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# EMPLOYEE MOTIVATION AND STRESS MANAGEMENT IN THE WORKPLACE

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## ABSTRACT

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The purpose of this research is to assess the relationship between work stress and employee motivation based on previous research. Not much research has been done on the connection between workplace stress perceptions and performance.

This study also aims to determine the impact of motivation and stress on employee performance as well as to provide managers the information they need to develop the organization management system. By correlating the workplace stress factors with employee performance, this research reveals that the determinants of stress involve motivation, relationships, and management strategies.

For the purposes of this research, a quantitative method is applied. Questionnaires and document reviews are tools used for this research data collection. The data is demonstrated in appropriate charts, graphs, and tables.

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Keywords                      work stress, motivation, and stress management

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# **1 INTRODUCTION**

The modern world is filled with causes for anxiety and stress. Stress is often apparent in the threat of harm. Furthermore, when taking such phenomenon into thorough consideration, it varies in every social environment, especially working place.

Nowadays every organization demands employees to be quintessential in order to perform well and accomplish the business's goals, which gives rise to various stressful factors in the working environment. Heavier demands in job in combination with lower level of control over the conflicting situation is the source of work life stress. Acute stress level is a main threatening factor to both physical and psychological health of employees (Schulz, 2012).

Since work performance plays an essential role in any business (Khan, 2012), it is important for every organization to take the employee's working conditions into account and make major efforts so that employees could perform their best at work. The main purpose of this study is to address factors causing stress, gaining motivation for employees and approaches for stress management in working life.

## **1.1 Research background**

Globalization, technology breakthrough, work intensification and diversification in the workforce have resulted in increasing work stress and pressure (Kalliath, 2014). In the modern society, it is noticeable that workplace stress has become more and more serious, which is considered to be a risk factor for poor life quality and chronic disease (Umanodan, 2009). Stress level is controlled by the ability and experience of every individual that it appears to be critical or intimidating. This is the factor that creates a huge effect on the performance of employees no matter which level they work at (Ross, 2005). Such effect may prevent the organization from utilizing employees' full potential.

Since 1980, occupational health physicians, human resources practitioners and other professionals have made a serious attention on work stress due to its impact on productivity (Biron & Karanika-Murray, 2014; Gachter, Savage & Torgler, 2011; Kossek, Pichler, Bodner & Hammer, 2011; Pridgeon & Whitehead, 2013). Not only does it affect the productivity, but it also becomes the factor that causes a rise in employer's healthcare fees.

According to contemporary research, motivating employees and providing stress management solutions is one of the most challenging tasks for any organization. Even though numerous workplace stress issues and social support have been examined, it has been remained a controversial topic.

## **1.2 Problem statement**

According to Lazarus (2003), stress is a complex and widespread phenomenon. This phenomenon has constantly become a dilemma for every organization due to its cause of lowering productivity, increasing employee turnover and reducing profits. There is no doubt that stress has negative effects on employees' motivation. Motivation plays a crucial role in employee retention and satisfaction (Ramall, 2004); and therefrom affects the company's efficiency and performance in the long run. By comprehending the key factors that trigger stress and developing motivational methods for work satisfaction can be provided to support organizations to elevate their employee's performance.

## **1.3 Research questions**

- What are the main factors that cause work stress?
- What are the main factors that encourage work motivation?
- What is the relationship between stress and motivation?
- What is the influence of motivation and stress management on employees' job satisfaction?

## **1.4 Definition**

### **1.4.1 Work satisfaction**

As defined by Hoppock in 1935, Job Satisfaction is a combination of psychological, physiological, and environmental conditions that makes an individual feel satisfied with his or her work. It is a pleasant state of emotion that results from the appreciation of an employee achieves their work's values (Locke, 1969). When it comes to a more profound meaning in this new century, it is called a set of positive or negative emotions and feelings that an individual experiences throughout their work (Karatepe, Uludag, Menevis, Hadzimehmedagic, & Baddar, 2006). According to Kumari (2011), work satisfaction consists of ten proven ingredients, which are (1) culture, (2) communication, (3) opportunities, (4) leadership, (5) working conditions, (6) employee personality, (7) security, (8) career development, (9) pay and benefits, and (10) rewards and recognition.

### **1.4.2 Work motivation**

Motivation is literally based on the word 'movere' in Latin, which means movement. Generally, motivation is defined as the psychological force including energy level, enthusiasm, creativity, and commitment that a person generates their goal-oriented behaviors and thoughts. In the field of work, motivation is identified as a form of energetic forces developed within employees and in their working environment in order to create direction, duration and intensity for working behaviors (Pinder, 2008). It is believed to be derived from the interaction between the difference in individuals and diverse environment (Latham and Pinder, 2005). In 1985, Ryan and Deci specified and categorized the two types of motivation, which are intrinsic versus extrinsic. While intrinsic motivation is an internal force, extrinsic is an external driver of organization, work and the environment influence one's behaviors.

### **1.4.3 Work stress**

Occupational stress is considered as the harmful emotional and physical responses triggered when employees demand, expectations and capabilities are not matched with the job requirements, which causes poor mental and physical health. Individuals not having enough control over the quality of work processes may escalate the effects of stress. David and Theresa theories stated that when work needs are not met, relaxation transforms into exhaustion and satisfaction becomes stress. When employees struggle with stress, they have difficulty in functioning and carrying out their work responsibilities (Avey, 2012).

In today's globalized world, stress has been an issue that challenges every individual. However, by learning and gathering new skills to master the challenges, employees feel satisfied and have an ability to master their jobs successfully.

### **1.5 Significant of the study**

This research was made to provide leaders and managers with the understanding of the relationships between employees' motivation and workplace stress, as well as its effects on individuals' performance. It also introduces significant variety of academical literature and practical implications regarding job stress, motivation, and stress management techniques. The findings from this research may bring about multiple benefits for organizations and the health of workforce. A healthy and motivated workforce is a source of competitive advantage of every organization (Lerner, Rodday, Cohen and Rogers, 2013; van Scheppingen, 2013). Top executives who are not able to provide employees with professional development in the workplace cannot access to the optimum value from their talent and performance (European Commission, 2012).

When leaders and managers comprehend the aspects of employee's motivation and workplace stress, they can easily identify the syndrome and provide effective interventions in order to promote the levels of workforce productivity, an increase in the return on investment and business overall outcome. Developed business practices according to the relationships of work-life conflict, social support, work

stress and performance help organizational leaders improve the competitive advantages and strategic goals of the business (Scheppingen, 2013).

### **1.6 Research objectives**

The fundamental purpose of this study is to reveal the factors causing and reducing stress, along with ones promoting motivation for workers. In order to fulfil the aim of this research, there are further objectives that are developed, which are:

- To explore the most common factors that trigger stress in the workplace environment from gathering questionnaire's answers.
- To measure the stress level employees often experience in such situations.
- To notice the importance of the employee's job motivation and its influence on business's goals.
- To understand the impacts of workplace stress on employees' and the organization's performance.
- To identify the best approaches for managers to help manage stress and motivate employees

## **2 WORK MOTIVATION**

### **2.1 Motivation factors**

Employees can be impacted by several forces, fundamental demands, and desire of the state of being, which are the reasons for inspiring them to act in a certain way or accomplish certain works. Extrinsic and intrinsic elements that cause a person to take specific behaviors are referred to as the concept of motivation (Adair, 2009). Managers have generalized beliefs about what motivates employees in different types of organizations. The most substantial factor of organizational effectiveness appears to be motivation (Lawler, 1973).

According to Rutherford (2005), motivation improves organizational performance since motivated employees are actively looking for better solutions to perform, which means these individuals are more productive and quality driven. As a result, it is critical for management to understand how organization affects employee motivation.

The studies of Frederick Herzberg, which addressed the question about what people want from their work experience, made an important contribution to the understanding of individual motivation. According to Herzberg, motivators (also known as job satisfiers) are mainly intrinsic factors that contribute to work satisfaction, which are achievement and recognition, the nature of work and responsibility, growth, and advancement. Extrinsic elements of the working environment are hygiene factors (known as job dissatisfiers), such as business policies, relationships with coworkers, salary and benefits, and job security.



Figure 1: Herzberg motivating factors and hygiene factors

One of Herzberg's interesting research was that the contrary of satisfaction is not dissatisfaction. He believed that even though effective hygiene management could prevent employee dissatisfaction, it could not act as a source of employee motivation or satisfaction.

Motivating employees brings significant advantages that does not have to be difficult or expensive. However, it necessarily requires a balancing act of several factors. Therefore, in 2019, Gamma Chadwick also discovered that there are five key factors that create motivated workforce, which are:

- (1) Recognition and reward
- (2) Work life balance
- (3) Leadership
- (4) Development
- (5) Work environment

Related to Herzberg's finding, Gamma included recognition, reward, and development factors in the main factors contributing to employee motivation. As for recognition and reward, they come side by side. Employees lose motivation if they are not rewarded for performing far beyond. Thus, outstanding work deserves to

be rewarded, and in some cases, recognition is sufficient in order to promote employee's positive behaviors. Additionally, development plays an important role in motivating individuals. Development not only makes employees self-sufficient and enables them to perform more productively in the workplace, but it also allows them to maximize their contribution to the organization. When a company invests in its people, it creates a culture of motivation, loyalty, and retention. Similarly, if there is no healthy work-life balance, employees are more prone to 'burn out' and become unmotivated.

Therefore, employees are nurtured when they are provided with a good work-life balance. A good leader motivates employees successfully, since he or she is believed to have the knowledge of what encourages loyal and motivated people to work at their best. Moreover, in a positive work environment, motivated employees have opportunities to grow. Physical and non-physical environments that are mentioned. As for the physical environment, it refers to the workplace space and its surroundings. Employees perform better in an open and sensory-stimulating environment. They value communication and engagement when it comes to the intangible environment.

## **2.2 The correlation between job satisfaction and employee's motivation**

Since most theories on work motivation are founded on the relationship with work satisfaction, there is a lot of evidence that motivational elements are linked to work satisfaction. According to Herzberg's two-factor theory, motivators are the main driving force of job satisfaction. Having opportunities and responsibilities for development, striving for achievement, and receiving acknowledgement for accomplishments are key motivating factors that have a substantial impact on job satisfaction. Considering hygiene factors, salary, for example, has no motivational value. However, if it is absent or insufficiently offered, it might cause dissatisfaction.

There are definite connections between the degree of employee satisfaction and how motivated they are at work, which are commitment, varied approaches, feelings of worth and optimism (Lisa Mooney).

The commitment an individual has to his or her company exemplifies the link between motivation and satisfaction. As a result, commitment is created by motivation along with satisfaction. When a person is motivated and satisfied at work, their commitment is developed. Furthermore, varied approaches provided by managers are a source of employee satisfaction and motivation. This means that managers keep the workplace interesting by varying their approach to the tasks and encouraging their employees to do the same. Employees will be inspired to follow the manager's actions once they see the new approaching work helps increase productivity. The belief of that he or she is valued to the organization is critical to an individual's overall attitude. Encouraging employees to feel valuable is one of the important ways to boost the motivation and work satisfaction. Besides, optimism, staff motivation and satisfaction seem to have a natural link. Managers in the workplace should radiate optimism – especially in times of change or difficulty.

### **2.3 Motivation theory**

Motivation psychologists typically try to demonstrate how motivation changes over time within an individual or among different individuals during the same period. The goal of motivational psychology is to understand how and why this happens.

Motivation theories are usually divided into two categories, which are content theories and process theories. In a nutshell, content theories define motivation whereas process theories explain how it occurs.

Although no particular motivation theory can fully clarify all aspects of human motivation, these theoretical explanations are commonly used to develop approaches and tactics for improving motivation in various fields of human activity.

In 2021, Beata Souders, M.Sc., PsyD summarized and described different theory models invented by various prominent researchers. The following are those represented theories.

### 2.3.1 The Maslow Hierarchy of Needs

Abraham Maslow's content theory of motivation is the most well-known, in which he defined motivation as the fulfillment of demands in a hierarchical order (1943). Since satisfied demands do not motivate, it is dissatisfaction that drives us toward fulfillment.

Individual demands are elements within the individual that are necessary and important for the survival and growth of human being. Competence and belongingness are two psychological demands that stem from one's need for pleasant interpersonal interactions and environmental mastery. These elements are essential for human's well-being and growth (Beata Souders, 2021).

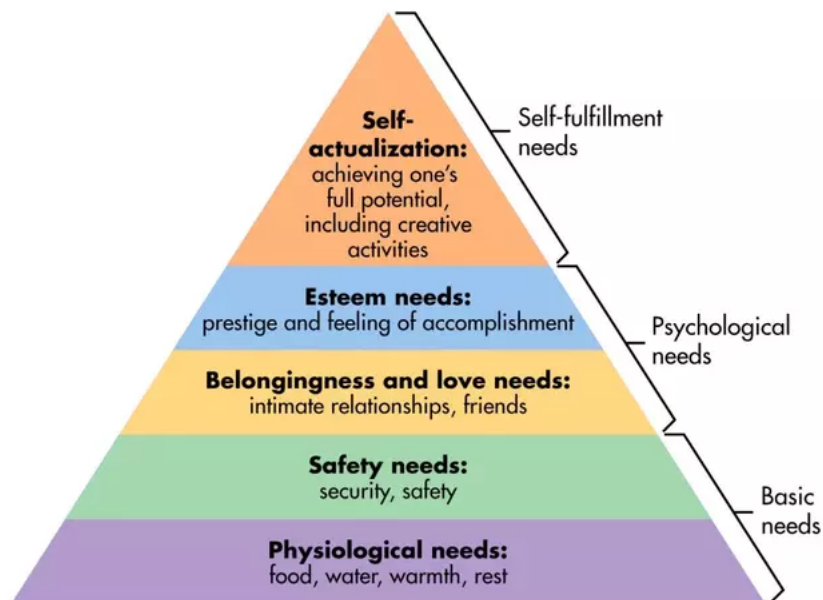


Figure 2: The Maslow's Hierarchy of Needs

Maslow's legacy is the pyramid about the hierarchy of needs, which starts with the basic physiological and psychological demands and develops with complexity that includes the desire for self-actualization. While fundamental needs are considered a sensation of lack, higher needs are perceived as a desire for fulfillment and growth (Beata Souders, 2021).

### 2.3.2 The achievement motivation theory of McClelland

McClelland (1960s) had a different approach to understanding the concept of needs, claiming that human's needs are formed and learned over time, and oriented his studies toward another way from satisfaction. He was convinced that human actions could only have one dominant motive at the time. The needs are classified into three categories, which are achievement, affiliation, and power; and those are impacted by both internal and external influences.

The demand for achievement is described as a desire for excellence against a standard that stems from a psychological need for competence, which arises from three sources of competition (Beata Souders, 2021). That competition are the task itself, competition with oneself, and competition with others. A high need for achievement can be influenced by a person's social environment and socialization.



Figure 3: McClelland's Theory of Needs

### 2.3.3 Adam's motivational equity theory

According to Beata Souders (2021), The equity theory of motivation conducted by J. Stacy Adam (1963), which is based on Social Exchange theory. It says that we

feel motivated when we are treated equitably and receive what we think is fair in favor of our efforts.

The theory implies that a person compares their contributions not only to the amount of rewards they receive, but also to what other persons receive for the same level of input. Even though equity is requisite for motivation, it does not involve the differences in individual needs, personalities and values that effect their perspective of inequity (Beata, 2021).

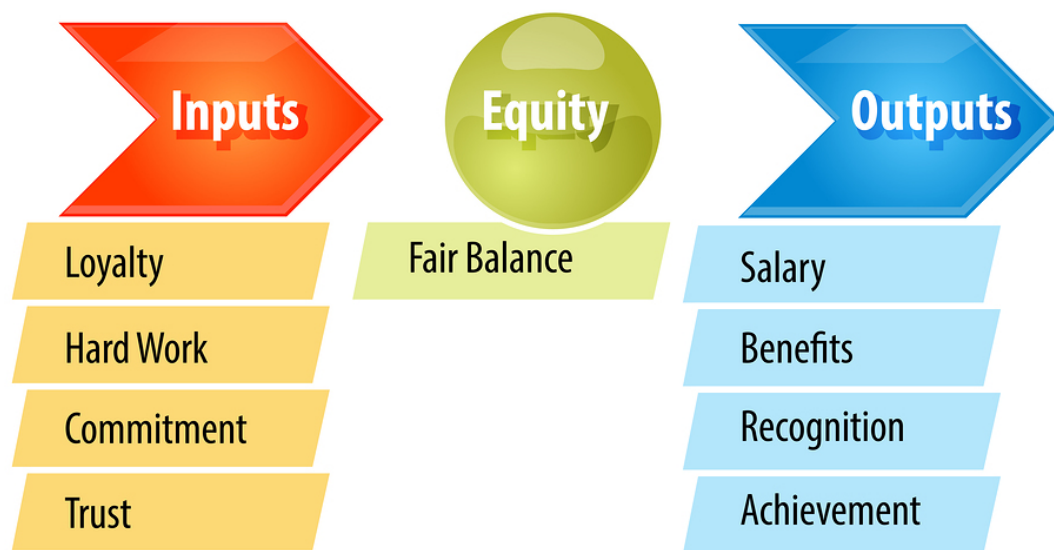


Figure 4: Adam's Theory of Equity

#### 2.3.4 The goal-setting hypothesis of Locke

According to Locke and Latham's goal-setting theory (1990), which is an integrative model of motivation, goals are essential determinants of behavior. The theory is probably the most commonly used that underlines goal specificity, difficulty and acknowledgement and gives guidance for incorporating them into development programs and management by objectives methods in a variety of areas (Beata, 2021).

The formula for effective goal setting of Locke includes (Beata,2021):

- Setting challenging and yet achievable goals.
- Setting clear and measurable goals.
- It should be a commitment to the goals.

- Involvement in the goal-setting procedure, the use of extrinsic rewards and promoting intrinsic motivation through feedback on accomplishment could all be strategies for the goals
- Elements of support should be provided. Inspiration, necessary resources and materials, and emotional support, for instance.
- It is important to have understanding about the results. Goals must be measurable, and feedback must be provided.

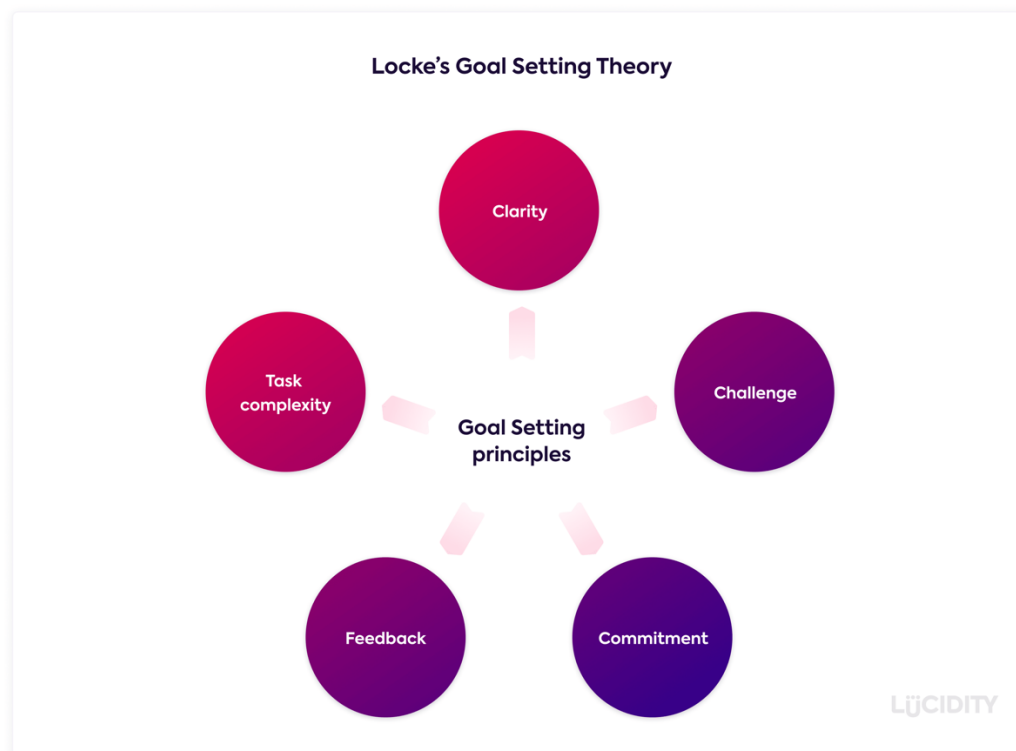


Figure 5: Locke's Goal-setting Theory

### 2.3.5 Theory X and Theory Y by Douglas McGregor

To understand employee motivation and its impacts on management, Douglas McGregor (1950s) proposed two theories, which are theory X and theory Y. He categorized employees who avoid tasks and responsibility as Theory X; and others who appreciate their job and put forth effort when they have control at work as Theory Y.

As stated by Beata Souders (2021), McGregor believed that in order to motivate Theory X employees, it is necessary that the organization enforces rules and imposes punishments. Managers must create opportunities for Theory Y employees to start taking responsibility and demonstrate their creativity as a means of motivation. On the other side, Theory X employees are highly influenced by intrinsic motivation; and the psychological needs of satisfaction play an effective role in employee motivation.

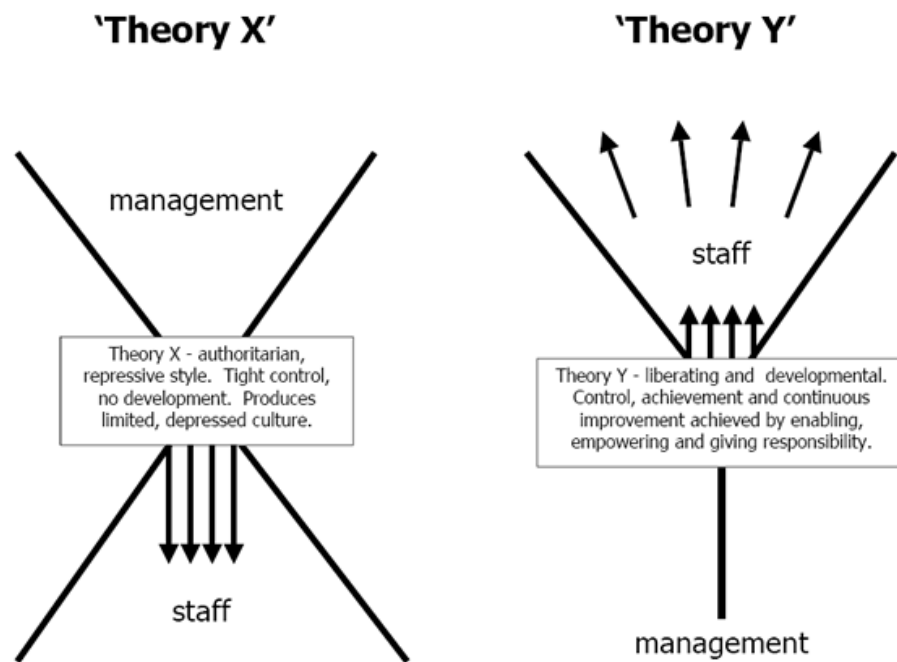


Figure 6: Douglas McGregor's Theory X and Y

### 2.3.6 William Ouchi's Theory Z

Dr. William Ouchi (1980s) developed the third theory, which is called theory Z, in response to the two theories X and Y. According to Ouchi's theory, gaining employee loyalty to the organization by offering a job for life and taking employee's well-being into account helps promote social interaction and groupwork, which motivates employees in the workplace (Beata, 2021).



Figure 7: William Ouchi's Theory Z

### 2.3.7 The Hawthorne effects

The Hawthorne Effect was developed by Elton Mayo (1924-1932), which proposed that employees become more productive when they understand their work is being analyzed and measured. According to Beata (2021), also stated that in order to be motivated, it is critical for employees to get credit for a work well done as well as reassurance that their point of view matters in the workplace. Moreover, Mayo discovered that employees were more productive when they were given feedback and enabled to contribute to the workflow.

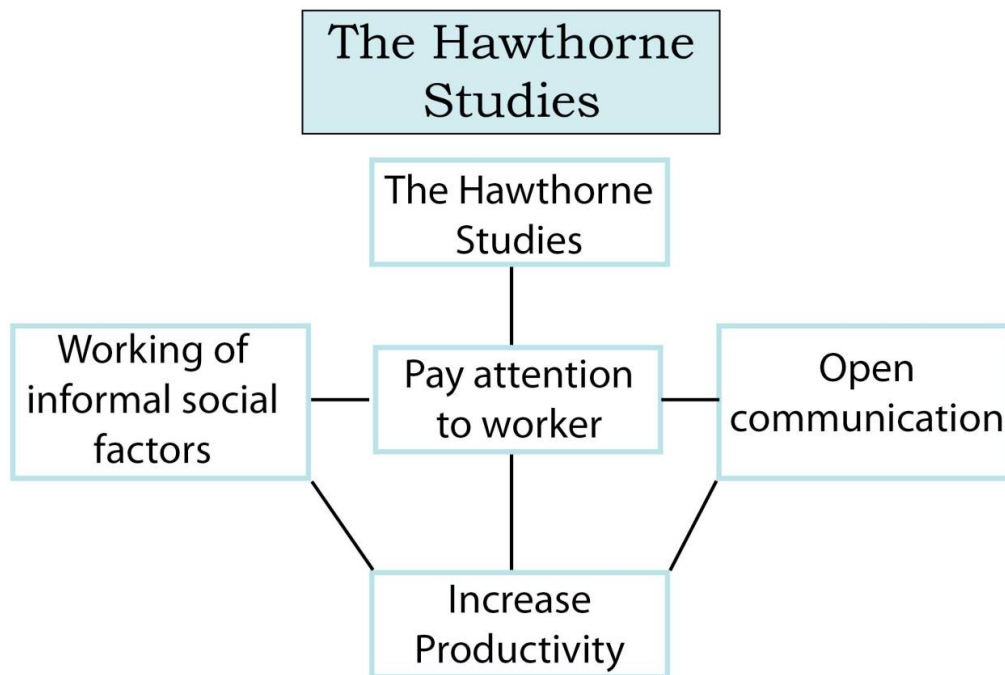


Figure 8: The Hawthorne Effect

#### 2.4 Transition and summary

Motivated workers can help boost productivity, engagement and even profit, among other things. It is critical not to take motivated employees for granted and keep on nurturing and valuing them so that they can contribute their best for the business.

On the other hand, employees who are not motivated have a negative impact on the organization's overall performance. Effects such as job dissatisfaction and lack of enjoyment in work. Inability to complete responsibilities on schedule, and a high rate of job turnover are evident. Even if it is not obvious at first glance, the presence of motivational issues might be identified once an employee's performance is evaluated.

Business owners should strive to enhance job satisfaction so that employee motivation improves, which results in higher work performance and efficiency. In order to help the organization prosper, leaders need to focus on encouraging enthusiasm, optimism, satisfaction and a good sense of teamwork.

### **3 WORK STRESS**

#### **3.1 Types of stress**

Nowadays, stress is among the most popular used words, and it has unfortunately become one of the most significant obligations of the way we live. Stress might not always be the consequence of difficult situations. Even in good or bad circumstances, we can experience stress. A wide range of behaviors can be stressful for a person. To gain a better understanding of stress, many theorists aimed to study the nature of stressful behaviors and classified them into two categories, which are acute stressors and chronic stressors.

- Acute stressors are threatening experiences and are one of the least harmful types of stress that have a short duration and a clear termination. This is stress caused by specific conditions or experiences that involve unpredictability, threats to the ego, and a lack of control.
- Chronic stressors are threatening experiences that last for an extended period and have no obvious time limit. It is caused by frequent exposure to situations that trigger stress hormones to be released. Such type of stress can damage a person's mind and body.

There are several other types of stressors, according to author Zhejasko Hristov (2003), one of which is job characteristics. There are contributing factors that result in workplace stress. One is psychological abuse at work, and the second is a risk of physical abuse. Besides, working with a large group of people also causes stress.

#### **3.2 Factors causing work stress**

According to Dyck (2001), work stress can have an impact on an employee's quality of life. It is one of the most serious health risks to which individuals are exposed in both developed and developing countries (Paul, Danna, and Griffin; 2002). Various studies involving the causes and effects of perceived workplace stressors were conducted during the period from 1990 to 2010 (Tetrick and Campbell-Quick, 2011).

Workplace stress can be caused by particular aspects of the job, including job requirements, an excessive workload, and role conflicts, or social factors, like poor management and a sense of being undervalued or unappreciated (Spurgeon, 2012). Stress at work can also be caused by a variety of factors including individual, socioeconomic, and family matters, according to Swanson (2008).

Researchers have identified the effect of globalization on the sophistication of organizational life as a result of transitions in the power balance, raising global markets, technological development, and the combination of differences in cultural, religious, political and territorial aspects (Clayton, Simbula, 2012; Sheppard, Sarros, and Santora, 2013). As stated by Billing (2014), these contemporary challenges and complexities intensify the tensions between work and non-work life. As a result, employees are consistently confronted with new challenges at a higher rate compared to earlier generations.

There are three major sources of workplace stress that have been identified by researchers (Billing, 2014):

- Role ambiguity
- Role conflict
- Work overload

For role ambiguity, it has been well demonstrated as a workplace stressor. This stress cause refers to a lack of clarification and certainty concerning a person's job (Hancock and Page, Solanki, 2013). When there are many contradictory requirements relating to an employee's role, responsibilities, and expectations; role conflict occurs (Simbula, 2012). Regarding work overload, it is classified as an excessive workload, time constraints, insufficient resources, and deadlines that make it difficult for employees to complete their goals. Besides immense workload, other factors such as racial or sexual harassment, staff cuts, abrupt changes, and bullying are to blame for job-related stress.

### **3.3 The impacts of stress on employee's performance**

Employee performance can refer to a main mental process that is structured by individual action, such as the execution of tasks including evidence processing operations, e.g memory, decision, and consideration. According to some researchers, the impact of stress on the performance of several tasks contribute to the comprehensive solution of evaluating an inverted u-curve connection between the stress level and tasks performance (Hermann,1975). Several researchers have examined the relationship between work stress and individual performance with widely divergent hypotheses. Previous research has been discovered four different perspectives on the stress-performance relationship, which are positive, negative, curve-shaped, and not related at all.

The positive relationship perception is that stress equals the challenge. Since the challenge pushes people to the limits of their abilities, this perspective indicates that stress has a positive relationship with performance (Meglino, 1977). However, this perspective is not supported by any specific evidence.

The vision that there is a negative relationship between stress and performance is more generally accepted. According to Gupta and Beehr (1979), stress is primarily a feeling that leads to dysfunction in an organization and its people. The underlying assumption of this perception is that if employees are under high stress levels, they will attempt to relieve it by spending more time on non-work related activities resulting in poor performance.

The curve-shaped perspective on the stress-performance relationship connects the negative and positive one. Proponents of such orientation believe that a moderate stress level is best for employee performance. According to these studies, a certain amount of stress is necessary for people to take action, and the energy released as a result of stress can be directed toward improving productivity. Employee will, however, spend more time trying to cope with stress than performing when the level of stress is too high (Allen, Hitt and Greer, 1982).

The fourth vision found that there is no relationship between an employee's stress level and his or her performance. This perspective is based on the assumption that humans are indeed rational. This point indicates that employees want to perform because they are paid for it or because they want to succeed. They do not allow other factors, such as stress, to enter that way. By conducting an empirical study, Jamal (1985) examined the four mentioned hypotheses. The results showed that the negative relationship is supported, the curve-shaped relationship and no relationship perspective receive limited support. The vision of positive relationship was disproved.

### **3.4 Psychological stress theories**

#### **3.4.1 Selye's Theory of systemic stress**

As reported by H.W.Krohne (2002), Hans Selye, a Hungarian endocrinologist, is known for integrating the stress concept in science and the media. Selye came up with the term 'General Adaptation Syndrome (GAS)' to describe his stress model, which is based on physiology and psychobiology. According to his approach, a stressor, which is anything that threatens an individual's well-being triggers a three-stage physical response. These stages are:

- **Alert:** This first stage starts when the body is confronted with a stressor, the battle reaction is triggered, and the sympathetic nervous system is stimulated. To respond to a danger or threat, hormones such as adrenalin or cortisol are produced into the bloodstream, which activates the body's resources.
- **Resistance:** The organism reaches the resistance stage if noxious stimuli continue. While the body directs its energy against the stressor, the parasympathetic nervous system restores numerous physiological functions to average levels. Blood glucose levels are still high, adrenaline and cortisol levels also remain high; however, the organism appears to be normal exterior. This action leads to increase in heart rate, blood pressure and respiration.
- **Exhaustion:** When the unwanted stimulation continues, resistance will give way to exhaustion. If a stressor persists beyond the body's capacity, the

organism's resources will be depleted, which becomes vulnerable to disease or death.

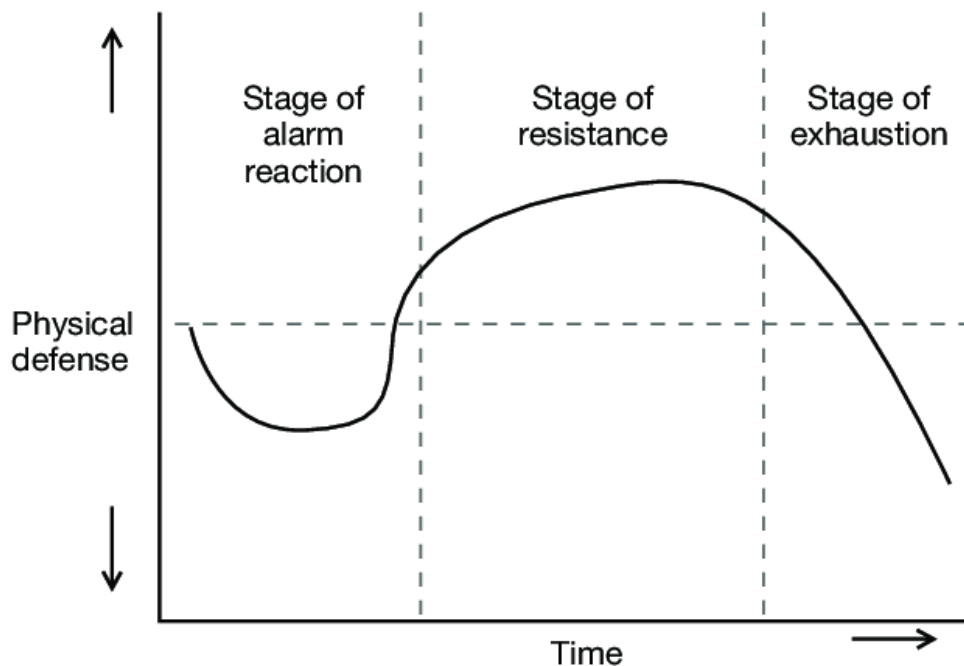


Figure 9: Han Selye's Stress Theory

### 3.4.2 The psychological stress and coping theory by Lazarus and Folkman

According to Lazarus (1993), psychological stress theory includes two concepts, which are appraisal and coping (H.W.Krohne, 2002). Appraisal refers to an individual's assessment of the significance of what happens for their well-being. Coping refers to an individual's efforts in perception and behavior to manage demands.

**Appraisal:** This concept is founded on the assumption that emotional processes are influenced by individuals' expectations about the significance and result of a particular counter. It clarifies people differences in intensity, quality, and persistence of a generated emotion in situations objectively equal for various persons.

**Coping:** Coping is linked with the concept of cognitive appraisal and stress-related human-environment interactions. Most coping research methodologies follow Folkman and Lazarus' definition of coping as behavioral and

cognitive efforts to control, tolerate or minimize internal and external demands and conflicts.

As stated by Sarah Mae Sincero (2012), The Lazarus model classified two specific types of coping theory. These are trait-oriented versus state-oriented, and micro-analytic versus microanalytic methodologies. The objectives of trait-oriented and state-oriented research are distinct. The trait-oriented approach identifies people whose coping skills and behaviors are insufficient for the demands of a particular stressful situation. Concerning state-oriented approach, which focuses on actual coping, the connection between individual's coping mechanisms and outcome factors is investigated in this research. Microanalytic approaches concentrate on a great number of particular and concrete coping methodologies, whereas macro-analytic approaches focus on abstract and primary coping strategies.

#### 1. Microanalytic and trait-oriented theories

##### Repression – sensitization

According to this concept, there is a bipolar dimension in which an individual deals with stress in one of two ways that are repression and sensitization. People who are prone to be repressive deal with stress by ignoring and downplaying its existence. They use the avoidance coping method to avoid recognizing the damaging effects of such stressful experience. On the other hand, sensitive people respond to stress by worrying excessively and obsessively searching for information on stress-related symptoms.

##### Monitoring and blunting

Since monitoring and blunting are related in character as cognitive informational styles, they are founded on the repression-sensitization concept. This construct, especially blunting, shows that a person minimizes the effect of uncontrollable stressful stimuli by using cognitive avoidance. Monitoring is considered as a more effective coping mechanism under manageable stress because it entails acquiring information about the stressors.

#### 2. Macroanalytic and state-oriented theories

In a microanalytic approach, Lazarus and Folkman developed another theory of coping, orienting toward coping techniques that are focused on emotion and problem, as well as its related functions. While Lazarus and Folkman's theory was originally microanalytic, it was later updated to a microanalytic approach, in which Lazarus identified coping techniques and categorized them into eight groups. Those are self-control, seeking social support, confrontative coping, admitting responsibility, positive reappraisal, detaching, escape-avoidance, and planned problem-solving.

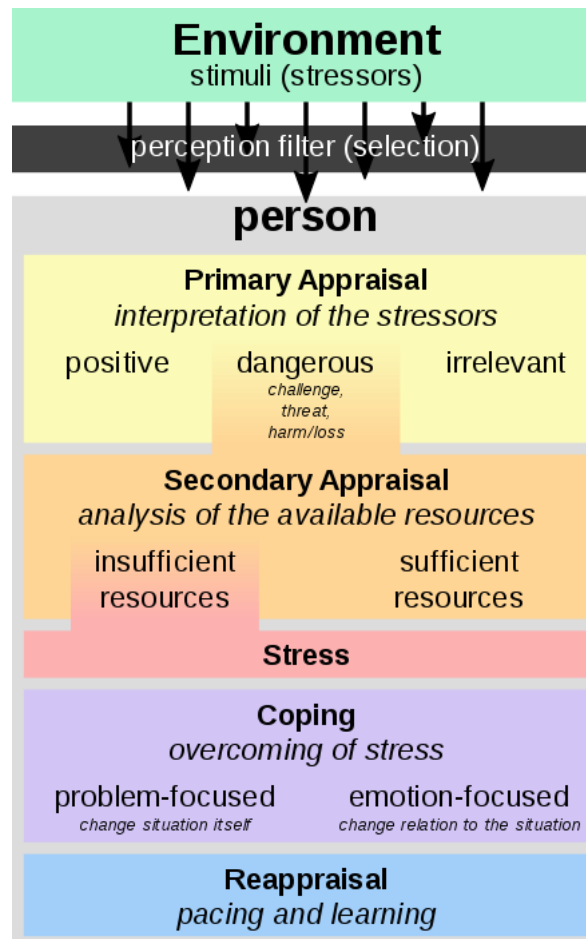


Figure 10: Richard Lazarus’s Transactional Model of Stress and Coping

### 3.5 Transition and summary

Stress is the emotional, mental, and physical reaction of humans to a certain stimulus, known as a stressor. The coping response assists the human body in preparing for difficult conditions. Depending on the stressor, stress can be either bad or good.

Due to the fact that the causes of stress are various and individualized, what seems stressful for one person may not be problematic for another. However, the most common sources of stress are demanding work schedule, a considerable amount of work, family and interpersonal issues, and financial difficulties.

A Stressor is defined as something that requires one’s efforts or forces a person to work on it. Applying for a job, starting a family, moving to a new place, or other significant life experiences can be stressful. With plenty of stressors in a person’s life, it is important to master stress management skills to keep one’s life in balance.



## **4 STRESS MANAGEMENT**

### **4.1 Approaches to stress reduction in the workplace**

Stress has a variety of harmful effects on people; therefore, each person should take personal responsibility for lowering his or her level of stress. An individual can either avoid stressful situations, modify them, or learn to deal with them in different ways. Individuals can learn to regulate stress, which allows them to take control of their lives (MBA Knowledge Base, 2021).

When it comes to the most significant topic from a managerial perspective, we consider how work-related stress can be reduced. There are various key actions have been made for employees and managers take in order to promote employee adjustment to work and provide a comfortable work environment. The approaches that managers and employees can use to reduce stress are listed below.

From an employee's perspective, some of the stress-relieving tactics include:

#### **Develop self-awareness and knowledge about stress**

At first, individuals should have an understanding about stress. They should be aware of the causes and impacts of stress as well as figure out what is the most trigger to their stress. It is crucial for employees to become more mindful of how they act at work. They can learn to recognize their limitations and notice warning signals of potential threats. That means they should realize when to leave a situation and when to ask for support from coworkers to ease the issue (MBA Knowledge Base and BCcampus, 2021). According to American Psychological Association (2018), individuals should write a journal to document their stressors by tracking their thoughts, feelings and information of the situations, the physical surroundings, and the way the reacted.

#### **Time management**

As reported by MBA Knowledge Base (2021), the majority of individuals are not good at managing their time. People have no idea what must be done or when it would be best to do the work. Poor time management leads to feelings of heavy

workload, missed deadlines, and tension. An individual who is well organized can typically do twice as much as someone who is not. As a result, it is necessary for every individual to have an ability to manage his time to cope with work-related stress. The following are several common time management principles:

- (1) Creating a daily schedule of tasks to be completed.
- (2) Prioritizing tasks according to their importance level.
- (3) Scheduling activities in accordance with the established priorities.
- (4) Mastering a daily schedule and managing the most demanding aspects of the job when feeling most productive and attentive.

### **Improve social support network**

In order to alleviate stress and establish healthier coping methods, Amba Brown (2021) recommended that everyone should talk about their situation to a friend, family member, or a healthcare expert. Every individual needs to have somebody they can confide in and rely on. During stressful times and crisis, having good friends are extremely supportive. Family, friends, and coworkers are all part of a social network. Building one's social support system can help a person reduce stress since they can help him or her get through difficult times (MBA Knowledge Base, 2021).

### **Reappraise negative thoughts by nourishing positive cognitive perspective**

According to the report of BCcampus (2021), controlling one's cognitive perspective of circumstances can also be a useful method, since stress is partly a result of how situations are perceived. Even though a person would unlikely view a tough situation as an opportunity rather than a threat, positively observing circumstances and identifying factors that are within and outside one's control can be helpful stress-reduction techniques. It is vital to be mindful of existing unhealthy coping strategies, so an individual can replace them with a healthier alternative (Amba Brown, 2021).

### **Physiological exercise**

As recommended by American Psychological Association (2018), instead of bingeing fast food or having alcohol to relieve stress, every individual should try to make healthy choices when they experience high stress levels. Regular exercise can be a significant and efficient strategy. Any type of exercise can assist people in managing stress. Physicians have advocated noncompetitive physical exercise such as walking, swimming, aerobics, dancing or playing sports as a strategy to cope with the high level of stress. Since human body's physical reaction is a part of the cause of stress-related exhaustion, exercise can help the body effectively deal with physical aspects of stress (MBA Knowledge Base and BCcampus 2021).

### **Assertiveness**

MBA Knowledge Base (2021) supported the opinion that a person should learn to be assertive. If a person wants to say 'no' to any offer from people or managers who require far more of his or her time and ability, he or she should not say 'yes'. When it comes to managing stress, being aggressive plays a crucial role. When a person takes the time for themselves, they prioritize their own well-being over that of others. It may appear to be selfish at first, but it is similar to the airplane metaphor: a person has to first put their oxygen mask on before helping other people (Amba Brown, 2021).

### **Relaxation techniques**

Relaxation techniques such as yoga and meditation should be introduced to every person to relieve stress. Deep relaxation for a few minutes per day helps reduce tension and gives an individual a deep sensation of calm. There will be a considerable transformation in heart rate, blood pressure, and other physiological responses when practicing deep relaxation. Yoga is considered as the most powerful stress reliever among all (MBA Knowledge Base, 2021). As for efficient stress management, getting adequate good-quality sleep is also critical. By restricting the caffeine intake during the day and limiting stimulating activities like using entertaining technologies at night to develop healthy sleep habits (American Psychological Association, 2018).

Since leaders typically have more control over creating the working environment than their employees do, it is apparent that they have the potential to help reduce work-related stress (BCcampus, 2021). Therefore, it is necessary for organizations to establish programs that assist employees in lowering their stress levels. As a result, there will be less employee turnover and absenteeism, which improves productivity. There are some of the activities that leaders may include (MBA Knowledge Base, 2021).

### **Employee's selection and placement**

Organizations should show more consideration for the selection process to the suitability among the work, candidates, and the working environment. Selection and placement strategies are involved in ensuring that individuals possess appropriate knowledge, skills, experience and preparing for the job. That means managers must have great attention on the job interview and the placement procedure to minimize the work-related stress for employees. Every individual reacts differently to several stressful situations (BCcampus, 2021). People who are easily affected by stress should not be assigned to stressful jobs. Those who are less affected by stress perform well and effectively in high stress positions (MBA Knowledge Base, 2021).

### **Goal setting**

As demonstrated by MBA Knowledge Base (2021), there is various research stated that people tend to be well-performed when they are challenged by particular goals and receive good feedback on how they work to pursue such goals. Thus, setting goals helps reduce employees' stress, frustration and role ambiguity as well as boost their motivation. When work requirements are unclear, it can be stressful for employees. Employees will feel more at ease and perform effectively if they understand their job responsibilities. Therefore, employee's productivity is directly influenced by work stress. Employees should be assigned tasks that are

challenging but not overwhelming. When employees are challenged, they can enhance skills, work becomes more fascinating, and their motivation is maintained (Steve Aldana, 2021).

### **Communication improvement**

It is crucial for managers to encourage and enable their employees to communicate. Employees experience less stress and are less prone to be unproductive behavior if they feel their issues are being heard and understood. Employees do not know what or how they are supposed to do their work due to a lack of efficient communication from managers. As a result, there might be various role ambiguity at work. Effective employee communication decreases ambiguity by reducing role contradiction and conflicts (MBA Knowledge Base and BCcampus, 2021). Conduct regular meetings with employees to address issues, concerns, workload, and necessary modifications. Give them opportunities to communicate. Managers should make themselves available for one-by-one consultations and pay attention when employees need to speak (Steve Aldana, 2021).

### **Skills training**

Steve Aldana (2021) indicated that the difference between a person's talents and the job requirements they are supposed to perform is a type of work stress. Proper work-related training procedures, in which employees are trained how to do their work more effectively with less tension and stress, can help cut down stress in some situations. Employees should be instructed ways to reduce workload by using shortcut keys or by taking the expansion of new skills. Additionally, employees could also be taught human relations skills so that they are able to strengthen their interpersonal ability, which results in fewer conflicts within groupwork (BCcampus, 2021). Although most organizations require new employees to be taught, others do not offer continuous training. Thus, employees should receive training and ongoing education (Steve, 2021).

### **Jobs redesign**

Employees usually lack control over their work environment. Managers should consult employees on their working conditions, allow them to express their concerns

about unpleasant features, and make the necessary adjustments or propose solutions for them to work around the problems (Steve, 2021). Organizations can modify or restructure some particular aspects of jobs in a way that provides employees with more responsibility, more improved work, autonomy and feedback. As for several individuals, those enriched tasks give a welcome challenge, which helps lower work stress level as well as increase the work-person fit. Monotony, regular work, work underload or overload can all contribute to stress. Redesigning jobs reduces employee stress, promotes employee engagement, and improve the work-life quality (MBA Knowledge Base and BCcampus, 2021).

### **Decision making participation**

Stress is often intensified by a hostile working environment. Regarding the employees well-being and development of an organization, a culture of cooperation and support is mandatory. Employees feeling valued and appreciated fosters workplace harmony and generates trusting connections (Steve Aldana, 2021). It is important to strengthen employee management and minimize role stress by allowing employees to take part in making decisions that directly impact them and their performance. Employees are worried and unsure about their goals, expectations, and how their performance would be assessed, which is the primary source of work stress. For this reason, organizations can help decrease such uncertainties by enabling employees to involve in decision-making (MBA Knowledge Base, 2021).

### **Building groupwork cohesiveness**

In today's industry, team-building activities are commonplace. Managers should strive to improve the cohesiveness of their groups. These initiatives are created more productive and mutually supportive groups (BCcampus, 2021). As a result, such teamwork would be developed so that group members can collaborate and work effectively. Each member of the work group should treat others as family members and seek support from one another when he or she struggles with any problems (MBA Knowledge Base, 2021). Employees should be able to express their

opinions and interact with one another in small groups. Employee retreats and team-building exercises allow work colleagues to strengthen bonds and learn to assist one another. Support from coworkers is a crucial line of defense against work stress (Steve, 2021).

### **Personnel wellness programs**

Despite changing the work environment should be the initial defense against work-related stress, providing employees with the signs, causes, and solutions for stress can also be beneficial. Stress management programs that educate employees about the skills they can apply to manage stress. For instance, time management, muscular relaxation, assertive training, and eliminating negative self-talk are among the most helpful skills (Steve, 2021). Moreover, these health promotion programs are mainly centered on employees' overall physical and mental health (MBA Knowledge Base, 2021). Organizations should provide physical activities along with psychological counseling on their premises. It was indicated by BCcampus (2021) that recently many businesses have started to take a more comprehensive and systematic strategy to stress reduction and workplace well-being.

## **4.2 The influence of stress management on overall performance**

According to Harish Saras (2018), over 87 percent of employees around the world are emotionally detached from their workplaces, which causes them less productive. It is when the level of stress reaches its peak, it becomes harmful to the organization's and employees' well-being. The value significance and role of stress management are evident in this situation. Therefore, it is critical for organization to comprehend the importance of stress management as well as its advantages in the workplace.

### **Allows leaders to better inspire employees**

Workplace motivation is a great tool for fostering teamwork and maintaining employee morale (Employee Motivation Skills, 2020). Employee morale and their performance at work are affected by stress. It has an impact not only on a person but also on the organization. Employees feel demotivated because of stress, which results in increased employee turnover and absenteeism. Managers can boost their

employee morale by practicing strong stress management skills that encourage and keep them engaged in their work and performance (Harish Saras, 2018).

### **Boost productivity in stressful scenarios**

When employee morale is strong and the workplace relationship remains stable, it optimizes employee productivity. Even in the most difficult situations, strong stress management skills can reduce the possibility of customer dissatisfaction or bad decision making (Harish Saras, 2018). Employees play a significant role in the culture of an organization. Those who are positive when they are under control of their stress levels will contribute to a healthy workplace culture, which is favorable to productivity and creativity (Wellness Council of America, 2021).

### **Allows leaders to manage people in difficult situations**

Being as leaders, stress management in the workplace could be their best friend (Employee Motivation Skills, 2020). Harish Saras (2018) mentioned that employees tend to seek help and guidance from managers when they are stressed. Some employees approach managers for assistance by speaking face-to-face about their problems. Managers will be able to lead in difficult times when he or she has good stress management skills and ability to accurately identify the stressful circumstances.

### **Reduce the likelihood of conflicts in the workplace**

As reported by Employee Motivation Skills (2020), conflicts at work are not exceptional, and they occur more frequently than people might expect. Stress-related conflicts tend to build up over time before exploding. Workplace conflict is prevalent and is caused by differences in personalities, opinions, and high stress levels. It damages relationships and affects the company's culture. Effective stress management skills, on the other hand, eliminate such disruption, foster teamwork, and make life easier for everyone (Harish Saras, 2018).

### **Reduce the possibility of unethical behaviors**

As believed by Harish Saras (2018), when people are under high levels of stress, unethical behavior is more likely to arise. People have taken advantage of this practice to save their time. They begin pointing fingers at others and play blame games during this time. The effective stress management skills give ethic and stress programs to minimize the possibility of unethical behavior. Leaders may not be able to prevent an employee from acting unethically for reasons other than stress. However, they could provide ethics and stress management workshops to reduce the likelihood of unethical behaviors (Employee Motivation Skills, 2020).

### **Improves the opportunities of completing deadlines**

Employees are distracted when stress levels rise, depending on the source of stress. Consequently, they cannot perform and they should and skip deadlines. On the other hand, effective stress management skills enable individuals to recognize stress before it turns into a problem, ensuring that organization runs smoothly (Harish Saras, 2018).

### **Promote the process of communication**

When the levels of stress are elevated, as a result, communication is negatively affected. Employees will not discuss their work with one another. They seek out managers with whom they can discuss the problems and issues instead. As said by Employee Motivation Skills (2020), communication in the workplace is a critical component of company success. Good stress management, however, assists in the identification and resolution of problems, which improves the communication process (Harish Saras, 2018).

### **Assists in the smooth operation of projects**

According to Harish Saras (2018), there is a connection between stress and management. When managing a project, managers cannot know if a vendor will be late of failing to deliver the product. These challenges make it difficult to meet a deadline. Employees of a project receive responsibility, expected to deal with stress and fulfilling a deadline.

### **Allows leaders to build a team**

Workplace stress management allows leaders to create team cohesion. Leaders who pursue stress management strategies have positive outcomes (Employee Motivation Skills, 2020). Employees are unable to concentrate on their work when they are stressed. Additionally, the team lacks cohesion. When anyone from the team gives comments on them, they become irritated. A situation may happen in which an employee discusses his or her issue with the manager and asks for assistance in resolving them. A manager is able to create and unite the team by using stress as a tool and applying appropriate stress management techniques (Harish Saras, 2018).

### **Allows leaders to give more space for employees**

As indicated by Harish Saras (2018), when employees are focused on their work and constantly active, they do not have time to rest and relax, which leads to stress. It is vital that managers use proper stress management resources and providing employees space to have a rest. Enabling employees to take a break at work gives them re-energize and avoid the impacts of stress.

### **Support the evaluation of employee performance**

Everyone has a different stress tolerance. Workplace stressors can have a direct impact on work performance. It also aids in determining how successfully employees work together as a team. Good stress management skills enable managers to assess and evaluate their employees' performance (Harish Saras, 2018). Moreover, managers can assess their employee's ability to adapt and adjust to different situations by reviewing employee appraisals properly (Employee Motivation Skills, 2020).

## 5 EMPIRICAL RESEARCH

### 5.1 Research method and questions

The data collected by utilizing the quantitative research approach is presented in this section of the study. I used a survey questionnaire to collect data from 15 participants who work in various job positions. The information was gathered and comprehensively examined by applying the appropriate data analysis technique. A quantitative research method can be used to evaluate correlations between variables that define, forecast, or regulate a phenomenon (Lugtig, 2012). As for the study, I chose a quantitative correlational research design method since it was the most suitable approach for gathering data relevant to the research questions. This study aimed to understand the nature and extent of the connections between employee motivation, work-life conflict, job performance and workplace stress. It characterized and measured stress levels and explored how they varied depending on demographic factors and different jobs. The following were the study's research questions:

- What motivates employees the most at work?
- Do they feel satisfied with their current job?
- What are the factors affecting their level of job satisfaction?
- What are the external factors contributing to the value of their job?
- What are the internal factors affecting their work performance?
- Does the organizational strategies and procedure help promote their work performance?
- Do they often feel stress when they are at workplace?
- What are the factors causing their work stress?
- What do they do when they feel stressed at work?

## 5.2 Results of questionnaires

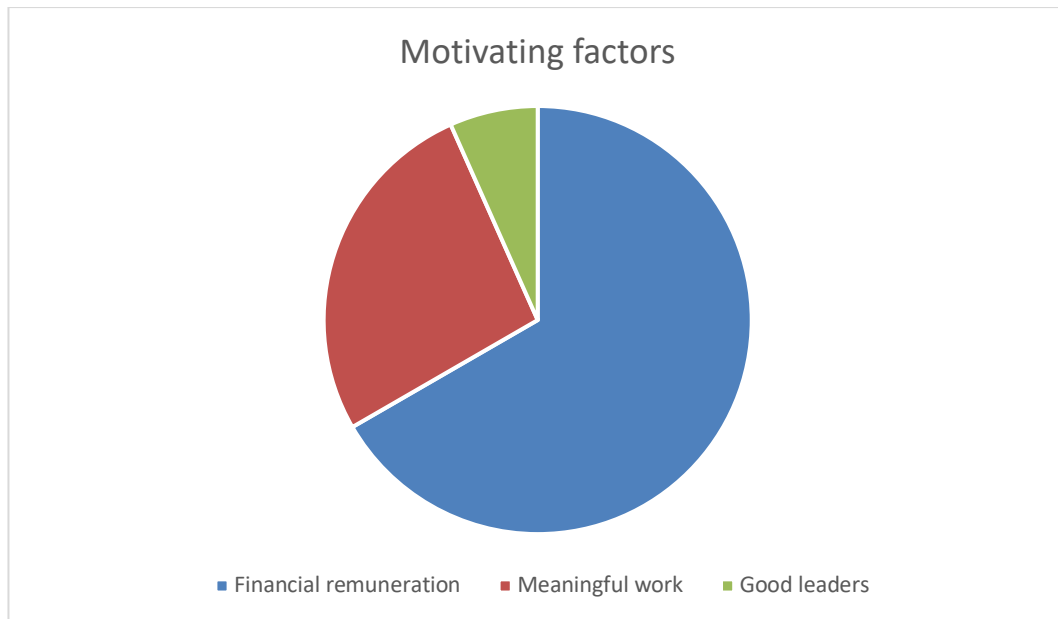


Figure 11: What motivates employees most at work?

From the data that shown in the pie chart above, 10 out of the 15 participants said that monetary reward is the most important factor motivating them at work. On the other hand, 4 individuals stated that meaningful jobs help motivate them. Meanwhile, one person indicated that having good managers is the most influential factor motivating them at work. As a result, based on the result from participants responses, it is considered that financial remuneration is a significant factor motivating people at work.

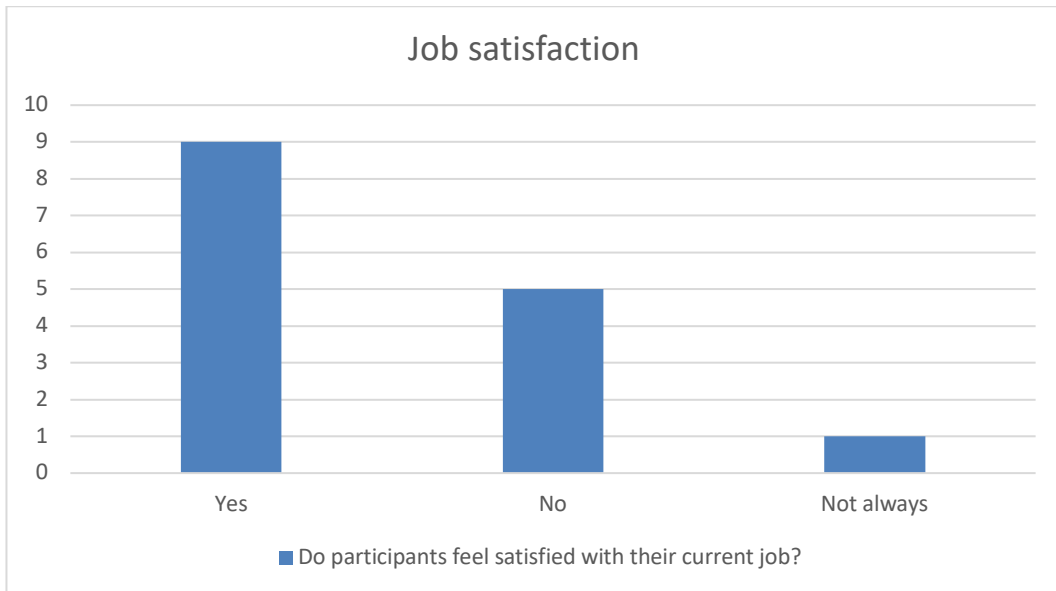


Figure 12: Do participants feel satisfied with their current job?

The responses of the participants on their current job satisfaction are displayed in the graph above. According to the results of the survey, 9 participants agreed that they are content with their current job, while 5 people disagreed. However, one individual mentioned that their current job is not always satisfying. As a result of the responses, it is estimated that the majority of employees feel satisfied with their jobs.

Factors contributing to job satisfaction	
Influential factors	Numbers of participants selection
Salary	3
Benefits	5
Job security	5
Working conditions	2

Table 1: What are the factors affecting their level of job satisfaction?

According to the survey, benefits and job security are the most influential factors that effects employee work satisfaction. There were 5 participants agreed that benefits are the most important factor, while other 5 chose job security is the one

influence their job satisfaction. However, 3 individuals noted that the most significant factor is the salary. Working conditions, as reported by other 2 participants, have a crucial impact on employee satisfaction. Hence, from the responses, it is anticipated that benefits and job security affect the participants' job satisfaction.

<b>External factors affecting the job value</b>	
<b>Influential factors</b>	<b>Numbers of participants selection</b>
Physical work	3
Promotion conditions	5
Creativity	2
Relationships	5

Table 2: What are the external factors contributing the job value?

The responses of the participants when questioned about external factors that bring value to their job are shown in the table above. Out of the 15 people who took part, the most crucial external factors, according to 5 individuals, is promotion conditions add value to their job. Similarly, the other 5 believed that relationships with managers and coworkers adds value to their job. Meanwhile, 4 participants stated that physical work is an essential external element that contributes to the job's value, and only 2 individuals voted the factor of creativity. Thus, from the responses of the participants, it seems that promotion conditions offer great value to their job.

<b>Internal factors affecting employee's performance</b>	
<b>Influential factors</b>	<b>Numbers of participants selection</b>
Skills and knowledge	7
Educational level	3

Personality traits and incentive	5
----------------------------------	---

Table 3: What are the internal factors affecting their work performance?

In the above table, the internal factors that influence employ performance at work are listed. According to the participants' answers. 7 of them believed that skills and knowledge are the most important factors that influence employee performance at work. However, 5 participants agreed that personality traits and incentives have a great impact on employee performance. Only 3 believed that the most influential factor is educational level. Therefore, as shown from the data collected, Skills and knowledge play an important role in employees' work performance.

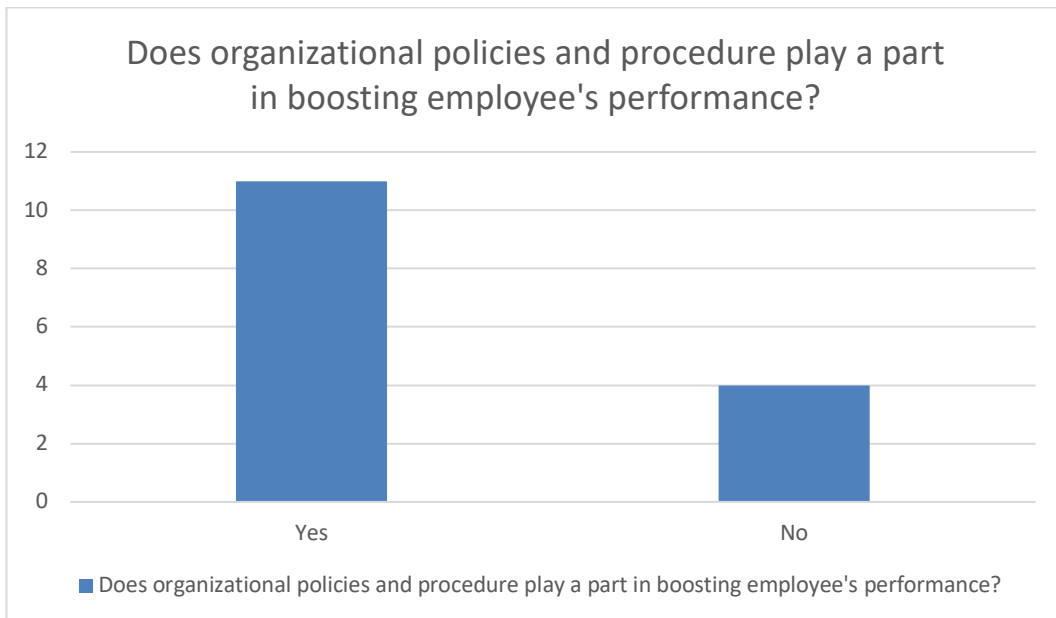


Figure 13: Does organizational strategies and procedure help promote employee's performance?

Upon the survey responses of 15 participants, 11 individuals believed that organizational strategies and procedure improve their work performance. 7 participants, on the other hand, disagreed with the implication and did not believe that organizational policies and procedures have an impact on performance. Because of the responses, it is assumed that most participants felt that organizational strategies and procedures have a direct impact on employee work performance.

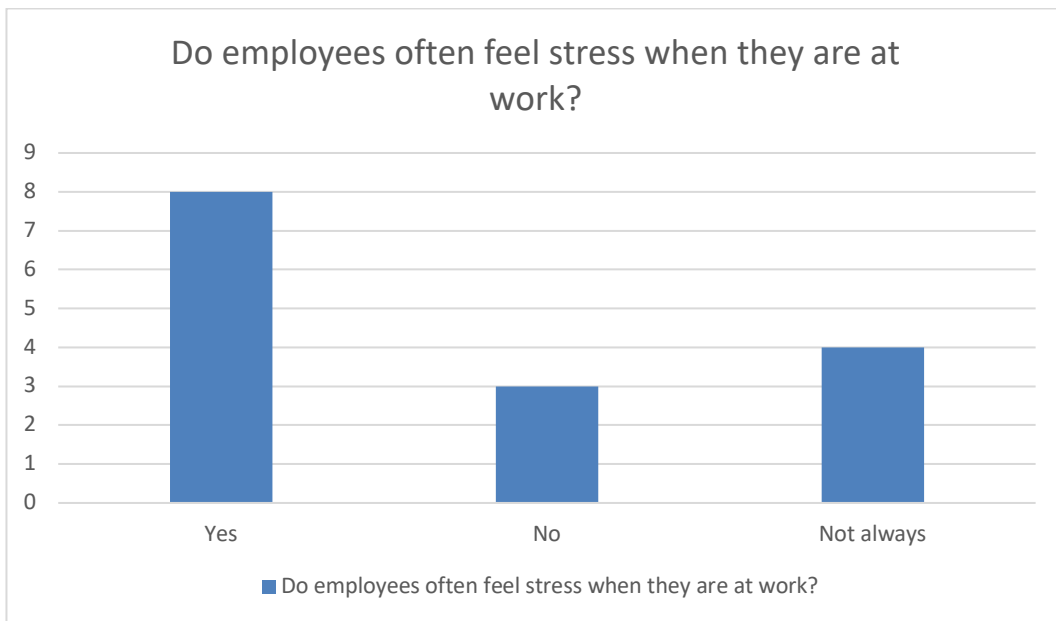


Figure 14: Do employees often feel stress when they are at work?

The bar chart indicates the responses of 15 participants regarding whether they often feel stress at work. It is shown that 8 of them believed they are stressed during work. Four participants, however, stated that they do not usually feel stressed at work. Alternatively, only 5 people said that they never experience work stress. As a result, most people feel stressful at work.

Factors causing work stress	
Influential factors	Numbers of participants selection
Workload	5
Numbers of employee verses work-load	6
Job timings	4

Table 4: What is the most influential factor that causes work stress?

As stated in the table above, 6 of 15 participants believed that the number of employees versus workload causes stress for employees at work. Workload, according to the other 5 participants, is a source of stress for employees. Only 4 people

thought that working hours are stressful. Hence, based on the participants' answers, the number of employees versus workload is the most significant element causing work stress.

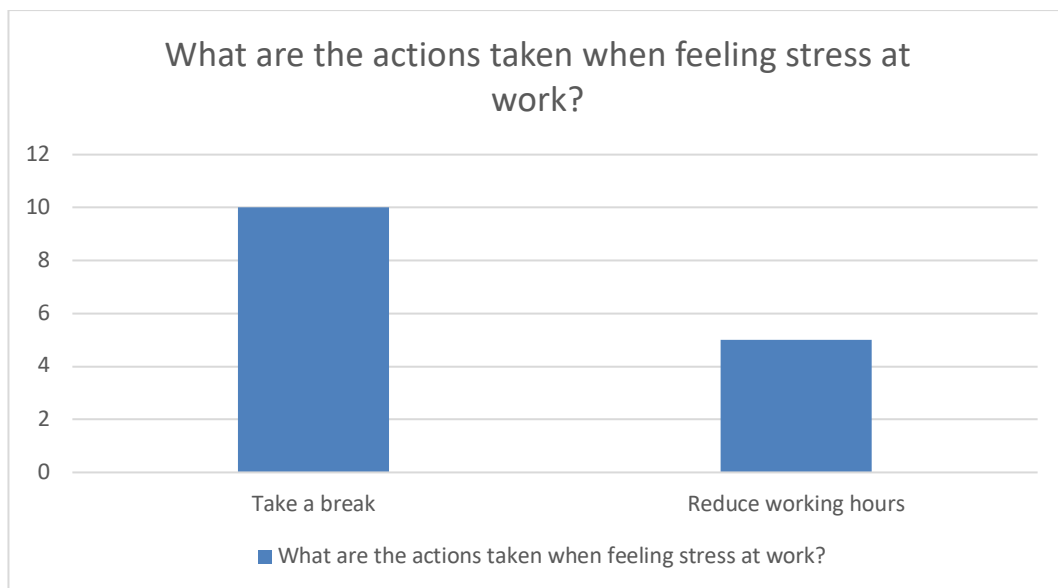


Figure 15: What actions do people take when feeling stress at work?

As shown in the graph above, when asked what activities participants take when they feel stressed at work, 10 of them stated that they take a break to alleviate their stress levels. Besides, the remaining 5 said they lessen their work hours to relieve stress. Therefore, based upon the result, it is assumed that most employees tend to take a break when they experience stress at work.

### 5.3 Research analysis

Employees are the organization's most significant resource. A company cannot prosper eventually without skilled employees. Thus, it is critical for an organization to meet the demands of their personnel. In this study, I focused and approached people from various organizations who work in different positions. Based on the responses of the participants, it has been shown that financial compensation is the most important factor motivating people at work. Most participants are satisfied with their jobs because of a fair compensation and reward system. Most participants' work satisfaction is influenced by job benefits and security. Moreover, promotional conditions offer a great value to employees' work. According to most employees, relationships at work also play a big part in the influence of their work

value. That means people are prone to value and nourish their relationships with manager and other coworkers to develop and maintain social support. Employees are committed and feel motivated thanks to such encouraging factors. The most influential internal factor that is believed to influence employee work performance is knowledge and skill. Meanwhile, most employees agree that organizational strategies and procedures impact on the development of their performance at work.

When it comes to employees' opinion concerning work stress, many participants stated that they experience stress at work. Most chosen reason behind their stress is the workload versus the number of personnel in the organization. Thus, the unbalance between the amount of work and the number of workforces creates tension for employees. When people feel under pressure, they tend to take a break from work.

A combination of motivational theories, equity theory, and psychological stress theories contributed to the theoretical framework for this research. Both managers and employees expect a fair compensation and credit for their efforts, which is reflected in such a theoretical framework (Al-Zawahreh and Al-Madi, 2012). Furthermore, the reciprocation of healthy relationships among employees and between employees and managers shows the importance of social support in the workplace (Chandra, 2012). The belief that a person is respected, engaged, communicated, emotionally tended, and a part of a social network is referred as social support (Fernandes and Tewari, 2012). Support from managers and colleagues has a significant impact on employee well-being. Employees who feel supported and believe they are compensated for their efforts are less stressed.

Employees who lack motivation and dedication are the result of excessive work-related stress. While skills and knowledge are considered as the factor effecting individual's performance, lacking these factors causes heavy tension as high stress level for an employee to meet company's requirements. For this reason, organizations must pay special attention to their employees since they are the foundation of the company's success. Motivation should be a main drive to prevent excessive

work stress and dissatisfaction. Employees should be given the opportunities they demand. Integrating motivation and increasing employee satisfaction should be a vital part in organizational strategies. Hence, the organization is able to minimize stress and provide employees with a better working environment. As a result of this research, work stress and job motivation have a direct impact on employee performance.

The empirical findings are in accordance with the theoretical knowledge and previous research, indicating a link between employee stress and motivation. In the theoretical part of this study, it is the provision of information reflects the understanding of stress and motivation concepts, how they develop, and their impact on employee performance. The practical implication of the research is to identify what causes work stress and motivate people, as well as to determine the proper management techniques in the organization and to contribute to the evolution of the management process.

According to the transactional theory of Lazarus and Folkman (1993), the intensity of stressful experience of is a relationship between an individual and the environment. In comparison to the findings of the study, most of the survey respondents stated that organizational polices have the greatest impact on their performance, implying the fact that the working environment can cause stress for employees if the organization does not have effective management to provide good working environment. For Billing (2004), the three main sources of stress in the workplace are role conflict, role ambiguity, and work overload. When asked about the influential factors that cause work stress, the responses of research participants chose the amount of workload. Unfortunately, the survey excluded the aspects of work conflicts and ambiguity, leaving it with no data to support the claims, which appear to be a limitation of this study.

Furthermore, there are connections between several motivational theories given and the research findings. In accordance with Adam's motivational equity theory (1960s), rewarding employees play an important role in encouraging their job motivation. Similarly, most respondents in the survey mentioned that benefits and

monetary compensation are the most influential factor influencing their job satisfaction, which boosts motivation. They also mentioned that having meaningful job and strong relationships with others motivates them. Related to the theory Z founded by William Ouchi (1980), it revealed that to boost employee's motivation, organizations must develop a job for life and promote interaction as well as create a good connection with employees.

#### **5.4 Research limitation and reliability**

The current study's limitations include the types of employment, job variety, workforce generation and the specification of questions asked. Since the study was conducted mainly on random young employees who have less than five years of full-time work, and their jobs are office-based tasks, the results obtained are not enough to answer as well as generalize the questions that was aimed to achieve. Various issues regarding the influence of internal and external factors that affect work stress and motivation arose because of findings.

It is critical that the causes of stress in the workplace are far more than those that were defined in regards of previous theoretical research and the main factors that included in the questionnaire, as stress factors vary among geographical locations, e.g developing and developed countries, and are different in various kinds of job. Stressors also differ from any circumstances, changes from time to time and are distinct in organizations, e.g small versus big enterprises and state versus private enterprises. Moreover, motivation factors fluctuate as human's demands vary among different environments and societies. Therefore, it is challenging to collect the results of research based on the mentioned elements.

Furthermore, the other research's primary limitation is related to the design of the study. It would be ideal if the findings were derived from a combination of quantitative and qualitative research. Apart from integrating ideas and concepts that have previously been discovered, it is feasible to collect more perspectives regarding the objectives that was attempted to reach, based on the data obtained from such mixed methods.



## **6 CONCLUSION**

### **6.1 Study conclusion**

To sum up, organizations should start investing in the development of employee management by respecting their rights and appreciating their contributions. Employees should be provided regular breaks with minimal supervision during these times. The organization must provide a stress management workshop and assistance programs that gives counselling service to employees who seek for support with workplace conflicts, health issues, family or marital issues, and personal finances, etc. When an organization improves their employees' psychological and physical well-being, they can generate more profits as well as retain more personnel in the future. Employees should be trained in professional knowledge and time management practices to avoid rushing through tasks causing stress. Moreover, organizations should give ideal working conditions such as space, seats, etc., as well as modify the employment structure in some ways to help employees become more engaged and productive.

The findings of this study can be used by professional practitioners, researchers, leaders, and HR managers to formulate and develop solutions for eliminating workplace stress along with encouraging employee's work motivation. This research has constructively provided readers with sufficient information by introducing diverse theories concerning workplace stress, work motivation and stress management strategies.

It is beneficial for every organization to understand about the study and establishment of the relationships between work stress, employee motivation and work performance. These findings will offer managers with information about this correlation, which they might apply to design and implement workplace stress management techniques. As a result, these approaches help enhance productivity, lower expenses, maximize profits, and promote life quality.

Human resources are crucially significant to a company's success. Hence, the success of the company is entirely dependent on the performance of its employees.

The most critical factor to consider is ensuring that the employee's performance is outstanding. In the current economy, when there is an increase in competition, it is vital for companies to generate the best results to maintain competitive position. In this regard, it is important that employees are performing their maximum potential. Therefore, keeping employees motivated and stress-free maximize social capital as well as improve their performance. The management can effectively reduce stress among employees when they comprehend the root causes of workplace stress. For instance, as revealed in collected data from the survey, staff cuts or lack of staffs causes major tension on most employees. Workplace stress has been identified as a primary cause of work dissatisfaction and high turnover among workforces.

## **6.2 Recommendation for further study**

This research has provided the foundation for understanding the issue of work-related stress, as well as how work motivation and satisfaction can be used to support individuals in lowering stress. However, beyond the correlations between workplace stress and work performance, I did not examine the causes for the workplace stress among the participants in this research.

I recommend other researchers would conduct more studies into the various causes of work stress to gain a better knowledge of such pressure. By evaluating everyone's own experiences, qualitative researchers could gain more understandings from their experiences and the meanings of the links between employee stress, motivation, and performance. Since there is still a considerable need to learn how to keep employees motivated while preventing them from experiencing stress at work.

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## **APPENDICE**

### **APPENDIX 1**

#### Questionnaire

1. What motivates you the most at work?
  - a. Financial remuneration
  - b. Meaningful work
  - c. Good leaders
  
2. Do you feel satisfied with your current job?
  - a. Yes
  - b. No
  - c. Not always
  
3. What are the factors affecting your level of job satisfaction?
  - a. Salary
  - b. Benefits
  - c. Job security
  - d. Working conditions

4. What are the external factors contributing to the value of your job?
  - a. Physical work
  - b. Promotion conditions
  - c. Creativity
  - d. Relationships
  
5. What are the internal factors affecting your work performance?
  - a. Skills and knowledge
  - b. Educational level
  - c. Personality traits and incentive
  
6. Does the organizational strategies and procedure help promote your work performance?
  - a. Yes
  - b. No
  
7. Do you often feel stress when you are at workplace?
  - a. Yes

- b. No
- c. Not always

8. What are the factors causing work stress?

- a. Workload
- b. Numbers of employee versus workload
- c. Job timings

9. What do you do when you feel stressed at work?

- a. Take a break
- b. Reduce working hours