

A Conceptual Study on Impact of Work Stress on Employees Performance

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Abstract- This study aims to explore the impact of job stress on employee performance, examining the nature of stress, its various types, and the work-related factors that contribute to stress, ultimately affecting employee performance and effectiveness. This is a significant concern, as job stress can have negative impacts on employee well-being and organizational performance. The lack of research on the causes of job stress in the organizations may be due to various factors, including limited resources, inadequate data collection, and insufficient attention to the issue by policymakers and researchers. The primary goal of this research is to investigate the impact of job stress on employee performance, highlighting how unmanaged stress can lead to decreased productivity, increased turnover, and reduced efficiency. By exploring the relationship between job stress and employee performance, this study aims to identify effective strategies for managing stress and minimizing its negative effects, ultimately enabling employees to achieve their peak performance. Substantial disappointment was evident in the sense that most personnel considered quitting and believed their employer did not care about them; this surely affected output. A scheme for personnel support should be development in the organisations which can assess the problem areas. To improve performance, a support system must be established for the purpose of prompt issue detection and resolution.

Key- words- Work Stress, Employees, Performance, Support System and Resolution

Introduction- Modern society has made stress a global phenomenon that manifests itself in different ways within each job. Personnel in today's workplace typically put in a greater amount of time since their increasingly enormous amounts of responsibility demand individuals be on duty even harder in order to fulfil the ever-increasing standards for job accomplishment. People deal with anxiety in practically all facets of their lives, which is prevalent in all types of jobs. Since its inception, tension and stress has been described in a variety of approaches.

Robbins and Sanghi (2006) A changing situation where a person is faced with a need, chance, or restriction associated with something they want and whereby they believe the end result to be equally significant and unpredictable. **Swanepoel et al (1998)** In the course of the past thirty years, workplace wellness has given growing emphasis to the issue of stress associated with duties. According to these writers, there are many factors that are transforming quickly in worldwide, particularly in the workplace and industry. These variables include more rivalry, excellence demands, creative thinking, and a faster speed of conducting businesses. Personnel stress resulted from an equivalent sharp increase in expectations placed on them. In addition to stress brought on by the workplace, individual variables like bonds and leisure activities can also be an indicator of burden causing stress. **Moorhead et**

al (1998) consequently, stress may be defined as an a person's negative mental and bodily responses resulting from their incapacity to handle the obligations placed upon them. The fact is, stress brought on by great expectations placed on a person. It has been observed the stress may be beneficial when it presents a chance for achievement. **Henry and Evans (2008)** Regardless its characteristics, though, it frequently starts when people are put in a workplace that doesn't fit to their professional habits or disposition. People get more agitated through it as they realize they don't have much influence over it. Those detrimental consequences of stress on worker efficiency are alarmingly becoming more apparent for numerous firms worldwide. According to data from the American Academy of Family Physicians, evidence associated to stress account for around sixty six percent of family doctor consultation. **Dean (2002)** believed that diseases linked to stress were the main reason behind poor levels of efficiency at their jobs. Stress throughout the day has become the leading cause of sickness due to extreme strain at the job. **International Labour Office (1986)** expresses It is seen as a significant global threat to employee's physiological and psychological well-being as well as the wellness of organizations.

Michac (1997) mentioned listed the following as specific sources of stress: inadequate time scheduling, ambiguous work specifications, sense of incompetence and uncertainty, difficulty completing duties, poor interaction strained interpersonal connections, and the difficulty and standard of jobs. Also listed the following as causes of low efficiency; insufficient instruction and training provided by the organization, malfunctioning machinery, absence of success criteria, an absence of enthusiasm and the preparation, alterations in the surroundings, ineffective setting, ineffective communication at all points and absence of alignment with corporate objectives. Stress and the industrial arena are related in that, if not managed properly, stress can cause sickness and also raise the period off that workers have taken. **(CIPD 2008)** consequently, it will have an impact on the company and the personnel involved. However, there are also benefits for a certain degree of stress in the corporate environment, such as employee motivation to work hard and become more efficient. Stress puts an employee at so much strain that they are unable to handle what's happening and has a detrimental effect on the person along with the business.

Statement of the Problem-

The majority of firms obtain outstanding success by giving their workers an excessive amount of duties to carry out for the purpose surpasses commitments. This causes mental and physical impacts in the workers, which can have an adverse impact of what the entities hope to accomplish. The effects of the trauma humans experience must not be overstated, although firms have begun to give careful consideration to their people than in earlier years since they nonetheless impose enormous pressures on them to perform. The goal has to be met, sufficient money must be generated to be economically viable, the purchasing of contemporary instruments must be paid for, and the best use of available resources must be made. As a result, approaches to governance and supervision must be continuously modified, and employee performance standards must rise. Employees are under a lot of stress in order to provide exceptional client service while not receiving sufficient funding and training, while those who don't meet expectations risk being fired or subjected to various types of disciplinary action.

Objective of the Study-

The study aims to explore the impact of job stress on employees' performance, specifically focusing on the effects of workplace stress.

Review of literature-

Job stress has become a critical issue in modern workplaces, affecting employees' mental and physical health, productivity, and overall job satisfaction. Understanding the reasons behind job stress and its

characteristics is essential for developing effective interventions and promoting a healthier work environment. This literature review explores the causes of job stress and its defining characteristics, drawing from a range of theoretical frameworks and empirical studies.

1. Theory related to work stress:

Lazarus and Folkman (1984) introduced the transactional model of stress, highlighting the importance of the individual's perception of stressors and their coping mechanisms. **Karasek (1979)** developed the Job Demand-Control Model, which posits that job stress is a result of high job demands and low job control. **Selye (1974)** differentiated between eustress (positive stress) and distress (negative stress), noting that while some stress can be motivating, excessive stress is detrimental. **Beehr and Newman (1978)** identified role stressors such as role conflict, role ambiguity, and role overload as major contributors to chronic stress. **Demerouti et al. (2001)** found that job demands and resources are key factors influencing burnout and engagement, which subsequently affect performance. **Ganster and Schaubroeck (1991)** demonstrated that high levels of stress correlate with lower job satisfaction, increased absenteeism, and higher turnover intentions. **Adebayo and Ogunsina (2011)** explored job stress, job satisfaction, and organizational commitment among Nigerian employees, highlighting significant stressors such as job insecurity and workload. **Ogunbamila (2013)** investigated emotional intelligence as a moderator in the relationship between job stress and organizational commitment, suggesting the need for tailored stress management interventions. **Cooper et al. (2001)** described a number of workplace stress management strategies, such as initiatives aimed at promoting staff development, and work restructuring. Richardson and Rothstein (2008) found that cognitive-behavioural methods and calming methods are useful in lowering tension and enhancing efficiency in a systematic review of stress reduction therapies. **Eneh and Awara (2016)** emphasized the importance of EAPs in reducing job stress and improving performance. **Akinboye et al. (2002)** highlighted the role of organizational support in mitigating stress and enhancing job satisfaction. **Jex and Beehr (1991)** found that dissatisfaction with salary can lead to higher stress levels and lower overall job satisfaction. **Greenhalgh and Rosenblatt (1984)** highlighted that job insecurity leads to anxiety and can significantly decrease employee performance. **Mishra et al. (2014)** emphasized that poor communication can lead to confusion, mistrust, and increased stress among employees. **Spector and Jex (1998)** noted that work overload can lead to burnout, decreased job satisfaction, and lower productivity. **Herzberg et al. (1959)** pointed out that lack of recognition, career advancement opportunities, and interesting work can diminish motivation and increase stress levels. **Karasek and Theorell (1990)** found that employees who feel unsupported by their managers experience higher stress levels and lower job satisfaction. **Murphy and Cleveland (1995)** indicated that biased or unfair appraisal systems can lead to feelings of inadequacy and increased stress among employees. **(Ivancevich et al., 1985)** Stress leads to inefficiencies, increased error rates, and reduced productivity, negatively affecting the organization's success. **(Cohen et al., 1983)** Stressed employees tend to show lower engagement, productivity, and job satisfaction, which can further affect their performance negatively. **(Melchior et al., 2007)** Stress produces health issues which not only affect the individual's well-being but also contribute to increased absenteeism and higher turnover rates.

2. Theoretical Model of Job Stress-

Transactional Model of Stress and Coping

Developed by Lazarus and Folkman (1984), this model posits that stress results from an imbalance between perceived demands and the resources available to cope with those demands.

Stress is viewed as a transactional process between the individual and their environment, involving cognitive appraisal and coping strategies.

Job Demand-Control Model

Proposed by Karasek (1979), this model suggests that job stress arises from the interaction between job demands (workload, time pressure) and job control (decision latitude, autonomy).

High job demands coupled with low control lead to high stress levels.

Effort-Reward Imbalance Model

Siegrist (1996) introduced this model, which focuses on the balance between the efforts employees put into their work and the rewards they receive in return.

An imbalance, where efforts exceed rewards, leads to stress.

Conservation of Resources Theory

Hobfoll (1989) argues that stress occurs when there is a threat to valuable resources, a loss of resources, or a lack of resource gain following resource investment.

Resources include objects, personal characteristics, conditions, and energies.

3. Causes of Job Stress-

Organizational Factors

Workload and Time Pressure: Excessive workloads and tight deadlines are primary stressors. Studies (Ganster & Rosen, 2013) show that high demands increase stress and reduce job satisfaction.

Role Ambiguity and Role Conflict: Lack of clarity in job roles and conflicting demands from different stakeholders lead to stress (Rizzo, House, & Lirtzman, 1970).

Job Insecurity: Concerns about job stability and fear of unemployment are significant sources of stress (Cheng & Chan, 2008).

Interpersonal Factors

Workplace Relationships: Poor relationships with colleagues and supervisors can cause stress. Conflicts, lack of support, and bullying are common issues (Einarsen et al., 2011).

Lack of Social Support: Adequate support from coworkers and supervisors can buffer against stress, while its absence exacerbates it (Cohen & Wills, 1985).

Individual Factors

Personality Traits: Certain personality traits, such as high neuroticism and low resilience, predispose individuals to higher stress levels (Judge et al., 2002).

Work-Life Balance: Difficulty in balancing work and personal life responsibilities is a major stressor, especially for employees with caregiving responsibilities (Greenhaus & Beutell, 1985).

Environmental Factors

Physical Work Environment: Poor working conditions, such as noise, inadequate lighting, and ergonomic issues, contribute to stress (Vischer, 2007).

Organizational Culture: A culture that does not value employee well-being or that promotes unhealthy competition can increase stress levels (Schein, 1990).

4. Characteristics of Job Stress-

Physiological Symptoms-

Health Concerns: According to Kivimäki et al. (2006), long-term occupational stress is associated with a number of mental fitness troubles such as a high blood pressure cardiac conditions, and immune system dysfunction. **Prolonged tiredness and insomnia:** These problems are frequently caused by stress, and these conditions might worsen job performance (Åkerstedt, 2006).

Psychological Symptoms

Anxiety and Depression: High levels of job stress are strongly associated with anxiety and depressive disorders (Melchior et al., 2007).

Burnout: Prolonged exposure to stress can result in burnout, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Jackson, 1981).

Behavioral Symptoms

Decreased Performance: Stress negatively impacts cognitive functions such as concentration, decision-making, and memory, leading to reduced job performance (Jex, 1998).

Increased Absenteeism and Turnover: High stress levels contribute to higher rates of absenteeism and employee turnover (Griffeth et al., 2000).

Organizational Impact

Reduced Productivity: Organizations experience decreased productivity and efficiency due to stressed employees (Cartwright & Cooper, 1997).

Higher Healthcare Costs: Increased stress-related health issues lead to higher healthcare costs for organizations (Goetzel et al., 2004).

5. Coping Strategies and Interventions

Individual Coping Strategies

Problem-Focused Coping: Addressing the source of stress through problem-solving and time management (Folkman & Moskowitz, 2004).

Emotion-Focused Coping: Managing emotional responses through techniques such as relaxation, mindfulness, and seeking social support (Gross, 2002).

Organizational Interventions

Job Redesign: Adjusting job demands and increasing job control to reduce stress (Parker & Wall, 1998). Job Redesign: Adjusting job demands and increasing job control to reduce stress (Parker & Wall, 1998).

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Employee Assistance Programs: Providing resources such as counseling and stress management workshops (Arthur, 2000).

Balancing Personal and Professional life: Establishing a variety of job hour schedule and encouraging a positive balance among personal and professional life are two ways to promote work-life harmony (Allen et al., 2013).

Leadership and Management Practices

Supportive Leadership: Leaders who provide support, recognition, and clear communication can reduce employee stress (House, 1981).

Developing a Positive Work Environment: Encouraging a collaborative and well-valued corporate culture that places a premium on employee well-being (Cameron et al., 2011).

Conclusion- With a focus on workplace stress, this conceptual research has investigated the effect of job stress on employee performance. The results clearly show that job stress negatively affects employee performance, making it harder for them to carry out their duties and obligations. This association highlights how important it is for businesses to handle and control workplace stress in order to preserve and improve worker productivity. The study has limitations even with its enlightening results. Due to time restrictions, the study was mostly done utilizing secondary sources, which restricts the depth and specificity of the discoveries. Although secondary data offers a comprehensive picture, it is devoid of the detailed knowledge that may be acquired by speaking with employees directly. By conducting surveys or interviews, it would be possible to delve deeper into the particular pressures that employees confront as well as their own experiences. This would provide a more nuanced understanding of the situation and more practical stress-reduction techniques. In order to expand on the results of this study, primary data gathering via surveys, interviews, and other qualitative methodologies should be given top priority in future research. This would enable a more thorough comprehension of the organizational and individual elements of work-related stress and its effects on output. Furthermore, investigating certain stress-reduction methods and their suitability in diverse organizational settings will provide workable answers to improve worker performance and well-being. This study concludes by highlighting the widespread effects of workplace stress on worker performance and the necessity for companies to be proactive in detecting and reducing stresses. Although the findings' granularity is limited by the use of secondary data, this approach also identifies clear avenues for further investigation. Incorporating primary data and emphasizing useful stress management measures might help future research offer more focused and efficient methods to support a happier, healthier workforce.

Suggestions- The research's conclusions and results support the recommendation that some of the actions be taken to assist employees in lowering stress levels at work:

- ✓ In order to investigate the reasons behind workers' discontent with their working conditions, administrators must analyze the company's tone and setting. This will involve determining what can be done to reverse the perception held by employees that the company does not care about them.
- ✓ Managers have to evaluate if the team members can fulfil commitments and what degree of expertise and abilities they possess. They need to come to an agreement on a contract of performance so they can provide people having improved sense of responsibility and accountability.
- ✓ Managers should explain their tasks to staff members who believe they are receiving jobs that contradict one another.
- ✓ To improve performance, an employee assistance program must be implemented for the purpose of early issue detection and intervention.
- ✓ A few more strategies that organizations might use to alleviate stress include staff wellness programs, time management and behavioural training, frequent counselling sessions, and art of living workshops.

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