

Running head: IMPACT OF WORKPLACE STRESS ON ORGANIZATIONAL PERFORMANCE

University of Karachi

IMPACT OF WORKPLACE STRESS
ON ORGANIZATIONAL PERFORMANCE – AN
ANALYTICAL STUDY OF AIR TRAFFIC CONTROLLERS
OF PAKISTAN



A Thesis Presented to

University of Karachi

In partial fulfillment
of the requirement for the degree of

PhD

By

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2012

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IMPACT OF WORKPLACE STRESS ON ORGANIZATIONAL PERFORMANCE – AN ANALYTICAL STUDY OF AIR TRAFFIC CONTROLLERS OF PAKISTAN

Abstract

The purpose of study is to investigate the impact of workplace stress of air traffic controllers, Pakistan Civil Aviation Authority (CAA), on organizational performance. The study is based on review of existing literature and collection of data through a self-developed and administered questionnaire, which was also validated through a pilot study testing and the researcher's paper published in the International Journal of Human Resources Studies (Iqbal & Adnan, 2012). Sample was selected from Air Traffic Controllers of CAA by using the technique of proportionate random sampling. This is a time series study, which was undertaken in two phases, Study-1 in 2006, and the Study-2 in 2010. The model is good fitting and all hypotheses were accepted at a significant 'p' value. In study-2 another dimension of 'organizational change' was included for computing workplace stress. A total of 145 and 134 questionnaires were distributed in sample using proportionate random sampling technique; while 134 and 122 respondents returned the questionnaires, in study-1 and study-2 respectively.

The study results show that there is a negative relationship between workplace stress and organizational performance. Those air traffic controllers who had high level of workplace stress had low level of performance. As hypothesized, stress coping strategies, health issues, and job control have a meditational affect between workplace stress and organizational performance; while job satisfaction has moderating affect between workplace stress and organizational performance. All five hypotheses were accepted.

The results are applicable to Air Traffic Controllers of CAA. Future research may investigate the issue by adding other variables like 'commitment' and qualitative research methodology. The practical implications include implementation of the results to decrease the air traffic controllers' level of stress and increase level of organizational performance.

کام کی جگہ کے دباؤ کا ادارہ جاتی کارکردگی پر اثرات۔

پاکستان کے ایئر ٹریفک کنٹرولرز کا ایک تجزیاتی مطالعہ

خلاصہ (Abstract)

اس مطالعے کا مقصد پاکستان سول ایوی ایشن اتھارٹی (CAA) میں خدمات انجام دینے والے ایئر ٹریفک کنٹرولرز کی ادارہ جاتی کارکردگی پر کام کی جگہ کے دباؤ کے اثرات کی تفتیش کرنا ہے۔ یہ مطالعہ خود سے تیار کئے ہوئے اور مرتب شدہ سوالنامے کے ذریعہ حاصل شدہ لٹریچر اور ڈیٹا کے جائزے پر مبنی ہے۔ جس کی توثیق ایک پائلٹ اسٹیڈی ٹیسٹنگ اور انٹرنیشنل جرنل آف ہیومن ریسورس اسٹیڈیز (اقبال اور عدنان، 2012) میں شائع شدہ ریسرچ پیپرز کے ذریعہ بھی ہو چکی ہے۔ نمونے کا انتخاب CAA کے ایئر ٹریفک کنٹرولرز کے متناسب رینڈم سیمپلنگ کی تکنیک کے ذریعہ کیا تھا۔ ٹائم سیریز پر مبنی یہ مطالعہ، اسٹیڈی-1 2006 اور اسٹیڈی-2، 2010 کی صورت میں دو مرحلوں میں مکمل کیا گیا تھا۔ یہ ماڈل فٹنگ کے لحاظ سے اچھا ہے اور تمام مفروضات کو اہم 'P' کی ویلیو کی بناء پر قبول کیا گیا تھا۔ اسٹیڈی-2 میں کام کی جگہ کے دباؤ کی جانچ کرنے کے لئے ادارے کی تبدیلی کے ایک اور رخ کو شامل کیا گیا تھا۔ متناسب رینڈم سیمپلنگ کی تکنیک استعمال کر کے نمونے کے طور پر کل 145 اور 134 سوالنامے تقسیم کئے گئے تھے، جبکہ اسٹیڈی-1 اور اسٹیڈی-2 میں بالترتیب 134 اور 122 جواب دہندگان سوالنامے واپس کر دیئے تھے۔

مطالعہ جاتی نتائج سے ظاہر ہوا کہ کام کی جگہ کے دباؤ اور ادارہ جاتی کارکردگی میں ایک منفی تعلق ہے۔ جن ایئر ٹریفک کنٹرولرز پر کام کی جگہ کا دباؤ زیادہ تھا ان کی کارکردگی کی سطح پست تھی۔ مفروضوں کے مطابق دباؤ سے نمٹنے کی حکمت عملیوں، صحت کے مسائل اور جاب کنٹرول کا کام کی جگہ کے دباؤ اور ادارہ جاتی کارکردگی کے درمیان پائے جانے والے تعلق پر استغراقی اثر مرتب ہوتا ہے۔ تمام پانچوں مفروضے منظور کر لئے گئے۔ نتائج پاکستان سول ایوی ایشن اتھارٹی کے ایئر ٹریفک کنٹرولرز پر لاگو ہوتے ہیں۔ مستقبل کی تحقیق اس مسئلے کی تفتیش، کمیونٹ اور کیفیاتی ریسرچ کے طریقہ کار جیسے تغیر پذیر اجزاء کو شامل کر کے کی جاسکتی ہے۔ عملی تدابیر میں ضمنی طور پر نتائج کا نفاذ شامل ہے تاکہ ایئر ٹریفک کنٹرولرز پر پڑنے والے دباؤ کی سطح کو کم کیا جاسکے اور ادارہ جاتی کارکردگی کو بڑھایا جاسکے۔



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Certificate of Correction

This is to certify that requisite minor corrections as suggested by me have been incorporated in the thesis by Mr. Muhammad Iqbal, Research Scholar to my satisfaction.

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SUPERVISOR'S CERTIFICATE

This is to certify that the thesis "Impact of Workplace Stress on Organizational Performance – an analytical study of air traffic controllers of Pakistan" is a record of bonafide work carried out by Mr. Muhammad Iqbal, to my entire satisfaction, under my supervision.

July 13, 2012


Dr. Abdul Latif
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DEDICATION

To my late parents who had believed in me, and wished me to reach highest available qualification in the world; I love you and I miss you a lot - '*Amaan* and *Baba*'¹

¹ Local dialect used for mother and father

ACKNOWLEDGMENTS

When I began writing the thesis, I never could have imagined that so many people would play such a significant role in bringing it to fruition. I am indebted to all of them.

I wish to express my sincere appreciation to Prof. Dr. Abdul Latif, an incredible supervisor and role model, for his guidance, valued suggestions, and encouragement throughout the study who also kept me on toes. I would like to thank Prof. Dr. Tahir Hijazi, Dr. H. R. Ahmad, Dr. Mumtaz Khan, and Mr. Adnan Waseem for their consistent support, critical feedback with great patience and affection. I offer my gratitude to Prof. Dr. Shafiq-ur-Rehman and Prof. Dr. Abdul Waheed for their guidance at different stages in the completion of the thesis.

I am thankful to all those the respondents - air traffic controllers, who agreed to participate in this study and staff of Pakistan Civil Aviation Authority who were very cooperative during interactive interviews. My acknowledgment goes to Mr. Michael John Wheeler, my mentor, for his profound influence on my work and my thinking. Thanks to Mr. Murtaza Ahmad, Senior Air Traffic Controller, for his consistent support and liaison with the subjects.

I am indebted to publicly thank my gorgeous wife – Hamida, son – Jamshed, my beautiful daughters – Riffat, Ayesha, Sidra and Sadia, who matter very much to me, for their tolerance and support during my self-imposed isolation to produce this thesis.

Muhammad Iqbal

A NOTE OF CONFIDENTIALITY

A substantial amount of the information and data for this report were obtained through extensive data collection process, focus group interview sessions, and from receiving confidential information from air traffic controllers working at Jinnah International Airport, Karachi; Allama Iqbal International Airport, Lahore; Benazir Bhutto International Airport, Islamabad; and Multan International Airport, Multan.

In order to maximize the effectiveness of interviews, firm commitments had to be given to the subjects that their identity would not be disclosed.

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