

**Impact of Job Stress on Consumer Satisfaction with Role of Mediating Variables
(Employee Satisfaction and Employee Performance): A Study of Punjab Emergency
Service (Rescue 1122) Sahiwal, Pakistan**

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Abstract

Rescue 1122 is playing a vital role in rescue services in Punjab. Rescue services basically upon employee's efficiency. Low wages, extra working hours, fake and irrelevant phone calls are the causes of stress on employees and resultantly employee's satisfaction impact on customer's satisfaction. This study will investigate the impact of stress on employees and its impact on customer's satisfaction and dissatisfaction. The researcher will use explanatory research and describe the phenomena of employees and customer's satisfaction and dissatisfaction. The study will use the entire population of Sahiwal Region and by using stratified sampling method. In a sample of 600 people, 300 employees and 300 customers of Rescue 1122 will be used. Researcher will use the survey method and an adopted questionnaire for collection of data. A Software SPSS will be used for data analysis. Findings of this research will be used for Rescue 1122 employee's and customer awareness.

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1. INTRODUCTION

1.1 Emergency management and its importance

Emergency management encompasses the activities of different agencies of federal, provincial, and local level and it refers to the emergency management agencies or disaster management. Emergency management describes the four phase process of mitigation, preparedness, response and recovery (Barid, 2010). Emergency is an unplanned process for mitigation and recovery of community losses. Emergencies include fire, flood, earthquake, explosion, storm, accidents, diseases and Emergency agencies are using the process of emergency management for protection from disaster. It is a mechanism of co-ordinating and utilizing the resources to manage the emergency and saving lives and reducing the human losses.

The knowledge of disaster management would enhance to design and refine disaster plans to protect the lives of public. Disaster plans depend upon community experience and helpful to understand the main reasons of disaster. Planning should be started from local level and effective dialogue with community showing the significance of emergency management (Asif, 2012). National Disaster Management Authority getting information from media and creating awareness in society about the disaster such as fire, earthquake, collapse, and terrorism (Disaster management: 'Rapid response key to mitigate effects of natural disasters', 2013). Media is creating awareness about

the disaster and changing the behavior of people and intimate about the disaster much earlier than awaiting for what happened ('Media should be proactive in handling disasters', 2012).

National Disaster Management Ordinance establishing the disaster institutions at federal and provincial level and identifying the need of risk and planning during disaster. UNDP and NDMA conduct the studies in disaster affected areas and developing the various disaster management short courses (National Institute Of Disaster Management (NIDM) established - A Step towards Making Pakistan Disaster resilient, 2010). Social scientists revealed international cooperation, and improved system to reduce the disaster. Electronic media has a vital contribution through awareness in society for development of disaster institutions and exploring the importance of these institutions (Khalid, 2013). Pakistan's geographical location is expressing the emergency in the country. Land sliding, flooding, earthquakes, droughts, fires, oil spills, cyclones are taking place in disaster areas and awareness about all of these is showing the government's interest towards the disaster areas (Jillani, 2014).

1.2 Human losses in Pakistan during last twenty five years

From 1987 to 2011, in Pakistan, total 1,70,968 people were killed in Pakistan with various disasters such as flood, earthquake, drought, famine, epidemic, wind

storm, landslides, extreme temperature (NDMA, 2011).

1.3 Emergency management in Pakistan

After partition of sub-continent Pakistan became an independent state and government established different departments. In 1958 Calamity Act mainly concerned with emergency and established relief commission rate at provincial level and Emergency Relief Cell in cabinet secretariat. Emergency Relief Cell deal with post disaster scenario and other conventional emergency services such as Police, Crises Management Cell, Fire Service, Civil Defense Agency, and Federal Flood Commission and Metrological department were the major institutions for emergency management. And in case of major emergency Armed forces were used to manage the disaster. In 2003 Ministry of Interior established a task force for disaster and this process continued till 2004 with the establishment of 1122 Emergency Rescue Service in Punjab. In October 2005 earthquake was the turning point towards the Disaster Management and the government immediately established Federal Relief Commission and an authority for reconstruction as Earthquake Reconstruction and Rehabilitation Authority (Pakistan, 2007). In 2007 National Disaster Management authority was established and in 2010 NDM Act established a new national Disaster Management System in Pakistan (Zeb-U-Nisa, 2010).

1.4 Rescue 1122 and its contribution in emergencies in Punjab, Pakistan

Punjab Emergency and Rescue Service 1122 is the largest rescue service in Pakistan and it was established in 2004 with limited scope in Lahore. It was legalized through parliamentary act in 2006 with "Punjab Emergency Service Act" and also established Disaster Response Force by the Provincial Disaster Management Authority (PDM) by Government of Punjab. Rescue 1122 plays a vital role in emergency and believes in "Saving Lives and Changing Minds". Rescue employees saving the people in accidents, fire, blast, explosion, and flood and in other emergencies (Introduction of Rescue 1122, 2014).

1.5 Reason for job stress at rescue 1122 employees

Rescue workers need job commitment to reduce the major causes of death in accidents and create awareness among the community members to adopt measures for the safety of human life (Punjab Emergency Service observes World Humanitarian Day, 2013). The disaster response force of Rescue 1122 commitment under the leadership of Dr. Farhan Khalid to respond in real time in an accident with proper planning and coordination of logistics to enhance the job satisfaction and public welfare (Report, 2013). Different allegations against Director General's appointment and two illegal service extensions are the causes to de-motivation in employees due to whom their job commitment decreases and it enhances stress, but it is surprising that no action has been taken by the Punjab

Government (Ahmad, 2013). Rescue 1122 celebrates the world Humanitarian Day to work with commitment towards the prevention of emergencies of fire, flood, accidents, and life saving activities. Rescue 1122 is commemorated for its worker sacrifices and reaffirmation for job commitment to the lifesaving work (Rescue 1122 observes World Humanitarian Day, 2013). The mission of the rescue service is to save the communities, organize the emergency system and develop awareness in communities with Islamic ethics and commitment to mitigate the public safety (Rehman, 2011). Work is stressful but the commitment to save the lives and helping the humanity gives the strength to the workers of rescue 1122. It's an ethical and moral duty to fulfil the commitment and protect victims (Ali, 2013).

When you feel stress, remember Almighty Allah and seek His mercy and help. Truly no one despairs of Allah's soothing mercy except those who have no faith. The primary objective of Rescue 1122 is to provide the best services to victims of accidents and ensure the quality and standard of services with strict monitoring and victim's feedback (Naseer, 2011).

1.6 Low salaries

The government agreed to raise salaries according to Punjab police but this did not happen and the stress level in employees is increasing day by day which is the cause of job dissatisfaction (Hussain, 2012). Rescue 1122 is a model for SAARC countries and providing a quality service to people and

government has expanded it to all of the district and tehsil levels. Rescue 1122 is not maintaining the international standards and services in case of emergency and disaster due to unsatisfied level of salaries (Reporter, 2012). Special allowance of 15 days fixed salary for rescue workers is decreasing the stress level (Admin, 2012). Rescue 1122 is providing relief to the poor people and effectees of accidents but the rescuers facing trouble due to financial crunch and low salary according to salary scale. Punjab Government is revising and upgrading the scales of employees of health department but rescue worker scales are not equal even health department because Rescue 1122 is a new department and it has an impact on employees performance (Report, 2007). Rescue employees protested against the government policy about the salaries and as a mark of protested sometimes they do not receive the emergency calls. Some of employees started strike and beating their colleagues who are not willing to join the protest, they had stopped their duties until the government would have increased their salaries up to fifty percent of their basic salarie (Iqbal, 2010). Mismanagement and unnecessary delay by the planning department are causes due to which rescue employees have not been receiving their salaries for last three months and they draw their last salary in April 2013 and now they were deprived of three months salaries. The delay of salaries distribution of the employees for last three months because transactional phase has not been completed till now (Ali, 2013). Under training employees of Rescue 1122 have not

received their salaries for the last six months and this is delayed due to the verification of documents and its developing stress on newly hired employees. As well as employees are refusing the promotion because they know it means no salary of nine months due to training (Haider, 2013). Law Minister of Punjab said that the salaries of Rescue 1122 will increase up to equivalent to Punjab Police and minimized the job stress (Rescue-1122 staff to get pay-raise, 2011).

1.7 Fake calls

Fake calls are big causes of wastage of time and creating stress among employees. Hard work of the rescue staff and heavy traffic of communication has revealed the stress and dissatisfaction of job and disturbing the standard average response time of six minute (Rescue 1122 asks people not to bother it with prank calls, 2014). Fake calls data revealed that out of 9.8 million calls, 9.2 million calls were fake since 2004 to 2008 and disturbing the employees and decreasing the performance and quality of service, after analysis, 1.7% were actual and 4.3% were for seeking information and 94% were irrelevant calls which include 35.1% from girls, 25.2% from boys, 1.7 from children, 0.3% musical, 1.4% abuses, 1% wrong and other 29.3% were dropped calls (Rescue 1122 receives 9.2 million fake calls, 2008). If ambulances and fire fighters receive fake calls and in respond it might delay a real emergency at any other place. The governor has approved an ordinance to pave way to formulate regulations about fake request of rescue services. These prank

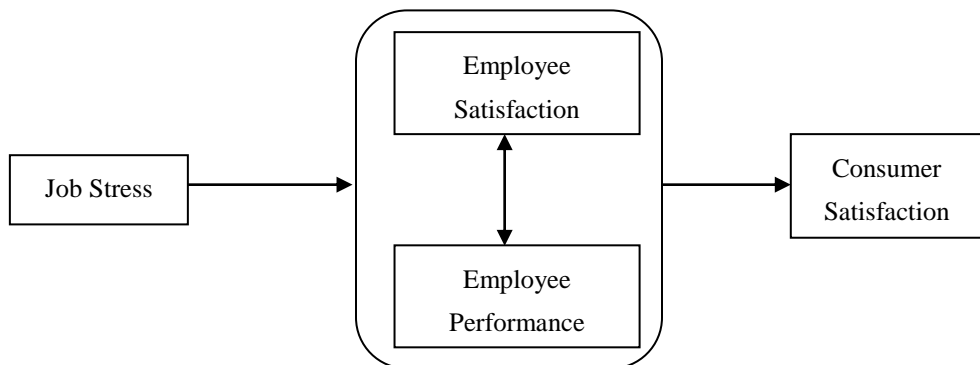
calls disturb the employees and develop stress in employees and its impact on customer satisfaction (Khan, 2012). In 2013 at least 0.5 million call on Rescue 1122 toll free number in which 9953 calls for emergencies, 4787 for first aid, 4670 for traffic accidents, 607 for fires, 525 for crimes, 102 for bomb blasts, 65 for building collapse, 11939 for patient move to hospitals and all of others were fake calls which are the cause of stress and dissatisfaction of patients (Half a million calls made to Rescue 1122 last year, 2014). According to the APP, Rescue 1122 has rescued 100,000 people in Punjab since 2004 till now. Rescue received 7.65 million calls in which 7.15 million were obnoxious and 312326 were for information DG Rescue 1122 has appealed to public to avoid the obnoxious calls in the large interest of rescue employees and emergencies (Ziqaad, 2013). Prank calls culture in society disturbing the employees and it reverses the impact on customers, it describes the rescue service has to develop the software that block the prank calls and the callers in real emergency situation do not make the call due number busy and legal action should be taken as six months imprisonment and Rs. 50000 fine (Prank calls culture impedes Rescue 1122 performance, 2009). Unwanted calls sometimes deprive the emergency from timely provision of care to victims. These unwanted calls just for sake of fun and time pass activity and in result workers lose the passion and this decreases their efficiency (Malik, 2009). Dr. Iffat Rohail said Most of fake calls from boys for fun, thrill and due to frustration, and girls are leading in this

activity due to more freedom in society as compared to past. It revealed that employees are disturbed due to irrelevant service to fake accidents (Ahmad, 2011).

1.8 Extra working hours

Rescue control room is playing a vital role in coordination between the employees and customers, Provincial monitoring cell (PMC) and doctors are supervising the operation around the clock. For timely emergency rescue employees are working around the clock and this schedule develop the symptoms of stress and in result 95% of victims would not get ambulance in time because less number of employees (Rescue 1122 emergency arrangements, 2014). During Eid holidays in all district Rescue 1122 employees are alert and work on special duties; these duties are around the

clock and providing emergencies to victims. The leaves of Rescue employees are restricted in special emergencies and assigned special duties at rescue station. Restricted leaves and special duties are causes of stress (Correspondent, 2013). Rescue 1122 headquarters remain operational and ensure the effectiveness of service around the clock, monitor all the shifts and assign special duties, cancel leaves and meeting with hospitals management (Saeed, 2013). Rescue 1122 services has been extended to all 36 districts of Punjab and scope of work, duties, working hours are stressful for employees. This stress is the cause of dissatisfaction of employees and customer dissatisfaction (Pakistani emergency responders train in camp management, 2013).



Pathak, 2012; Judge *et al.* 2001; Trivellas, 2011

1.9 Statement of the problem

The problem is to manage the employees of Rescue 1122 effectively and efficiently because job stress which comprises low wage, extra working hours, irrelevant and fake calls which create negative impact on employees job satisfaction. The concept of

employee satisfaction not only associated with job stress but also with the positive or negative impact on consumer's satisfaction of dissatisfaction. This study investigates the impact of employee satisfaction on consumer's satisfaction.

Sr. No.	Authors	Findings & Results	Constructs	Year
1	Malik <i>et al.</i> (2011)	Opposite relationship between stress & job satisfaction and its effects on customer satisfaction.	Stress, Job satisfaction, Customer satisfaction	2011
2	Ahari <i>et al.</i> (2013)	Direct relationship between stress and organizational productivity, job satisfaction and organizational productivity and job stress and job satisfaction.	Productivity, Job stress, Job satisfaction	2013
3	Zuraidah and Rasi (2014)	Positive impact of job stress on job satisfaction.	Job stress, Job satisfaction, engineer stress, Job stress effects, Job performance	2014
4	Naqvi <i>et al.</i> (2013)	High level of job stress, Inappropriate financial benefits cause of job stress, Job stress effect employees productivity, Employee are frustrated due to job stress, Negatively stress factors are increasing job stress (physically, behaviorally, psychologically).	Job stress factors (Lack of financial rewards, Inflexibility in work hours, Personal issues, Low control over the work environment, Management system), employee productivity	2013
5	Daniel <i>et al.</i> (2012)	Satisfied employees are more important for organization and have a positive sign for customer satisfaction	Variables or employees & customer satisfaction (Good care, IT facility, E-Massage reply, Manager relationship, Welcome in need of help)	2012
6	Aftab and Anum (2012)	The results of this study revealed that the job stress among employees leads them somewhat towards counter-productive work behavior and there was a sufficient positive correlation exists between job stress & employee CWB.	Job stress, negative behavior, inferential statistics, and causal study, cross sectional, employee counter-productive work behavior.	2012
7	Musyoka <i>et al.</i> (2012)	The empirical results found that stress had positive influence on corporate performance. The relationship between stress and physiological, psychological and behavioral manifestation was also positive.	Work stress, Non work stress, Stress manifestation, Corporate performance	2012
8	Ardakani (2013)	62.08 workers are in job stress and also have a positive relationship among job satisfaction and physical conditions and job interest dimensions of job stress.	Job Satisfaction; Workplace; Stress, Psychological; Occupational Health; Industry	2013
9	Shahid <i>et al.</i> (2013)	The results show that all the components of stress cause great stress in bankers and then decrease their performance.	Job performance, Stress	2013
10	Lee and Young (2011)	The findings from the analysis are as follows. First, role ambiguity and physical environment are negatively related to job satisfaction. Second, social support has a direct effect on	Job stress, social support, Job satisfaction	2011

		job satisfaction but has no moderating effect. Third, supervisor support is more effective in enhancing job satisfaction than coworker support.		
11	Standford (2008)	Job satisfactions have a strong significant relationship between employees and customers.	Job satisfaction, customer satisfaction	2008
12	Rannia and Leontaridi (2002)	10 - 14 % more likely to hold intentions to quit or be absent from work than those without any job stress, with the probability of intending to quit or being absent increasing with successively higher work related stress levels.	Jon stress, Quits, Turnover, Absenteeism	2002
13	Pathak (2012)	Organizational Role Stress is negatively & significantly related with job satisfaction. Perceived Organizational Support was found to lessen the stress level of the employees, thereby indirectly affecting job satisfaction.	Organizational Support, Organizational Stress, Job Satisfaction	2012
14	Ali (2011)	Highly positive significant relationship among job stress, affective commitment, normative commitment, continuance commitment and job performance.	Job stress, Job performance, Affective commitment, Normative commitment and Continuance commitment	2011
15	Kim and Garman (2004)	Significant statistical relationships were found between workers' financial stress and three variables: pay satisfaction, work time use and absenteeism.	Financial stress, pay satisfaction, Productivity, Absenteeism	2004
16	Naeem (2013)	Results conclude that employee attitudes are related to approximation of customer satisfaction. These attitudes are significantly related to the intensity of customer satisfaction provided by the organization.	Organization commitment, Employee empowerment, Job satisfaction, Customer satisfaction	2013
17	Chandhok (2013)	This study revealed that the employees of the Bajaj Allianz insurance company ltd has faced more job stress as compared to the Life Insurance Corporation of India due to more work load, time and low salaries.	Job stress (Work load, Time pressure, Salary, Pension)	2013
18	Gupta and Chopde	Findings show a positive relationship between working	Stress factors (personal issues, lack of administrator	2011

	(2011)	hours, satisfaction of employees, working conditions and job stress.	support, long working hours, poor working conditions, unpredictability in work environment & inadequate monetary reward)	
19	Masood (2013)	The outcome of job stress is negative. Performance is affected which further results into the following circumstances, Absenteeism, In-effectiveness, Job Dissatisfaction, Turnover.	Job Stress, Employee Retention, Performance, Working Conditions Organizational Culture	2013
20	Usman <i>et al.</i> (2013)	Low salaries are creating stress in employees and it have a significantly effect on job satisfaction.	Salary, Stress, Job satisfaction	2013
21	Shahriari <i>et al.</i> (2013)	Linear regression and the results showed that employee's stress has a significant effect on their performance and also personal issues, individual relations, environmental factors, volume and the nature of the work, time of the work, organizational policy and organizational position have all significant effect ($p < 0.01$) on the stress level of employees. Results indicate that the mean true correlation between job satisfaction and job performance is moderate in magnitude (.30) and distinguishable from zero.	Job stress, Employee's performance	2013
22	Judge <i>et al.</i> (2001)	Job satisfaction is the causes of employee attitudes, and results indicate positive or negative job satisfaction influence employee attitudes.	Job satisfaction, Job performance	2001
23	Judge (2004)	This study results revealed that stress is negatively related to employee's job satisfaction which support Caplan (1991) and Keller (1975) result.	Job stress, (Conflict at work, Workload, Physical Environment), Employee job satisfaction	2011
24	Mansoor <i>et al.</i> (2011)	Job motivation has a positive impact on employee job performance and negative relationship between stress at work and employee job performance.	Job motivation, Work stress, Job performance	2011
25	Kakkos and Trivellas (2011)	The results of the current study indicate that there is a negative relationship between job stress and job satisfaction. Those air traffic controllers who had high level of job stress had low job satisfaction.	Job stress, Job performance	2012
26	Iqbal and Waseem (2012)			

27	Kasraie and Zadeh (2014)	The results show that there is a significant positive relationship between the quality of work life, job stress, job satisfaction, and citizenship behavior.	Job satisfaction, Job stress, Quality of work life, Citizenship behavior	2014
28	Shaheen (2011)	Researcher found the positive relationship between employee satisfaction and customer satisfaction and change in profit.	Job satisfaction, Patient satisfaction	2011
29	Treytl (2002)	The results indicated a significant correlation between employee satisfactions on training, management; performance management and compensation also have a positive correlation with customer satisfaction.	Training & development, Performance appraisal, Compensation, Employee satisfaction, Customer satisfaction	2002
30	Jang (2012)	There is a negative relationship between emotional intelligence and job stress, positive relationship between emotional intelligence and Affective commitment, positive relationship between emotional intelligence and turnover intention.	Emotional intelligence, Job stress, Affective commitment, Turnover intention	2012
31	Shah et al. (2012)	Positive relation lies between the independent variable monetary reward and dependent variable employee efficiency. However there is a negative relation between the independent variable organizational structure and dependent variable employee efficiency.	Employee efficiency, employee performance, administrative support, organizational performance, organizational structure, stress, rewards structure	2012
32	Nahar et al. (2013)	There is a significant positive correlation between job stress and types of job ($r = .282, P < .01$). Significant job stress was found in case of non-government employees, because, they feel less job security and high work load. Significant negative correlation was found between job satisfaction and sex ($r = -.204, P < .05$)	Job Satisfaction, Job Stress, Mental Health, Employees satisfaction	2013

1.10 Research objectives

1. To investigate the relationship among job stress, employee satisfaction and consumer satisfaction
2. To identify the impact of job stress, employee performance and consumer satisfaction
3. To determine the relationship of job stress, mediating variables (Employee satisfaction, Employee performance) and its impact on consumer satisfaction
4. To recommend the fruitful suggestion to Rescue 1122 management

2. RESEARCH METHODOLOGY

Methodology will describe the detailed ideas about how research will be conducted.

2.1 Purpose of research

The purpose of this research is to explain the relationship between consumer's satisfaction and employee satisfaction. This research will be explanatory in nature and explain the relationships among variables. This study will establish the causal relationship between variables.

2.2 Research approach

Quantitative approach is an approach in which researcher investigates the cause and effect, relationship among variables, and establish hypothesis and research question. This study will use quantitative approach and is referred to as hypothesis testing.

2.3 Population

Population of this research will be the employees of Rescue 1122 Sahiwal Region

(Districts: Sahiwal, Okara, Pakpattan) are 469 & consumers (users and non users) from Sahiwal Region urban areas are 766740.

2.4 Sampling method

The main idea of sampling is to select some elements from entire population and draw conclusion on the basis of entire population. The researcher will use the stratified sampling (Homogeneous characteristics) and develop stratum on the basis of employees job description and for consumer (user and non user) of Rescue 1122 services, after that use simple random sampling technique.

2.5 Sampling size

Sample size in two categories: employees of Rescue 1122 and customers of Rescue 1122. The study will use a sample size of 600 (300 employees and 300 consumers). Size of the sample in each stratum is taken in proportion to the size of the stratum (For employees of Rescue 1122 is 64% and for consumers of Sahiwal Region is 0.40%.

2.6 Data collection

In this study quantitative survey will be used for collection of data. A survey is a procedure to collect primary data from respondents. Surveys are used for large population and large sample of individuals.

2.7 Research instrument

The research will use the questionnaire for collection of data. Research questionnaire will be like scale and based on previous studies.

2.8 Data analysis

Researcher will use statistical tools of SPSS for analysis of data, Correlation, Hierarchical Regression, and Descriptive analysis will be used.

2.9 Implications of the study

This is conceptual research and certain areas are identified as the most critical while job stress. These identified areas must be thoroughly considered by the Rescue 1122 to increase their job satisfaction. Improvement of salaries and enables the employees to increase the performance. The degree of job satisfaction done by the organization periodically motivates employees with compensation, as it using versatility in its work conditions. Sophisticated job structure should be developed in order to ensure reliable and timely provision of feedback of employees.

3. CONCLUSION

This study suggests that Rescue 1122 has a bright future in Pakistan. Management has taken steps to build up policy for the enhancement of job satisfaction. Therefore, it is crucial at this stage to create impact of job stress on employee's satisfaction. Findings of this research is that fake calls and job stress has an impact on job

satisfaction. The findings also indicate that extra working hours, low salaries and job stress are the factors which are decreasing the job satisfaction. In order to ensure that employees adopt the policies it must be efficient and quick as well as easy to satisfy. The study supports the various factors of job stress has the most significant and strong impact on employee satisfaction. Relative advantage of various factors and the degree of employee productivity significantly contribute to the factors for the variance. The practical implication of this research depicts that there is a significant relationship between job stress and job satisfaction.

4. RECOMMENDATIONS

Rescue 1122 is the key emergency respond organization in Pakistan. The researcher proposes the following recommendations: Further research should be conducted in this area to explore the impact of job stress and other factors (rules & regulations, working conditions, management relationship) on employee performance other departments (HR, Audit, Accounts) and regions (Lahore, Multan, Gujranwala). There is a need to explore more independent variables that can have an impact on job satisfaction.

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