

Research on the Relationship between Managing Stress and Organization's Performance of Small& Medium Enterprise in China:-Focus on the Moderating Effects of the Organizational Support

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Abstract: Work stress is an important factor that affects the job performance of Small& Medium enterprise in China. By taking Small& Medium enterprise from all walks of life as the research object, four main sources of work stressors are selected, with the job performance as the dependent variable, and the perceived organizational support as the moderator variable between work stress and job performance, the purpose of this study is to analyze the relationship between work stress and job performance as well as the moderating effect of organizational support by empirical research method. As the basis of this research, this paper firstly reviews and summarizes the previous related studies, and then points out the progresses and inadequacies of the previous researches. This Paper proposes a study framework on the influence that work stress gives to the job performance of Small& Medium enterprise, as well as the research hypothesis. Questionnaires and investigation are carried out in accordance with the model and hypothesis.

1. Background and Purpose

In recent years, China has been considered as a perfect destination for expansion due to its fast growing economy and the increased purchasing power. On the one hand, China has become the world's second-largest economy in the past decades and despite the recent slowdown, the growing rate of China's economy is around 7 percent which is still almost three times higher than the United States' less than 2.5 percent over the last couple of years. On the other hand, according to a research conducted by the Trading Economics which shows that the disposable personal income in China increased steadily in the past 10 years from 13,785 Yuan in 2006 to 33,616 Yuan in 2016. More specifically, the urban and rural per capita disposable income increased by 5.6 and 6.2 percent respectively, reaching 33,616 Yuan and 12,363 Yuan in 2016. According to a research conducted by Hua indicates that there were no more than 100 foreign-owned enterprises in China in 1998,

While the number has increased to 481,200 by the end of 2015. As a result, it is common for the small and medium size companies to feel stressed and pressured due to the fierce competition between rivals and foreign new entrants. Meanwhile, employees in these small and medium companies may produce a feeling of stress as they are always forced to handle

Excessive workloads and accept challenging jobs. Except the foreign new entrants, the fast pace of the organizational change also makes a contribution to intensify the competitive stress among Chinese small and medium companies. Nowadays, there are many forces that motivate organizations to change. For example, the survival of the small and medium companies

Strictly depends on the satisfying the consistently changing needs and requirements of customers, so that it is very essential for the small and medium companies to adopt changes in order to produce better organizational performance that outperforms competitor. In other words, the small and medium companies need to be willing to introduce change and be innovative in order to compete with large and mature companies in today's highly competitive market. Conducting the organizational change also brings an amount of stress and pressure to employees. The reason is because the organizational change may place the known with uncertainty and ambiguity.

2. Methodology

This paper approximately sums up the questions that embody the variables in working milieu which lay the foundation for

The modification of the questionnaire and deploy questionnaire survey to measure the influences of various variables on the started this survey on Oct 21, finished survey on November 2, 2019 and the sample size is about 405 respondents. A

Questionnaire is designed and salesmen from different levels of all walks of life are surveyed. Based on the research of

Model and hypothesis, this paper uses SPSS 20.0 as the tool to analyze the data after survey.

3. Research Model

This study aims to verify if perceived organizational support has a moderating effect between work stress and organizational performance. The following <Figure 1> presents the research model of this study.

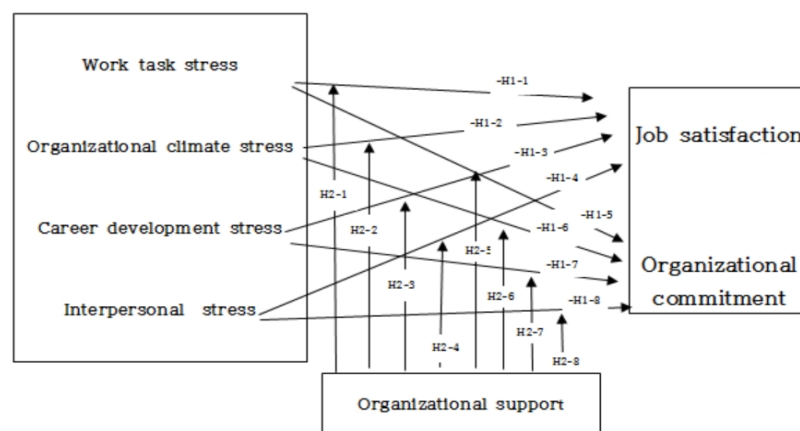


Figure1. Research model

3.1. Data Collection

This research is well suited for above conditions, so we deploy questionnaire survey to measure the influences of various

Variables on the relationship between managing stress and organization's performance of Small& Medium enterprise in China. The participants of this questionnaire are selected among Small& Medium enterprise's worker from Shan Dong province and working friends of the author. The survey approaches are online questionnaire survey.

3.2. Descriptive Data Analysis

Out of 451 distributed surveys, 405 were considered complete enough to be scored which is a return rate of greater than 89%. Once surveys with more than a 10% incomplete rate were discarded because they were not complete enough or the answers were not legible, 405 still remained useful. Among the 405 respondents, there were slightly more female than male. The male tourists were 45.9%(186 people) and

The female tourists were 54.1%(219 people). The majority of the respondents were under the age 45 years, which represented 91%(372 people) of the total respondents. The age group lower than 25 years distributed 54.1%(158 people). The age group of 26-30 years distributed 14.8%(60 people), The age group of 36-40 years distributed 4.7%(19 people), and the age group of 41-45 years distributed 14.8%(60 people). Also, employees of (42%) 70 people were married, 171 people(42.2%) were single yet, and others were (5.8%) 64people. In the education part, more than half(67.4%) of the respondents held a

Junior college degree. The high school graduates or less were 4 people 1%. Moreover, the high school diploma was 18

People (4.4%). Bachelor were 23.2% 94 people. Last, graduate or more level were 16 people (4%). For tenure less than a year were 80 people (19.8%), 1-5 years were 133 people (32.8%), 6-10 years were 82 people (20.2%), 11-15 years were 78 people (19.3%), 16-20 years were 17(4.2%) people and more than 20 years were 15 people(3.7%). For the industrial code, Small and medium-sized enterprises in manufacturing and information technology account for the largest proportion, 38.8% and 31.4% respectively. The proportion of finance and chemical industry is 11.8% and 9.6%, Construction, cultural, lodging and catering, agriculture industry is 4.2%, 2.0%, 0.5%, 0.2% respectively. 153 respondents from ordinary clerk, 72 respondents from supervisor, 83 respondents from senior manager, 1 respondent from branch manager and 96 respondents from president.

4. Hypotheses Test Summary

According to prior regression analyses, hypotheses results are shown in table <4-18>. And finds that: H1-1, H1-2, H1-3, H1-4, H1-5, H1-6, H1-7, H1-8, H2-2, H2-3, H2-5, H2-6, H2-8 was supported. H2-1, H2-4, H2-7 was not supported. The practical implications of these hypothetical tests can be found:

4.1 The higher work tasks stress, organizational climate stress, career development stress, interpersonal stress of small and medium enterprise employees will reduce their job satisfaction and organization commitment.

4.2 Organizational support has a moderator effect on the relationship between organizational climate stress and job satisfaction; Career development stress and job satisfaction. Indicating that the organizational support control is larger, the impact of organizational climate stress and career development stress on job satisfaction is lower.

4.3 Organizational support has a moderator effect on the relationship between work task stress and organizational commitment; Organizational climate stress and organizational commitment; Interpersonal stress and organizational commitment. Indicating that the organizational support control is larger, the impact of work task stress, organizational climate stress, interpersonal stress on organizational commitment is lower.

Table 1. Summary of Hypotheses Test

H	Content	Test Result	
H1	Work stress will negatively(-) affect to organizational performance		
H1-1	Work tasks stress will negatively (-) affect to job satisfaction	Supported	Supported
H1-2	Organizational climate stress will negatively (-) affect to job satisfaction	Supported	
H1-3	Career development stress will negatively (-) affect to job satisfaction	Supported	
H1-4	Interpersonal stress will negatively (-) affect to job satisfaction	Supported	
H1-5	Work tasks stress will negatively (-) organizational commitment	Supported	
H1-6	Organizational climate stress will negatively (-) affect to organizational commitment	Supported	
H1-7	Career development stress will negatively (-) affect to organizational commitment	Supported	
H1-8	Interpersonal stress will negatively (-) affect to organizational commitment	Supported	

H2	Organizational support will have moderate effect between work stressors and organizational performance		
H2-1	Organizational support will have moderate effect between Work tasks stress and job satisfaction	Not Supported	Partially Supported
H2-2	Organizational support will have moderate effect between Organizational climate stress and job satisfaction	Supported	
H2-3	Organizational support will have moderate effect between Career development stress and job satisfaction	Supported	
H2-4	Organizational support will have moderate effect between Interpersonal stress and job satisfaction	Not Supported	
H2-5	Organizational support will have moderate effect between Work tasks stress and organizational commitment	Supported	
H2-6	Organizational support will have moderate effect between Organizational climate stress and organizational commitment	Supported	
H2-7	Organizational support will have moderate effect between Career development stress and organizational commitment	Not Supported	
H2-8	Organizational support will have moderate effect between Interpersonal stress and organizational commitment	Supported	

5. Conclusions

5.1 Overview of the Study

The work stress has been increasingly considered as the most crucial topic in the field of the organizational behavior and human resource management, due in part to its influence on competitive pressures that impact work and managers alike. In recent years, the small and medium size companies in China are confronting with a high level of competition which is fueled by the fast pace of globalization and economic growth. Under such circumstance, employees in these small and medium size companies are seriously suffering with the excessive stress whether in workplace or personal life. As to this regard, this research project is committed to investigate the relationship between work stress and organizational performance in the context of the small and medium-sized companies and the moderating effects of the organizational support between these two variables have also been investigated in this research paper.

5.2. Discussion of Findings

As mentioned above, there is a negative correlation between work stress and organizational performance. As to this regard, it is important for HR managers to provide a range of supports to prevent employees from being affected by the workplace stress in order to improve the performance of the organization. The following paragraphs will focus on providing some relevant stress management tactics from two perspectives, including the work stress and organizational support.

Work task stress: As mentioned before, the role ambiguity is an important factor that leads to the work task stress. The organizational development technique of role negotiation has value as a stress management method because it allows individuals to modify their work roles. More specifically, in the process of role negotiation, points of conflict and confusion become opportunities for clarification and resolution. The final result of the role negotiation process should be a clear, well-defined focal role with which the incumbent and organizational members are all comfortable.

Interpersonal stress: As mentioned before, the ineffective communication and bad interpersonal relationship are two major causes that trigger the interpersonal stress. As to this regard, it is essential to improve the effectiveness of organizational communication and establish a good

relationship network in organizations in order to eliminate or minimize the interpersonal stress. For improving the effectiveness of organizational communication, organizations are encouraged to utilize the information technologies which can significantly allow employees to have more complete information to make faster decisions and provide employees with more opportunities to collaborate and share information. For establishing a good relationship network, leaders in organizations are encouraged to adopt the employee oriented leadership style which can lead to a work environment that focuses on relationship.

Organizational climate stress: it is essential for management to establish a strong and healthy organizational culture in order to reduce and eliminate the organizational climate stress. According to Robbins employees will be more capable to counterbalance the stress and pressure of a turbulent pace of life when the organizational culture is characterized by a strong sense of purpose, a focus on individual development, trust and openness, employee empowerment and toleration of employee expression.

Career development stress: a range of career development program should be established to help employees advance their work lives within a specific organization and the focus of such program should provide employees with the information,

Assessment and training needed to help them realize their career goals and take on more challenging positions. For example, mentoring can be considered as an effective career development approach, and when diverse members of an organization lack mentors, their progress in the organization and advancement to high-level positions can be hampered. In addition, in order to reduce the career development stress, it is important for organizations to present realistic job preview to show candidates both the positive and negative aspects of the job in the process of recruitment, along with the potential career path available to the employees.

The findings of this study have indicated that the perceived organizational support has a moderating effect on employee stress, therefore, improving the perceived organizational support can be seen as an important mean to manage and prevent the stress. Ways to improve the perceived organizational support are shown below:

Putting emphasis on procedural justice: fair organizational procedures and policies yield major contributions to the perceived organizational support, because such policies and procedures are often viewed as strongly under the control of the organization and central to employees' long-term interests. This viewpoint has been supported by Burns indicates that fair treatment which conveys a sense of concern for their well-being is among the strongest drivers of perceived organizational

Support. Types of fair treatment may include 1) distributive justice which concerns the fairness of the outcomes themselves, 2) procedural justice which focuses on the fairness of processes used to determine how resources such as promotion, salary and job assignments are distributed, 3) information justice which is related to the provision of necessary job-related information and 4) interpersonal justice which involves the fairness in the treatment of employees.

Setting achievable goals and reward proportionately: appropriate rewards and recognition for the achievement of high performance can be seen as an effective measure in promoting the perceived organization support. Organizations are able to promote an environment that employees can expect to gain rewards for high performance when rewards and recognition for high performance are appropriately provided by Eisenberger, Rhoades & Cameron (1999). Employees are more likely to perceive their organizations value their contribution, and such perceived feelings will not only increase employees' willingness to perform at high level, but also serve to enhance their perceived organizational support. However, it is important for management to develop and maintain employee expectations that high performance will be appropriately acknowledged, rewards and recognition should be provided for achievable high performance.

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