



Employees Work Stress in Saudi Telecom Sector: Examining the Role of Long Working Hours, Empowerment, Work Life Balance and Work Environment

Mohammed A. Al Doghan^{1*}

¹*College of Business, King Faisal Univesity, Al-Hufuf, Al-Hassa, 31982, Saudi Arabia.*

Author's contribution

The sole author designed, analysed, interpreted and prepared the manuscript.

Article Information

DOI: 10.9734/JEMT/2020/v26i230230

Editor(s):

(1) Alfredo Jimenez Palmero, Assistant Professor, University of Burgos, Spain.

Reviewers:

(1) Jose Luis Turabian, Regional Health Service of Castilla la Mancha, Spain.

(2) Borislav Kolaric, University Union - Nikola Tesla, Serbia.

(3) Srinivasa Rao Kasisomayajula, Madanapalle Institute of Technology and Science, India.

Complete Peer review History: <http://www.sdiarticle4.com/review-history/49170>

Received 02 March 2019

Accepted 07 May 2019

Published 04 April 2020

Original Research Article

ABSTRACT

Employee management in the telecom sector has emerged as one of the most important human resource functional areas in contemporary global environment. This management of employees in telecom sector is essentially directed toward the realisation of a superior work performance and productivity for efficient customer service and overall sustainability of an organisation in a competitive market. In this context, a background research suggest that work place stress has a derogatory impact on the overall performance through four identified variables such as work hours, work environment, empowerment and the work life balance practices at such organisations. Review of literature suggested an inherent link between less practices in these areas of people management leading to reduced performance and intention to leave. This research therefore undertakes the task to identify the impact of these four variable on the work place related stress and how it impacts the performance of the employees in Saudi Arabia telecom sector. A sample of 150 employees of the telecom sector was selected using a simple random sampling design and a quantitative approach to collect data through close ended questionnaire based survey. The collected

*Corresponding author: E-mail: doghan@kfu.edu.sa;

data was analysed using the statistical program for social science software for deducing findings and testing hypotheses. The findings of the study indicated a direct link between reduced performance and stress related to the four identified variables of the study.

Keywords: Telecom sector; job stress; work life balance; work hours; work environment and empowerment.

1. INTRODUCTION

Employees are considered as the most vital input in any telecom sector, getting them involved, motivated and satisfied is the main key to achieve an effective performance at work. But this performance can meaningfully hindered by work stress especially the excessive stress or high levels of stress over extended periods of time, this type of stress is negatively interrelated to the performance of employees. That means, the higher stress, the lower performance.

Stress has different definition over the years. It is an interaction between the situation and the individual. Selye, [1] presented the meaning of stress in to the life science, he defined stress as the force, pressure, or tension exposed to the person who resists these forces and attempt to sustain its real state. It is a psychological and physical condition that results from the conflict between the individual and his external environment especially when the individual resources cannot help him to cope with the surrounding demands and pressures.

Stress is a natural part of the human life, but the most stressful life events are related to the workplace. Recently, job stress has become a subject of interest. Some stress is a normal part of work, as it considered positive as it is mild and actually it sometimes can helps improve the employees' performance, without any interval, mental, physical or behavioral problems may occur (Health & Safety Executive UK). While, excessive stress which is more clear and obvious when it take longer period of time with giving a negative and harmful effect on employees' performance and overall effects on health and this may interfere with effective performance. There are many different factors that makes employees suffer from work stress. (Swanson, Scott & Engelke, 2008) detected that, work stress may happen because of different factors like an individual, socioeconomic, and family matters all can affect negatively on the employee that undermine the achievement of

goals, both for him and for his organizations. Long working hours and overtime have an enormous impact on employee performance and productivity.

Kazmi, et al. [2] have describe stress as "a change in one's physical or mental state". Moreover, (Park, 2017) described stress as hence it is best identification is a challenge mentally and physically applied on a person under a tremendous pressures or other types of demands placed upon him. Ghaleb & Thuria (2008) urged that, the stress is a product of interface of a person towards the surrounding pressure so when the circumstances become out of his capability stress will happened, causing emotion imbalance and some negative physical affect the person such as cardiovascular, musculoskeletal systems, headache, gastrointestinal problems, sleep disturbance and depression. Stress alone is not a medical state, the exposure to stress may result in mental disorder like developing severe depression or anxiety compared with others in less stressful occupations" [3].

2. LITERATURE REVIEW

2.1 Long Working Hours and Stress

Long working hours have recently appeared as an important topic that detected as one of the main reason that affect the employees' performance causing stress. The International Labor Office (ILO) 2015, stated that "long working hours are work time that is equal to or exceeds 48 hours a week". The persistence of working-time regulations is to be sure that workers are protected from extremely long periods of labor and to provide adequate rest time as a way to encourage and motivate the workers that help in a positive gain for both workers and organizations.

Lee and DeVoe, [4] Studied the effects of hours for work and working time arrangements on the productivity and performance of any organization, they found that, When the

organization adjust the actual working hours according to the employees demands that will improve their performance and the organization performance too. They detect the link between working time arrangements and the productivity. In order to gain an output and a potential long-term improvements in any organization you have to adjust the productivity unit per worker-hour, that result in reducing tardiness level, absenteeism and turnover, and thus will improve employee morale, mental and physical health [5]. Likewise [6] studied the negative influences of shift work and long working hours and described that shift work and long working hours increase risk for a bad reduced performance during work, and a lot of medical problem like obesity, injuries and wide range of chronic diseases.

In order to find out the relationship of work-life balance with job satisfaction [7]. In their study they suggest that, if employees overtime is properly rewarded, the level of satisfaction will increase. If it not wage overtime with no feeling of commitment from the organization to the employee in this case long working hours will effect directly on increasing job demand and effect indirectly on the time for which workers are exposed to stressors. Rajan & Velanganni et al. [8] examined stress and coping strategies of nurses working in private multi-speciality hospitals. They found too long working hours, shift work and over Workload along considered as a specific stressors that effect on employees (nurses) in telecom sector institution. Also [9] stated in his study that, satisfaction of employees and being healthy in his life are the main factors that control their productivity, he found that working hours are strongly associated with job satisfaction and productivity of the employees, and he discussed how regulation of working hours and shifting is very important to hospital management resulting in a positive attitude and commitment from the employees towards their organization.

H1: Long working hours positively affect workplace stress.

2.2 Empowerment and Stress

Randolph (1995) defines the employee empowerment as “a transfer of power” from the employer to the employees. There is a direct relationship between the level of employee empowerment and employee performance success, as it help in obtaining the employee

commitment and job satisfaction. Empowering employees enables organizations to be more flexible and responsive with keeping the employee empowerment leads the organization to innovation and effectiveness (Baird and Wang, 2010).

Arslan and Zaman [10] recommended that, “the employees should be given some authority to take decisions on their own. The more they have access to empowerment structures the more they perform well”. According to Karakoc and Yilmaz, 2009 they found that, employee empowerment considered as one of the most effective tools to encourage the employee at every level by letting them to use their creative thinking and skills to improve the quality of their work and so the performance of the organization as the employee are the core assets to the organizational success, so creating commitment and a sense of belonging for them is the survival key and success of an organization.

Employee empowerment is positive for both the workers and organizations with a significant impact on worker job satisfaction as well as service quality (Ukil, 2016). Admits that, the organizations should realize that the core of empowering employees and its effect on employee satisfaction. He suggest in his study that employees should be given certain authority according to their level and their job description. Also, organizations need to make a participative culture build on sharing vision, values and information with employees, giving some self-sufficiency, and allowing them to become a part in decision-making.

H2: Lack of empowerment positively affect workplace stress.

2.3 Work Life Balance and Stress

For maintaining the balance between work and life or the work–life balance, as the worker choose how they are taking their own decision that how well their workplace can withstand a balance between their personal life and his own job (Tanvi and Fatima 2012). Work life balance have been defined as: “a perception together with appropriate estimate among “work” and “way of life” (Nadeem and Abbes, 2009).

Hafeez and Akbar, [11] discussed the correlation between conflict of work-life and job satisfaction

level of workforce in all the entire management levels, they found that there is a positive relationship between job stress and family with the work-life stress. Moreover, [12] studied the relation between work-life balance especially with occurrence of conflict of work. They suggested that organizations should modify themselves that may reflect on the employee when they feel job satisfaction they will arrange their work-life balance and so enhance their performance.

Employee can achieve higher level of job-satisfaction by sustain the balance among personal as well as work life. Therefore, the more engaged employee in his professional life, the more stable in his personal life (Roberta Maeran et.al, 2013). Also, [13] found a positive relationship between rewards and employees job satisfaction and the satisfaction in the personal life, thus turn on the organization with high productivity. According to [14] Work life balance is a key for satisfaction of employees. Reduction of work family conflict and retention of valuable work force, can reduce the employee stress, and he can gain the job satisfaction and so better life balance. Organizations needs to be support and encourage the Work life balance at workplace culture. Strong and supportive organizational culture increase employee intent to stay in organization and reduce the turnover level [15].

In the other hand many organizations have begun to take a role in developing programs to maintain the balance and the quality of work-life. And build a strong relationship between employee satisfaction and business. Employees feel more satisfied when they work with a balance between their personal life, family and their work [16,17]. Concluded that, Work life balance is positively related with job satisfaction and organizational commitment and negatively related with intention to leave. Benefits arise from work life balance, results in a satisfied employee, committed to their work with willing of a great performance.

H3: Work life balance positively affect workplace stress.

2.4 Work Environment and Stress

The organizational environment is consider an important indicator of employee behavior as the working conditions are linked with employees' job performance and job satisfaction that ultimately

leads to better performance of the organization (Scott et al., 2015). Each organization is required to watch its internal and external environment to obtain the high efficiency goals. As organizational culture is a combination of social and psychological factors. And the employee performance hang on upon these different factors [9].

Stressful work environment affect severely on the performance of employee the higher job stress in the lower job performance. Similarly, there is a positive relationship between employees' view of performance and management-employee relations [18]. Similarly, (Hall, 2007) studied that, if there is no appreciation to the employees for their hard work from organization or management or there is no involvement from organization with their employee and engagement actively in decision making, all of that will creates stress and that will effect on his/her personal life then and mostly creates intention to leave. There is a link between anxiety and satisfaction of employees, the lower anxiety the higher performance [2].

On the other hand (Armstrong, 2000) found that, coaching and training programs considered as an effective tools that help to the employees and organizational development. As training has direct relationship with the employees' performance. It help in improvement the employee skills gaining job performance and job satisfaction. Furthermore, it is reported that cognitive-behavioral training in the organization has a progressive and positive effect on employee well-being, job satisfaction and productivity [19]. Good working environment can illuminate the job stress, it can help to get better conclusions and increasing the productivity. The friendly environment at work place allows the employees to work freely without complications. Working hours, rewards, wages, organizational structure and communication between employees & management, autonomy and independence space given to employees all are factors that affect the working environment and so will affect job satisfaction and performance [20].

H4: Poor work environment positively affect workplace stress.

3. METHODOLOGY

In this research the researcher use the quantitative type of research. Descriptive research is the study which able to describe the

characteristic of variables of the interest situation [21]. The researcher use this type of research to investigate the relationship between independent variables (long working hours, empowerment, work life balance and work environment), and the dependent variable (job stress).

3.1 Sample and Population

The population refers as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications [22]. It can help the researcher to investigate and make inferences that based on the sample statistics. In this study the researcher chose the Telecom sector staff as his population. The researcher will do the research among group of employees from Telecom sector staff, which considered as the target population for this study. The employees who have at least 1 years of experience and different kind of gender which is male and female whom working in Telecom sector. Total number of employees working in telecom sector were 600 approximately. Researcher target every 3rd employee in the list and requested to respond to the questionnaire. Therefore, 200 questionnaire were distributed and 160 completed questionnaire were returned. 10 questionnaire were discarded due to incomplete response. Finally 150 questionnaires were used to analyses the data.

3.2 Instrumentation

Data collection of this research is primary depending on the questionnaire that the researcher will distribute it to the respondent in aim to gathering the information.

The questionnaire stated in English and Arabic, it consisted of two main sections the first section consists of demographic data of the respondent (Age, Education level, Length of service, Number of years of employment and type of working (Regular or Shift). While, the second section consisted of *9 items* measuring the role of long working hours on job stress [9], *17 items* measuring the of the role of empowerment on job stress (George, 2013), *12 items* measuring the of the role of work life balance on job stress and *17 items* measuring the of the role of work environment on job stress [23] as independent variables, while there is *12 items* measuring the job stress on the employees in (Decotiis, 1983). All the Questionnaire items adopted from a previous studies which the questions are validity was rectified.

3.3 Part A: Demographic Data

Table 1. Age group

Age	Frequency	Percent
20.25	7	4.7
26-29	42	28.0
30-35	33	22.0
36-40	28	18.7
Above 40	40	26.7
Missing	0	0
Total	150	100

Table 2. Educational level

Educational level	Frequency	Percent
Bachelor Holder	66	44
Diploma Holder	32	21.3
Mater Holder	10	6.7
Others	5	3.3
Secondary Second Graduate	37	24.7
Missing	0	0
Total	150	100

Table 3. Length of services at JHAH

JHAH	Frequency	Percent
1-3 years	84	56
4-6 years	23	15.3
7-10 years	21	14
Above 10 years	22	14.7
Missing	0	0
Total	150	100

Table 4. Years of employment

Overall	Frequency	Percent
1-3 years	35	23.3
4-6 years	31	20.7
7-10 years	30	20
Above 10 years	49	32.7
Below 1 year	5	3.3
Missing	0	0
Total	150	100

Table 5. Type of employment

Working As	Frequency	Percent
Regular	56	37.3
Shift	94	62.7
Missing	0	0
Total	150	100

3.4 Correlation

The findings of the correlation table provide the data related to the Pearson's correlation test that has been performed on the data that has been

gathered from the respondents. The Pearson's correlation test helps in the analysis of the linear relationship that exists between two variables. From the above given table it can be said that there is a positive relationship between job stress and the variables Long working hours ($r= 0.292$), Lack of empowerment ($r=0.313$), work life balance (0.385) and Poor work environment (0.417). All the variables are found to be have a very weak correlation with Job stress, which indicates that not one factor alone results in the job stress among the employees but is a combination of the multiple factors which results in higher work stress among the employees.

3.5 Regression Analysis

The below given tables provides the regression analysis between the Job stress and the independent variables like long working hours, lack of empowerment, work life balance and poor working environment.

The regression analysis showed in table (12) that there is a positive relationship between the independent variable of the study and the dependent factor with $R^2 = 0.259$. From the data provided in the above given ANOVA analysis it can be said that the value of Significance F (0.000) is less than the significance level of 0.05 . Hence it can be said that the results are statistically significant.

However in the data provided above it can be said that the p -value of factors Long Working Hours and the Lack of Empowerment was found to be 0.397 and 0.263 which is higher than 0.05 and hence they are not statistically significant. According to Hair et al. [24] if the P value is less than 0.05 that will mean that the relations between the two variables the dependent and the independent is significant, which mean here that the work life balance and the poor work environment had a significant relationship with stress.

Table 6. The correlation test

Pearson correlations		Job stress	Long working hours	Lack of empowerment	Work life balance	Poor work environment
Job stress	Pearson's r	—				
	p-value	—				
Long working Hours	Pearson's r	0.292	—			
	p-value	< .001	—			
Lack of empowerment	Pearson's r	0.313	0.277	—		
	p-value	< .001	< .001	—		
Work life balance	Pearson's r	0.385	0.439	0.263	—	
	p-value	< .001	< .001	0.001	—	
Poor work environment	Pearson's r	0.417	0.32	0.492	0.302	—
	p-value	< .001	< .001	< .001	< .001	—

Table 7. Regression analysis

Regression statistics	
Multiple R	0.509
R Square	0.259
Adjusted R Square	0.239
Standard Error	1.018
Observations	150.000

Table 8. Anova single factor analysis

	ANOVA				
	df	SS	MS	F	Significance F
Regression	4.000	52.562	13.141	12.671	0.000
Residual	145.000	150.378	1.037		
Total	149.000	202.940			

Table 9. Regression coefficient

	Coefficients	Standard error	t stat	P-value
Intercept	1.256	0.281	4.469	0.000
Long Working Hours	0.068	0.080	0.850	0.397
Lack of Empowerment	0.086	0.076	1.123	0.263
Work Life Balance	0.233	0.077	3.032	0.003
Poor work environment	0.257	0.080	3.233	0.002

Hence, the regression is gain performed for determining the regression line. The output is provided below:

Table 10. Anova single factor analysis

ANOVA					
	df	SS	MS	F	Significance F
Regression	2.000	50.281	25.140	24.208	0.000
Residual	147.000	152.659	1.038		
Total	149.000	202.940			

Table 11. Regression coefficient

	Coefficients	Standard error	t Stat	P-value
Intercept	1.469	0.238	6.166	0.000
Work Life Balance	0.269	0.071	3.795	0.000
Poor work environment	0.310	0.070	4.415	0.000

Hence, the coefficient line could be obtained from the data provided in the above given table as:

Job stress, $Y = 1.469 + 0.269 * \text{Work Life Balance} + 0.310 * \text{Poor work Environment}$. This data can be used for forecasting the job stress levels among the employees in the organization.

Telecom sector sectors requires committed and dedicated workforce due to the sensitivity and importance of the provided services. It has been a respectful and commendable job role and designations for the individuals who are involved to serve the society. Within this study the work stress among the private hospitals have been analysed critically considering the factors such as working hours, employees empowerment opportunities, work life balance and work environment. It is significantly important for the health sector management departments to ensure the less work stress within the workplace as it may results life threatening activities due to the involvement of treatment facilities and one mistake may impact an individual or a group of individuals negatively.

It has been observed within the study that level of stress has a significant negative impact over the performance of the employees within the

telecom sector setting and thus there is a high need of the telecom sector organisation to ensure the effective workforce policies formulation abiding the ethical guidelines in order to develop a competent workforce who are satisfied and dedicated towards the given job responsibilities. Although, there are some other external factors are involved which sometimes related with work stress among the individuals such as socioeconomic and family issues. On a contrary, internal organisational factors such as long working hours and enormous amount of overtime at the workplace are also highly impactful towards the development of work stress among the employees. Critical significance of work life balance policies along with the empowerment policies of the telecom sector organisation could eliminate the factors responsible for work stress among the employees. Although, the organisation need to understand employees needs and demands refereeing to the advanced human resource management tools to determine the areas required development within the policies and schemes which is resulting increase rate of work stress among the employees. This particular chapter is emphasising on the findings which had been obtained throughout the course of the study. The findings from the review of the literature along with data analysis would be

helpful to understand the in-depth conceptual understanding of factors involving work stress and possible mechanism which could be helpful for eliminating or reducing the level of work stress among the health professionals within the private hospitals.

3.5.1 To examine different factors affecting job stress in telecom sector

The research undertook the task of collecting data that has been analysed subsequently to identify the overall impact of different factors on job stress in Telecom sector. Working hours have been identified to be stressful as the employees have been facing difficulties in leaving work on time and the prevalence of insufficient resting breaks leads them to increased physical exertion resulting from long standing hours during work. A significant majority of respondents admitted that the scope of their job responsibilities were not very clear which inherently will affect the performance of individual employees.

Furthermore, empowerment issues can also lead to job stress consequently leading to decreased performance. Significant factors of job stress in the scope of employee empowerment has been identified from the responses as majority of the respondents were unsure of career development opportunities as well as the lack of transparency in the performance management system of the telecom sector institution. These evidently serves as a hindrance in obtaining superior performance levels by the employees. In terms of the factor of work life balance, employees identified that they do not get sufficient leaves to their personal family responsibilities.

Even though, annual leaves have been identified to contribute to cope with emotional fatigue and stress, no additional annual leaves if required are approved which caused much stress and leads to decreased performance of the telecom sector employees. Furthermore, the nature and characteristics of the work does not allow the employees to make time to cater to the needs of their family members and dependents. Essentially, with low work life balance practice, performance of the employees are deemed to decrease.

3.5.2 To examine the effect of long working hours pressure towards job stress

Review of literary sources as the fundamental source of secondary data in this research led to the understanding that interface of a person

toward surrounding pressure results into emotional imbalance as well as other health impacts including mental disorders such as depression and anxiety. Empirical evidences identified that when the actual working hours in an organisation are adjusted, it led to increment of the overall performance and the individual impacting the organisational productivity positively.

Similar evidences has led to identification of the link between job stress and long working hours associated with a number of health problems such as obesity and other chronic diseases. Furthermore, long work hour's related stress led to increased absenteeism and an increased rate of turnover which inherently affects the overall performance of the organisation. Primary data collected from respondents indicated that rigid work hours in the telecom sector institution was prevalent as identified by majority of employees.

3.5.3 To examine the effect of empowerment and workload towards job stress

Employee empowerment has been identified to share a direct link with employee performance success through realisation of employee commitment and job satisfaction. Empirical research identified in the research of secondary data has identified that employees when having the discretion of performing certain tasks at their will and freedom through increased participation in decision making led to increased productivity and performance.

When such delegation of authority happens from higher levels of the organisational structure to lower levels, decision making power is delegated to the lower level workforce which leads to increased productivity and performance. Baird and Wang (2010) argued the same evidences that when employees have some level of authority to make decisions on their own, they have increased access to empowerment structures resulting in to better performance overtime. Primary data analyses revealed that majority of the employees were not clear regarding their opportunities for career development at the organisation and as such, due to decreased levels of employee empowerment, job stress is likely to be high among the work force of the organisation.

3.5.4 To examine the effect of work life balance towards job stress

Hafeez and Akbar [11] identified a direct relationship between lack of sufficient work life

balance and the decreased job satisfaction of employees. As such, the researchers recommended the improvement of work life balance practices at such organisations in order to decrease the stress on the employees [11].

Furthermore, another 2012 research identified in the research also established that superior work life balance will lead to better effectiveness of the human resources of an organisation essentially translated into better job satisfaction and decrease the job stress (Varatharaj and Vasantha 2012). Additionally, Bashir and Ramay, (2010) also drew the link between increased commitment and increased performance which is essentially recommended to be improved by superior work life balance policy implementation at all levels of the organisation (Bashir and Ramay, 2010). Niks et al. (2018) identified that job satisfaction and improved work life balance led to increased personal satisfaction in family life which is also linked to the superior performance and productivity of the employees with the least possible level of stress.

Majority of the respondents in the research also admitted that they did not get sufficient leaves to cater to their personal commitments and spending time with their families and dependants. Furthermore, another majority of employees also identified that they did not get additional leaves which might help them to reduce work related stress and attend to their family commitments efficiently.

3.5.5 To examine the effect of work environment towards job stress

Majority of employees reported better efficient after they returned from a leave along with increased motivation to perform their duties. Employees identified that superior performance was not noticed by the organisation referring to the lack of a recognising environment at the organisation. Furthermore, another majority of the employees also identified that employees satisfaction at work related to the work environment was not always catered to by the organisation.

4. DISCUSSION OF THE FINDINGS

Considering the fact of economic diversification strategies undertaken by the governing body of the Kingdom of Saudi Arabia there are some enormous amount changes have taken place in recent times in terms of technological advancements and less reliance on the oil based

economy, the shift from oil based economy to the non-oil policy has plays a critical role for the telecom sector organisation to be self-reliant and ensure optimum productivity to contribute towards the economic development of the country as a whole.

The factors such as work demands and pressures sometimes does not fit with the knowledge and abilities of the employees which developed challenge within the workplace resulting in job stress. Although, incompetency challenges could be enhanced with the help of training and development process which are frequently carried out by the organisations to ensure competent workforce. Flexible work hours have been concluded to enhance the productivity and performance of employees through increased commitment, motivation and satisfaction. Empowerment creates a sense of oneness with the organisational goals and improves the quality of work and commitment which translates in the long run as increased performance.

Furthermore, motivation as an isolated factor for performance appraisal has been identified to be improved through increased levels of employee empowerment resulting into better performance and productivity of the employees. Although no severe lack of work life balance practices were identified in the organisation, due to the demanding nature of the jobs at telecom sector institutions, it is important that the current work life balance practices are revised and made to fit the needs of the employees as per the identified grievances such as lack of efficient leave management processes and the inability to take leaves when required.

Furthermore, employees identified that pertaining to the environment of the organisation, there is a sheer lack of appropriate recognition practices which might affect the motivation of the employees and therefore, lead to reduced performance in the long run as well as other grave consequences such as high rates of turnover.

5. CONCLUSION AND RECOMMENDATION

- Based on the findings of the study, the following recommendations are made to improve the areas of work hours, environment and empowerment and work life balance practices at telecom sector.

- Work life balance policies are not a one size fit all concept. Instead, they should be developed according to the specific needs of the employees and the type of job roles that they are engaged in. Therefore, recommendations are to review and revise the existent policies to fit employee needs.
- Work environment does not only refer to a comfortable working place. It encompasses other factors such as the style of management and leadership, interpersonal relationships, catering to employee needs and motivating. Therefore, in the identified lack of recognition, the environment must be suited to recognize and reward employees accordingly.
- The lack of clarity on career development opportunities is an important issue related to empowerment. Therefore, it is recommended that opportunities are made available and employees are made aware to avail them.
- While the nature of the telecom sector jobs demand long work hours, this can be managed through flexible work arrangement and management of shifts to suit the needs of employees.

6. STUDY IMPLICATIONS

The findings of this research will help scholars and researchers to better understand the role of the independent variable of the study which is the long working hour, empowerment, work environment and work life balance and its effect on the dependant variable which is the job stress. Furthermore, findings of this research will strength the body of knowledge and researcher will be able to explain how independent factors effect job stress.

7. FUTURE SCOPE OF THE STUDY

First point of the possible future of this study is, that the findings of this research will help other researcher in the context of health care institutions in Saudi Arabia which will only lead to wider scope of research in the concerned area. Second point is considering the other different independent factors that can cause job stress, finally considering the sample size to increase it and to include any employees from management level of the organisation to clarify the responses obtained from the employees and reason for the drawbacks identified.

COMPETING INTERESTS

Author has declared that no competing interests exist.

REFERENCES

1. Selye HA. Thymus and adrenals in the response of the organism to injuries and intoxications. *British Journal of Experimental Pathology*. 1936b;17:234-248.
2. Kazmi R, Amjad S, Khan D. Occupational stress and its effect on job performance: A case study of medical house officers of district Abbotabad. *Journal of Ayub Medical College*. 2008;20(3):135-139.
3. Melchior M, Caspi A, Milne BJ, Danese A, Poulton R, Moffitt TE. Work stress precipitates depression and anxiety in young, working women and men. *Psychological Medicine*. 2007;37(08):1119–1129.
4. Lee BY, DeVoe SE. Forthcoming. Flextime and Profitability (Renmin University of China; 2015. Available:<http://www.ilo.org/wcmsp5/> 52 K LEE et al. *Industrial Health* 2017, 55, 46–53 groups/public/---ed_protect/---protrav/---travail/documents/
5. Ortega J. Why do employers give discretion? Family versus performance concerns. In *Industrial Relations*. 2009; 48(1):1-26.
6. Caruso CC. Negative impacts of shift work and long working hours. *Journal of rehabilitation nurses*. 2014;39(1):16–25.
7. Malik R, Johnston D. Dendritic GIRK channels gate the integration window, plateau potentials and induction of synaptic plasticity in dorsal but not ventral CA1 neurons. *J. Neurosci*. 2017;37:3940–3955. DOI: 10.1523/JNEUROSCI.2784-16.2017
8. Rajan D, Joseph V. Stress and coping among nurses. *Academicia*. International Labour Organization. Working Time in the Twenty-First Century. 2012;2(10):12–41.
9. Rajan D. Negative impacts of long working hours: A comparative study among nurses. *MOJ App Bio Biomech*. 2017;1(2):60–67. DOI: 10.15406/mojabb..01.00010
10. Arslan M, Zaman R. Effect of empowerment on job performance: A study of software sector of Pakistan University Islamabad. *Research on Humanities and Social Sciences*. 2014;4. Available:www.iiste.org

- [ISSN (Paper) 2224-5766]
[ISSN (Online)2225-0484 (Online)]
11. Hafeez U, Akbar W. Impact of work-life balance on job satisfaction among school teachers of 21st century. Australian Journal of Business and Management Research New South Wales Research Centre Australia (NSWRCA). 2015;4(11). [ISSN: 1839 - 0846 25]
 12. Alexandra Beauregard T, Lesley C. Henry. Making the link between work-life balance practices and organizational performance. Human Resource Management Review. 2009;19(1):9–22,33.
 13. Shagufta Sarwar JA. The influence of rewards and job satisfaction on employees in the service industry. The Business & Management Review. 2013;1-11.
 14. Susi SJ. Work-life balance: The key driver of employee engagement. Asian Journal of Management Research. 2010;1-10.
 15. Felicity Asiedu-Appiah IDM. Work-life balance as a tool for stress management in selected banking institutions in Ghana. Global Advanced Research Journal of Management and Business Studies. 2013; 1-21.
 16. Yutaka Ueda. The relationship between work lifebalance programs and employee satisfaction: Gender differences in the moderating effect of annual income. Journal of Business Administration Research. 2012;1-10.
 17. Arif B, Farooqi Y. Ember. Impact of work life balance on job satisfaction and organizational commitment among university teachers International Journal of Multidisciplinary Sciences and Engineering. 2014;5(9).
 18. Brown S, Sessions JG. Attitudes, expectations and sharing, Labour. 2003; 17(4):543-569.
 19. Proudfoot JG, Corr PJ, Guest DE, Dunn G. Cognitive-behavioral training to change attributional style improves employee well-being, job satisfaction, productivity and turnover. Pers. Individ. Differ. 2009;46: 147-153.
 20. Bhanu MVV, Sai P. C. Babu. Impact of work environment and job stress towards job satisfaction. IOSR Journal of Business and Management (IOSR-JBM). 2018;20(2) Ver. II:01-07. [e-ISSN: 2278-487X] [p-ISSN: 2319-7668] Available:www.iosrjournals.org
 21. Gall MD, Gall JP, Borg WR. Educational research: An introduction (8th ed.); 2007.
 22. Polit DF, Hungler BP. Nursing research: Principles and methods 6th ed. Philadelphia: J.B. Lippincott; 1999.
 23. Kuan Th. Y. Does flexible working arrangement as one of the work-life benefits foster Malaysian employee's and predict turnover intention?: A mediating role of perceived organizational support Masters thesis, University of Malaya; 2012.
 24. Hair JF, et al. Research METHODS FOR BUSINESS. England, UK: John Wiley & Sons Ltd.; 2007.

© 2020 Doghan; This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Peer-review history:
The peer review history for this paper can be accessed here:
<http://www.sdiarticle4.com/review-history/49170>