauque D., 2019; Hobfoll, 1989). Since the counterproductive consequences (like job dissatisfaction and absenteeism), the important issue is to manage the work-related stress if it remains unsettled (Arshadi & Damiri, 2013; Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Stresses disrupt the physical or psychological functioning of individuals. Occupational Stress occurs in a reaction to events or situations in the work environment (Beevi et al., 2019). Harmful physical and emotional reactions of an individual happen when his skills, capabilities, resources and needs of the worker do not match with the requirements of his job and thus creates stress in the employee. The interaction between the environment and the person also referred to the job stress at work place (Fong et al., 2018). Moreover, prior studies have stated that increased level of stress will lead to the ineffectiveness of individual in his or her job (Lo et al., 2018; Salo & Allwood, 2011). It is concluded that due to job stress the employee’s outcomes and motivation tend to decrease and their intention to leave and dissatisfaction with work increase (Lu, 2019).

2.2. Role ambiguity and Job stress
Failure of an employee to foresee the outcomes of his/her act is known as Role ambiguity. It also contributes in developing a negative thinking of employees e.g. absence of control which ultimately leads to stress (Acker, 2004; Bedeian & Armenakis, 1981; Chang & Hancock, 2003; Karasek Jr, 1979). When employees do not have enough information regarding their work, power and duties then possible result is job stress (Kahn et al., 1964). In a study on nursing graduates in Australia, (Applebaum, Fowler, Fiedler, Osinubi, & Robson, 2010; Chang & Hancock, 2003) added role ambiguity was the most salient feature of role stress. If employees are unaware from their responsibilities, powers, and possible requirements of role then they feel reluctance in decision making due to which they perform their duties and work on hit and trial basis which ultimately leads to errors, disloyalty and stress. Additionally, due to the technological advancement the old and experienced employees feel hesitation for using the advance technology which indicate the role ambiguity and at the end show as stress in work (Acker, 2004; Alosaïmi et al., 2018; Rizzo, House, & Lirtzman, 1970). Furthermore, previous studies stated that role ambiguity is the missing of proper, clear and confirmed information of an employee about the anticipations related to his position (Chang & Hancock, 2003; Kahn et al., 1964). Additionally, it has been defined as the role incumbent which confront on single or multiple roles, may not be obviously expressed in relationships of behaviors/performance levels (Giauque D., 2019). The responsibility ambiguity is the first dimension which is divided into three sub categories: a) ambiguity for the field obligations, non-clearance of field work obligations. b) Ambiguity for conduct responsibilities which are important to justify the anticipations. c) Ambiguity for position which is necessary for each obligation. Social emotional ambiguity is the second aspect discussed by khan and his coworkers.

H1: There is a relationship between role ambiguity and job stress.

2.3. Relationship with supervisor and Job stress
If the relationship between the supervisor and employee is not facilitative and helping then it will also be a source of stress which shows that supervisor do not have any concern with employee’s well-being work place (Hansen, 2018; Yang, Che, & Spector, 2008). Managers behave differently at supervisory level. Some use hands-off style and provide trainings and counselling instead of micro management. Hands off give freedom to employees to works under less supervision with ease and come out to be more productive and able to use their skills at optimal level (Roux, 2010). However, this style also have some limitations as this style is not fit for every organization/job. The results of Coopers study indicate that employee’s positive handling and creativities of work place will moderating the association between the "relationship with supervisor and job stress. (Mohammad, Miah, Rahman, & Rahaman, 2017; Noblet, Rodwell, & Allisey, 2009; Schabracq & Cooper, 2000). The pressure of stress is automatically increased due to the uncertainty of environment and fast change in work environment. Hence, the core aim of supervision in an organization is to maximize the productivity of employees and to build a positive relationship between supervisors and their subordinates (Giauque D., 2019). There are two major concerns of relationship with supervisor, first is to focus on management and control and the second is to maintain a positive and strong helping relationship between employees and subordinates. (Richmond, Davis, Saylor, & McCroskey, 1984; Richmond, McCroskey, & Davis, 1982; Richmond, McCroskey, Davis, & Koenitz, 1980; Richmond, Wagner, & McCroskey, 1983). Managerial communication study reveals that transfer of information between employee and supervisor extensively effect on the relationship of them.

H2: There is a relationship between relationship with supervisor and job stress.

2.4. Work Family Conflict and job stress
Work family conflict is commonly connected and reliance on each other as one side of the life is affected by experience in other area (Sarantakos, 1996). Some jobs are very challenging creating work family conflict ultimately leads to stress among employee. (Armstrong et al., 2015) argued three dimensions of work family conflict are significantly associate to work stress. Further (Karakaş & Şahin, 2017) added, while working on hotel employees it comes out a moderately positive relationship among work family conflict and on-job stress. Additionally, literature reveals that conflict arises between the work life and family then employees has an experience of stress (Anderson, Coffey, & Byerly, 2002). Two dimensions are included in the work family conflict namely work to family conflict with the support of six items (the one sample item is "when I spend time with my family then working time interfere with the amount of time," and family to work conflict (FWC) with five scale (sample scale “My family create a hurdle to do job well”) adapted from (A Grandey, L Cordeiro, & C Crouter, 2005). However, theories and studies on work family conflict check the model of stressors and their involvement
and participation various organizational and personal and outcomes. Previously, literature is more on work and family on generalized side. Non-working stressors (e.g. number of children, day cuties in material relationship), working stressors (e.g. overload, hour’s works) are the interface between works and family. Most of the work of (Greenhaus & Parasuraman, 1986; Higgins, Duxbury, & Irving, 1992) is on inter-role-conflict. Further, all above stressors in this paper have a negative influence on personal organizational outcomes. As early as 1964 Khan found that 1/3 of male employees were worried to extent which their jobs are interfered in the life of the family (Kahn et al., 1964; Karakaş & Şahin, 2017). The evidence of the researcher is strongly suggesting the work family conflict is related to the health of the employee and wellbeing.

**H3: There is a relationship between Work Family conflict and job stress.**

### 2.5. Job stress and Job satisfaction

Job satisfaction tell us at the positive direction of the individual towards the work role which he is presently occupying and the pleasurable feeling state resulting from the assessment of one’s job as achieving or facilitate the one’s value (Azeez, Jayeoba, & Adeoye, 2016). It is basically and individual matter what one thinks his or her job and when there is mismatch b/w expected and what is received from the dissatisfaction occur. “Some type of stress is the commonly part of the life and that type of stress force the person to learn and grow, without adverse effect on health. When the stress is stronger or more forceful, continuous or repeated it can destroy quality of life and effect life of the family. Studies have shown no relationship exist between job stress and job satisfaction. (Sullivan & Bhagat, 1992). In another study, (Lo et al., 2018) added, job satisfaction and job stress are interlinked in way that job stress affects satisfaction during depressing mood which leads to turnover of physicians. Further (Chang & Hancock, 2003) added, job satisfaction was significantly negatively correlated with role stress. (Applebaum et al., 2010) found a Significant relationship were found between perceived stress and job satisfaction.

**H4: There is a relationship between job stress and job satisfaction.**

### 2.6. Job stress and Turnover intention

Turnover intention means the employee assessment about the company in not well they will leave their current employer soon. Lack of relationship with the supervisor has also been identified as a source of work stress and lack of employee well-being at work (Yang et al., 2008). When job stress increased it will cause poor job satisfaction that cause turnover intention (Pandey, Singh, & Pathak, 2019). Moreover, when employees job satisfaction and organizational commitment low then increase the chances of leave (Netemeyer, Johnston, & Burton, 1990; Sager, 1994). Further, Sager added that job stress has an indirectly influence on intention to leave through organizational commitment. According to Saijo et al. (2018), there is a strong relationship between job stress and employees turnover intention. Therefore, if employees feel stress during their job then it leads towards the consequences of absenteeism, mental health issues and finally quite from the job. Which may cause a real cost to the organization in term of intellectual capital and in the shape of monetary loss also. Moreover, Fong et al. (2018), found a direct relationship between job stress and intention to quit. In another study Arshadi and Damiri (2013) positive relationship between job stress and turnover intention.

**H5: There is a relationship between job stress and turnover intention.**

### 2.7. Job satisfaction and turnover intention

(Applebaum et al., 2010) in a study on nurses found a Significant relationship between job satisfaction and turnover intention. In a study conducted in Istanbul by (Aydogdu & Asikgil, 2011) in two different organizations it is found that turnover intention has a significantly negative relationship with job satisfaction. In another study by (Trimble, 2006) on missionaries job satisfaction come out to be the predictor of commitment that leads to turnover intention. (Cai & Zhou, 2009) added in a study on nurses china that job satisfaction is related to related to turnover intention negatively. (Tschopp, Grote, & Gerber, 2014) conducted a longitudinal study on employees and found out that decrease in satisfaction level of employees more strongly related to increase in turnover intention. Also (Azeez et al., 2016) in a study on employees of a university suggested turnover intention influenced by job satisfaction via commitment.

**H6: There is a relationship between job satisfaction and turnover intention.**
4. Research Framework

5. Research Design and Methodology
This study is causal and quantitative in nature where cross-sectional or correlation research design was used.

5.1. Sample/ Data
The study population consisted of the both male and female employees from different public and private hospitals in Bahawalpur city. Researcher used non probability, convenience sampling technique for data collection to make the study economic. A structured questionnaire was used to collect data for this research. 200 respondents were asked to contribute in a self-administered questionnaire out of which 150 participated.

5.2. Measuring instrument
According to (Babbie, 2013), a questionnaire contains questions and other types of items designed to seek appropriate information for data analysis. Six instruments were used to compute the variables in this study. Role ambiguity was the first variable of the study which has 6 items and they were taken from (Rizzo et al., 1970) role ambiguity scale. The relationship with supervisor was the second variable which consists of 6 items and this was taken from (Palomo, 2004). Third variable was Work Family Conflict which consists of 7 items and was taken from (A Grandey et al., 2005). Job Stress was the fourth variable of the study which has 4 items and it was taken from (Churchill et al., 1974). Job Satisfaction was the fifth variable of the study which has 5 items, and this was taken from (Dua, 1994; Smith, 1969; Sullivan & Bhagat, 1992). The Sixth variable was Turnover Intention which consists of 3 items and was taken from (Cammann, Fichman, Jenkins, & Klesh, 1979). Responses to each of the six items were rated using a 5-point Likert scale with anchors labelled: 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree.

Table-1. Study of the Scales with Reliability

<table>
<thead>
<tr>
<th>Variables</th>
<th>Detailed Items</th>
<th>Source</th>
<th>Cronbach (α)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role Ambiguity</td>
<td>1. I feel secure about how much authority I have.</td>
<td>(Rizzo et al., 1970)</td>
<td>0.790</td>
</tr>
<tr>
<td></td>
<td>2. Clear planned goal and objectives for my job.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. I know that I have divided my time properly.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. I know that what my responsibilities are.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. I know that exactly what is expected of me.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Explanation is clear of what has been done.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relationship with supervisors</td>
<td>1. I felt safe in my supervision sessions.</td>
<td>(Palomo, 2004)</td>
<td>0.621</td>
</tr>
<tr>
<td>with</td>
<td>2. My supervisor and I both drew up an agenda for supervision together.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. My supervisor gave me the opportunity to learn more.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. My supervisor gave me helpful negative feedback on my performance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. I felt like a burden to my supervisor.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. My supervisor gave me positive feedback on my performance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Family Conflict</td>
<td>1. My job keeps me from spending time with my spouse or partner.</td>
<td>(A Grandey et al., 2005).</td>
<td>0.754</td>
</tr>
</tbody>
</table>
2. After work, I am often too tired to do things with my spouse or partner.
3. My working hours interfere with the amount of time I spend with my family.
4. When I get home from work, I often do not have the energy to play a good family role.
5. My family makes it hard for me to do my job well.
6. The demands of my family life limit the number of hours I'm able to work.
7. I'm so tired from all the things I must do at home that it's hard to have the energy to do my job.
1. How often have you felt nervous and “stressed” at job?
2. How often have you found that you could not cope with all the things that you had to do?
3. How often have you been angered because of things that happened that were outside your control?
4. How often have you felt that difficulties were increasing that you could not overcome them?
1. My basic salary is sufficiently paid according to my daily working hours and workload.
2. I am satisfied with my chances for salary increases.
3. The work I do is appreciated.
4. I believe those that do well on the job have a fair chance of being promoted.
5. It is possible to get promoted fast in my job.

### Table 2. Study of Beta, Significance and Critical Region

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Dependent Variable</th>
<th>Independent Variable</th>
<th>(β)</th>
<th>R²</th>
<th>Cri. (t)</th>
<th>Reg (t)</th>
<th>Sig (p)</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td></td>
<td>Role Ambiguity</td>
<td>0.113</td>
<td>0.316</td>
<td>2.156</td>
<td>0.026</td>
<td></td>
</tr>
<tr>
<td>H2</td>
<td>Job Stress</td>
<td>Relationship with supervisor</td>
<td>-0.316</td>
<td>0.113</td>
<td>3.695</td>
<td>0.000</td>
<td></td>
</tr>
<tr>
<td>H3</td>
<td></td>
<td>Work Family Conflict</td>
<td>0.277</td>
<td></td>
<td>-3.463</td>
<td>0.001</td>
<td></td>
</tr>
<tr>
<td>H4</td>
<td>Job Satisfaction</td>
<td>Job Stress</td>
<td>.465</td>
<td>.216</td>
<td>6.390</td>
<td>0.000</td>
<td></td>
</tr>
<tr>
<td>H5</td>
<td>Turnover Intention</td>
<td>Job Stress</td>
<td>0.179</td>
<td>0.108</td>
<td>2.845</td>
<td>0.040</td>
<td></td>
</tr>
<tr>
<td>H6</td>
<td></td>
<td>Job Satisfaction</td>
<td>-0.122</td>
<td>0.108</td>
<td>2.236</td>
<td>0.014</td>
<td></td>
</tr>
</tbody>
</table>

**H1: There is a relationship between role ambiguity and job stress.**

After the analysis of the results of research, it was deduced that the independent variable role ambiguity has a significant positive influence on job stress with (β = 0.113) and significant value (p < 0.026) which means that role ambiguity contributes more than 11% to job stress. So, the results of the given study validate H1.

**H2: There is a relationship between relationship with supervisor and job stress.**

After the analysis of the results of our study, it was derived that the independent variable relationship of the employee with their supervisor has a significant negative impact on job stress with (β = -0.316) and significant value (p < 0.000) which means that the relationship with supervisor contributes more than 31% to job stress. So, result of the given study validates the H2.

**H3: There is a relationship between Work Family conflict and job stress.**

Analysis results showed that the independent variable work family conflict has a significant positive impact on job stress with (β = 0.277) and significant value (p < 0.001) which means that the work family conflict contributes more than 27% to job stress. So, the result of the given study validates the H3.

**H4: There is a relationship between job stress and job satisfaction.**

After the analysis of the results of our study, it was examined that the independent variable job stress has a significant positive impact on job satisfaction with (β = 0.465) and significant value (p < 0.000) which means that job stress contributes more than 46% to job satisfaction. So, result of the current study validates the H4.

**H5: There is a relationship between job stress and turnover intention.**

Results of analysis showed that the independent variable job stress has a significant positive impact on job turnover intention of the employees with (β = 0.179) and significant value (p < 0.040) which means that job stress contributes more than 17% to job turnover intention. So, result of the given study validates the H5.
H6: There is a relationship between job satisfaction and turnover intention. Results after examination of independent variable job satisfaction showed significantly negative impact on job turnover intention with ($\beta = -0.122$) and significant value ($p < 0.014$) which means that job satisfaction contributes more than $12\%$ to job turnover intention. So, result of the given study validates the H6.

6. DISCUSSION
The major objectives of this research are to realize the impact of job stress at work place and then analyze the effects of job stress on job satisfaction and turnover intention with implications on both government and private sector employees. In this study, we extensively focused on different causes and effects of job stress. This study also emphasizes the correlation of job stress, job satisfaction, and turnover intentions. The common pattern in the results suggests that job stress has important consequences related to employee’s turnover. Furthermore, how this research influences the behavior of employees, their wellbeing and influence on the organization. Research and previous literature describe that the correlation between workplace factors, stress and job satisfaction has extensive support. Higher job satisfaction and lesser job stress are associated with lower tendency to leave the organization. The employees of government and private sector to reduce job stress seems linked to reducing the work family conflict and to reduce role ambiguity. The issue is not to find new variables or theories to explain employee’s attitudes and behaviors. There is already a large and deep-rooted base of empirical research and theory. Rather, it is important to examine these concepts across the environments of government sector organizations and among employees of private sector organizations to assess their validity. Results of this study suggest that work family conflict has a stronger influence on job stress. These results are supported with the previous studies such as (Anderson et al., 2002; Armstrong et al., 2015; Karakaş & Şahin, 2017). The research literature describes that work place factors has direct effect on job stress and indirect effect on job satisfaction.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Model variables</th>
<th>Estimates</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>Role Ambiguity</td>
<td>0.113</td>
<td>Supported</td>
</tr>
<tr>
<td>H2</td>
<td>Rel- with supervisor</td>
<td>-0.316</td>
<td>Supported</td>
</tr>
<tr>
<td>H3</td>
<td>Work Family Conflict</td>
<td>0.277</td>
<td>Supported</td>
</tr>
<tr>
<td>H4</td>
<td>Job Stress</td>
<td>0.465</td>
<td>Supported</td>
</tr>
<tr>
<td>H5</td>
<td>Job Stress</td>
<td>0.0179</td>
<td>Supported</td>
</tr>
<tr>
<td>H6</td>
<td>Job Satisfaction</td>
<td>-0.0122</td>
<td>Supported</td>
</tr>
</tbody>
</table>

The interrelationship of all variables has been discussed in detail. Previous studies (e.g. (Anderson et al., 2002; Aryee, 1992; Chang & Hancock, 2003; Frone. Yardley, & Markel, 1997; Hammer, 2019) confirmed the impact of role ambiguity, relationship with supervisor and work family conflict on job stress. In the relationship of role ambiguity and work family conflict on job stress, both variable has positive effect on job stress (Hammer, 2019). However, the effect of the variable role ambiguity is less significant on job stress, whereas the effect of role ambiguity on job stress has greater significance because role ambiguity which shows that the home environment and bad family relationships of the employee creates more stress among employees than their work. So, work family conflicts need substantial attention to cope with job stress and enhance the workplace satisfaction as well. Additionally, based on results of this study, relationship with supervisor has more significant effect on job stress then all other variables but its effect is negative (Palomo, 2004). In comparison of all variables which contributes to create stress, the relationship with supervisor has relatively more effect on job stress than all other variables. Similarly, in the relationship of job stress and job satisfaction, stress has strong positive impact on job satisfaction (Ahsan, 2009; Armstrong et al., 2015). All the given variables are important to measure job stress at workplace and job satisfaction. In the relationship of job stress and job satisfaction with turnover intention, both variables (stress & satisfaction) has direct impact on turnover intention (Armstrong et al., 2015; Giauque D., 2019). However, stress has positive impact on turnover intention which means as the stress on the employees increases, their intention to leave increases and they want to change their organization and want to seek alternate of their job (Kalpana, 2017; Sheraz, 2014). Whereas the variable job satisfaction has negative impact on turnover intention which means that as the employee satisfied with their job, their intention to leave their job decrease, so the employees with less job satisfaction needs more to leave their job for better opportunity and for better career (Acker, 2004; Applebaum et al., 2010; Azeez et al., 2016; Gharakhani & Zaferanchi, 2019).

6.1. MANAGERIAL IMPLICATIONS
All Government and private hospitals can take advantage from results of our research. The top management get awareness about the stress factors in relation to job stress and job satisfaction and the ways through which organization can satisfy their employees and take corrective measures to overcome the stress level among employees. Similarly, they can identify and then maintain the required environment to boost the motivational level of their employees towards organization. Also weaker areas related to training can be highlighted and improved. Findings of our research can be used for decision making and strategy formation to enhance performance of employees and improve the turnover rate.

6.2. LIMITATIONS AND FUTURE RECOMMENDATIONS
This study is based upon data collected from a single industry and only nurses are our respondents. In the future for the sake of generalizability data can be extended to all health relate staff including (doctors, nurses, paramedics, pharmacists), geographical area can be extended to whole country of to the whole health sector across globe. Other sampling techniques and other consequences and antecedents of job stress can be tested to enhance the
results. This research is useful to reduce the employee’s turnover from organizations. This research also helpful to enhance the performance of employees by reducing their stress.

REFERENCES


