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Stress Management and Performance productivity at workplace

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Abstract

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The purpose of this research paper is to know about the connection between stress management and productivity at work place. It is also undeniable that stress management issue is a concerning thing for both the employer and employees. There is a lot of pressure that emanates from difficult tasks as well as tough working environments. The process of working also seems to be difficult because of the surrounding sometimes. However, when conditions are not good and colleagues or supervisors seem to be hostile, it results to stress. There other different causes of stress in the workplace or in other settings. The possible result of stress is decreased performance as shown through research. Moreover, at present, due to the Covid-19 crisis also has impacted a lot on work and stress management while it's visible that intellectual work has become more relaxed for employees, however, on the other hand engaging physical job also has become more demanding and challenging. Experts have introduced various methods of controlling stress especially in the work places. It should be noted that various techniques apply to certain issues or conditions and thus all methods are not applicable in all cases. This is due to the fact that there are dimensions of stress. For example, some people prefer taking deep breaths in order to control their stress. Others exclude themselves from the public. There are also stages of stress which needs to be understood. Stress management is essential for the control of the performance. Stressful workers do not perform well for this has effects on their way of working in organizations.

The aim of this study is to find out how stress effects on employees at workplaces and how a good stress management system can positively impact on the performance of an employee as an individual as well how it helps to achieve the organizational growth in a long run.

This research paper study was conducted as qualitative research by interviewing 28 participants from different work profession sectors though emphasized on hospitality industry. Semi structure interview method were used for data collection. The findings showed that most of the participants argued that stress management system is really important for the organization. Employees want good work life balance and treated fairly in the workplaces. In a nutshell, Good workplace, incentives, good management makes workplace more welcoming, efficient and fun for the employees where it may turn a wining situation for both the parties with a healthy relationship.

Keywords
Stress management, hospitality industry, employee performance, company productivity, stress management system, work-life balance.

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1   Introduction

1.1   Background

Before the covid-19 the hospitality industry was among the top industries that was increasing rapidly. Service and physical work is the crucial part of hospitality industry where employees often goes under pressure and stress. Having said that, the workplace environment of the 21st century is dynamic, fast-paced, and highly stimulating. Several industries, especially those in the service industry, have incorporated the application of technology in their operations, and subsequently expanded the responsibilities of employees in the workplace (Wang & Tseng, 2019). Employees in those work environments have to cope with increased demands from their managers desires working performance with physical ability or on meeting specific deadlines or milestones, while aligning themselves to a lifestyle that has limited family and leisure time with average wages. Consequently, the pressures and demand caused by the workplace weigh heavy on such employees.

Lots of complaints, moreover, about work stress has witnessed in recent years in the Finnish media also while the restaurant employees and especially the fast-food chain restaurant workers often exposed about their long shift and severe work stress conditions. In a work environment, pressure can have both positive and negative effects. The positive effect is where the pressure improves the performance levels of the employees, and the negative effect is where the pressure is excessive and affects employees' productivity levels (Nisar et al., 2021). When a workplace experiences positive effects of pressure, the productivity levels of employees rise significantly without any negative consequences to the employees' health, determination, and morale (Savolainen et al., 2021). The employees can feel the need to raise their performance levels because of a realization that they have not been working to their potential.

On the other hand, where the pressure results in negative effects, he likely causes could be lack of motivation from the management or the human resource, either through a reward mechanism that compensates employees for the work they have done, or appreciation of any kind on the effort that they make to achieve the goals of the organization (Khan et al., 2021). In some cases, the pressure in the workplace could result from external influences, such as where a worker has familial problems, or instances where the worker is dealing with loss of a loved one, which would negatively impact their output in the workplace (Mäkiniemi, Oksanen, & Mäkikangas, 2021). Where the management

fails to recognize the cause of the pressure on an employee, the mpact on the employee would worsen.

Work stress can manifest differently depending on the position that a person holds in the workplace. The pressure at the workplace can sometimes come from negative relationships between the management and employees, or a supervisor and an employee (Jonker-Hoffrén, 2019). Subsequently, the positioning of an employee within the workplace could determine the level of stress that they might undergo, or how they can be exposed to factors that increase stress (Savolainen et al., 2021). Employees who are at a higher hierarchy level might feel less pressure emanating from the reprimand of workers on the work that they have done, compared to employees who are at the supervisory levels, and whose responsibility is to ensure that certain milestones are met (Díaz-Carrión, Navajas-Romero, & Casas-Rosal, 2020). For those at higher ranks, the pressure comes from a higher position, either the shareholders or the directors of the organization, who would dictate or reprimand them for their failure to meet certain objectives within the specified time.

Consequently, depending on the position that an employee holds within the workplace, the levels of stress that they would face varies significantly (Ariza-Montes et al., 2019). Equally, the frequency of the work stress differs according to the position of an employee in a workplace environment. Employees who receive promotion to a new portfolio feel the pressure to deliver according to the expectations of the organization (Díaz-Carrión, Navajas-Romero, & Casas-Rosal, 2020). Sometimes cultural facts along with races, different languages also can be a part of discrimination which results extreme stress to the employees. A service personnel in bottom position either in restaurant or hotel industry always go through severe workload and stress to satisfy the customer's expectations as well the manager's goal.

Recently, several studies have examined the concept of job stress, but on different premises. Some have examined the impact that work stress has on the organizational behavior, while others focussed on the constraints to productivity that could be caused by stress in the workplace (Mäkiniemi, Oksanen, & Mäkikangas, 2021). Other studies have analyzed the plausible causes of workplace stress, and how organizations can plan their human resource to deal with its effects (Abbas, Malik, & Sarwat, 2021). Some researchers have equally examined the correlation of the workplace stress to the traits of different employees, and how the management can ensure that their recruitment efforts include an examination of the likelihood of an employee to disrupt the environment

in the workplace (Díaz-Carrión, Navajas-Romero, & Casas-Rosal, 2020). Collectively, the concept of stress in the workplace has drawn researchers to evaluate its impact on the workplace and how best to handle its effects without compromising on the culture, practices, and traditions of an organization.

From the understanding that stress in the workplace can affect how employees operate, it is imperative for managers to institute mechanisms of handling stress within the work-place (Vui-Yee & Yen-Hwa, 2020). However, the management should identify the best approach at stress management that would best fit the workplace situation, and whose effect does not lower the performance levels of employees, or reduce the productivity of the company (Mäkiniemi, Oksanen, & Mäkikangas, 2021). Workers who operate in a working environment that is more relaxed, will most likely display satisfaction with their work, and might increase their productivity levels in assisting the company meet its objectives (Díaz-Carrión, Navajas-Romero, & Casas-Rosal, 2020). In this research paper, By prioritizing the hospitality industry, the main objective is to identify the relationship between a good stress management system and employee performance productivity with organizational profitability. The expectation is that through a good stress management system, the productivity of the company and the performance of employees will improve.

1.2 Problem Statement

Finland, as other European countries, has witnessed an increase in the number of tourists in the past few years before covid-19. The number of tourists in the region dipped during Covid-19 outbreak, but the projections are that the situation would normalize with the continued vaccination processes and easing of some of the travel restrictions and requirements placed to curb the spread of the virus (Bloisi, 2021). The rise in the number of tourists and an increase in the involvement of various economic activities within the Scandinavian countries enhanced the demand for hospitality services. Facilities such as motels, hotels, and restaurants, witnessed a rise in demand, which attracted investors as well to the region (Mäkiniemi, Oksanen, & Mäkikangas, 2021). In Finland, most international hotel and restaurant chains began to venture into the hospitality industry to benefit from the demand increase, which signalled an opportunity to make profits (Andrade, Miller, & Westover, 2021). As more investors entered the industry, so was the competition on efficiency in service delivery, quality provision, and a higher focus on customer satisfaction has demanded vastly to make sure the competitive advantage between rivals. As an example, the investment of Clarion hotel group has increased in

last few years and newly witnessing the KFC fast food venture has launched its operation in Finland due to the massive potentiality of the Finnish economy and thus, it comes more work opportunities with challenging performance among the employees.

For most restaurants and hotels, the demand on productivity meant that more output was required of the employees. Subsequently, the nature of work in the hospitality industry had significantly changed from what it was in the previous years. The management demands from employees heightened, further elevating the pressure and workplace stress for most employees (Kong et al., 2018). Also, the need for higher productivity, which equally translated to increased profits, resulted in the hotel and restaurant managers expecting more from their workers than they used to previously. With a workforce that was not used to increased pressures at the workplace, some restaurants began experiencing a reduction in productivity of the employees (García-Cabrera et al., 2018). Workers could not cope with the rise in pressure, and the management in the industry had not developed any management approaches that could address the impact of workplace stress on employees. Moreover, in restaurant industry or fast-food chain uses the statistical data from the sales record to ensure the further shifts of employees but sometimes it does not comply with the statistical forecast which causes immense of pressure and stress to the employees of that particular rush periods.

As the effect of workload on employees was noticeable, and the players in the hospitality industry sought to address the issue, one of the proposals touted was to increase the level of remuneration to employees in the industry, while accommodating the needs of employees in better ways to motivate them in their work (Vui-Yee & Yen-Hwa, 2020). Consequently, several new perks were introduced for workers within the hospitality industry, and new techniques at service delivery proposed to manage the employees' workload (Mäkiniemi, Oksanen, & Mäkikangas, 2021). However, this did not seem to work efficiently, as the needs of various businesses were different. The level of employee turnover in the industry rose, as workers felt that they could not handle the pressure at the workplace (Asensio-Martínez et al., 2019). Other sectors within the industry sought to invest on low-salary workers who would complete the work responsibilities of employees who were leaving their job portfolios, but this had a negative impact as well on the quality in service delivery.

With the above situation bedevilling Finland's hospitality industry, there is need for an examination on the appropriate stress management system that can both increase the performance of employees, and enhance the productivity levels of companies operating

in the industry (Silvennoinen, Nisonen, & Pietiläinen, 2019). The focus of this research paper is to examine some of the breast practices around the world, the nature of the hospitality industry in Finland, some of the causes of stress levels within the industry, and how the introduction of a stress management system would help stakeholders manage employee performance against the negative effects of workplace stress.

1.3 Significance of the study

The effects of this study can assist the hospitality industry in Finland to ensure that despite the increase in competition within the industry, the efforts made by respective businesses does not create substantial pressure to employees that subsequently has a negative effect to the realization of the industry goals. The assumption that the study makes is that there is a correlation between stress management system and company productivity and employee performance. Finland's hospitality industry will benefit from the knowledge advanced through this study, as it will not only illuminate the concept of stress management system in sustaining operations within the industry, but also provide a framework that can be replicated by other service and product industries in the country. The effect of stress in the workplace is not specific to the hospitality industry (Mäkiniemi, Oksanen, & Mäkikangas, 2021), despite the industry forming the central focus of this study. Other industries share similar concerns, and practices implemented by one industry in managing the situation can be borrowed by other industries as well to improve the welfare of their employees, enhance the performance of their staff members, and improve on the productivity of respective companies.

The other significance of this study is that it will raise awareness on the challenges that employees face in their workplace. By discussing how stress management is implemented within the hospitality industry, the research will equally amplify the concerns that employees have when they complete their responsibilities in their respective places of work. Also, various legislative and policy initiatives that focus on improving the environment where workers operate would consider mechanisms of ensuring that workers are protected against some of the pressures that they could face at their workplaces (Naderiadib Alpler, Arasli, & Doh, 2021). Most companies can equally change their cultures and incorporate policies that would promote the realization of a favorable workplace environment for employees. Subsequently, employees will benefit from the outcome of this research, so does other stakeholders who are associated with labor issues in both Finland's hospitality industry and the labor sector. Additionally, the debate initiated through this research can enhance the frequency of research that examines the

appropriate stress management systems that can assist employers achieve their re-
spective goals, while promoting the welfare of employees. Lastly, as a very recent inci-
dent the backlash of Hesburger group has also been revealed and heavily criticized in
the Finnish media due to the long shifts for their workers with comparatively lower wages
to the other sectors (Yle News, 2021).

1.4   Research objectives and aim

The aim of this research is to examine the nexus between stress management system
and both company productivity and employee performance. In realizing this aim, the
research shall be guided by the below research questions:

i.   What is the relationship between work overload and employees' performance?

ii.   What is the relationship between work-life balance and employees' perfor-
       mance?

iii.   What is the relationship between job satisfaction and employee and productiv-
       ity performance?

iv.   What is the relationship between stress management system and employee
       performance and company productivity?

2   Defining stress

2.1   Job Stress

Job stress or workplace stress refers to the harmful emotional and physical responses that occur when the work or job requirements do not align with the needs, resources, and worker's capabilities (Elsenbruch & Enck, 2017). Job stress matters significantly to workers productivity and health.

2.1.1   Job stress theoretical approaches

Job stress has gained traction in the recent years because it is a determinant to the health and social welfare of most working adults (Ogunyemi, Babalola, & Akanbi, 2019). As defined by several researchers, job stress occurs when the demand placed on a worker in the workplace exceeds the ability of the worker to successfully cope with the demands (Heinrichs et al., 2020). Consequently, the lack of an efficient coping mechanism can result in harmful reactions to the worker (Heinrichs et al., 2020). Several theories exist on the concept of job stress, but this study shall focus on four theoretical approaches that not only defines the concept of stress, but also illuminate its effects on individuals, which could explain the loss in worker's efficiency.

One of the theoretical frameworks on which this research is based is Selye's theory of systemic stress. Hans Selye popularized the concept of stress through his endocrinologist work (Lu, Wei, & Li, 2021). From several animal studies that he conducted, Selye observed that several stimuli could produce a series of effects when applied long enough and intensely. According to him, stimulus events such as cold, heat, and toxic agents, could generate similar effects on an animal, regardless of the nature of the event (Szabo et al., 2017). However, there are instances where each stimulus, for instance, heat, produces specific effects to an animal (Etim et al., 2017). Applied heat in the experiment caused cold vasoconstriction and produced vasodilation. From his observations, Selye concluded that the changes caused through stimulus events were stereotypical, meaning that they resulted in a systemic stress response pattern that was specific (Yumatov, 2020). Consequently, Selye defined the systemic stress situation as a state created through a syndrome consisting of all induced changes, regardless of the specificity of the cause, in an animal's biological system. He termed the stereotypical response pattern as General Adaptation Syndrome (GAS).

Selye explained that GAS exists in three stages (Kiely, 2018). The first stage is initial shock phase of the body to the stimuli, followed by a counter shock phase. In the shock phase, a person exhibits gastro-intestinal ulcerations, increased discharge of adrenaline, and autonomic excitability. On the other hand, the counter shock phase is characterized by the initial operationalization of the body's defensive processes, which includes an increase in adrenocortical activity. The second GAS stage is the resistance stage (Byrne & Ludington-Hoe, 2021). However, Selye explains that an organism can only reach this stage if the noxious stimulation continues. The second stage is characterized by the disappearance of the alarm reaction to the stimuli, and indicates that the organism has adapted to the stressor (Ogunyemi, Babalola, & Akanbi, 2019). According to Selye, when there is a resistance increase to the noxious stimulation, the organism will experience a simultaneous decrease in the resistance to other forms of stressors (Shah et al., 2020). The third stage is where the organism enters the exhaustion stage. A critical determinant of getting to this stage is the persistence of the aversive stimulation, which exerts pressure on the organism's ability to resist the stimuli, later giving way to exhaustion.

Selye explains that where the organism exhausts the adaptation capability to the stressor, it will experience a reappearance of the first stage symptoms. However, the organism would not have the ability to resist the stimuli (Vincze & Vincze-Tiszay, 2020). Consequently, irreversible damages to the tissue will occur, and where the stimulation continues, the organism will die (Tang, 2020). Despite the failure by Selye to consider coping mechanisms as critical stress-outcome relationship mediators, the theory that he provides explains the effects of stress where interventions are not provided in time to help the stressed individuals (Lu, Wei, & Li, 2021). The theory also indirectly stresses the relevance of stress management systems to ensure that employees do not get to the irreversible stage of their stress exposure (Ogunyemi, Babalola, & Akanbi, 2019). Through efficient stress management system, the capability of employees to continue with their work effectively can be realized, resulting in the restoration of their productivity.

The second theoretical approach is Karasek and Theorell's. In their theory, they posit that when a person is exposed to a stressful workplace situation, there are two key dimensions that can determine the exposure (Asif, Javed, & Janjua, 2019). The theorists termed them the job control and job demand. On job control, the theorists explained that it dependent on the ability of the worker to have control over the work responsibilities provided, while on job demand, the theorists explained that it was concerned about the task requirements expected to achieve the demands of the workplace (Birolim et al.,

2019). Subsequently, the requirements would involve elements such as role conflict, time pressure, and workload. The job control on the other hand consists of skill discretion and decision latitude (Jessiman-Perreault, Smith, & Gignac, 2021, 5). A worker would be considered as demonstrating low job control if they are denied the latitude to display or operationalize their skills, and where the worker lacks work autonomy (Vassos et al., 2019). Given the relationship between the job control and job demand, Karasek and Theorell termed their theory the Job Demand-Control (JDC) theory. Under this theory, the most stressful position to a worker is where he or she experience low control and high demand.

The JDC theory was later improved through empirical research by Johnson et al. and Johnson and Hall (Matthews, 2020, 10), where a third dimension was added to the theory. The theory now included the workplace social support as another dimension to be examined when discussing job stress and its impact on employee performance (Jessiman-Perreault, Smith, & Gignac, 2021, 6). The separate researches by Johnson et al. and Johnson and Hall defined workplace social support as the helpful social interaction degree that a worker obtains from colleagues and supervisors in the workplace (Navajas-Romero, Caridad y López del Río, & Ceular-Villamandos, 2020, 7). The new dimension to the JDC theory comprised of supervisor support and colleague support.

The supervisors create and sustain the work environment where a worker operates, and delivers useful information and feedback to workers depending on the way a worker has conducted him- or herself in the workplace (Goodboy et al., 2017, 250). Other researchers have argued that the social interaction that a worker has with supervisors and colleagues determines the behavior and attitude of the worker within the work environment (Jessiman-Perreault, Smith, & Gignac, 2021, 6). Support from colleagues possess other benefits such as enhancing team cohesion, providing assistance at work, listening to the challenges and issues of fellow workers, which are useful resources to any employee. Subsequently, the JDC theory was revised to the JDCS theory.

The new theoretical model offers a distinction for social support based on collective jobs and isolated jobs (Jessiman-Perreault, Smith, & Gignac, 2021, 7). Under the new JDCS theoretical model, a worker will experience the most stress in the workplace where the job demand is high, the job control is low, and workplace social support is also low (Finstad et al., 2019, 4). The model has received criticism with critics terming it as a 'male model' given the susceptibility of the health outcomes it proposes in men than women

(Jessiman-Perreault, Smith, & Gignac, 2021, 7). However, the model provides an insightful mechanism of understanding the elements that determines the level of stress that a worker can experience in the workplace.

Siegrist developed the third theoretical approach that this study examines on job stress, called the Effort Reward Imbalance (ERI) model (Li et al., 2019, 900). Siegrist defined ERI as a situation where an employee's demand lacks fairness reciprocity in terms of the received rewards (Useche et al., 2021, 3). The employee's demand can include interruption frequency on the work assigned to the employee, the emotional and physical load, work hours, and time pressure. Examples of the rewards that the employee will receive from his or her demands include an increase in wages or salary, career opportunities, and job security (Soomro et al., 2021, 4). According to Siegrist, an employee will be exposed to increased job stress when he or she has a high effort or job demand that provides low rewards (Kunz, 2019, 6). Theorists and critics who examined Siegrist's model asserted that the model is about the organizational justice, and largely examines the inequities in both the work environment and the conduct of employees (Eddy et al., 2018, 108). Subsequently, employees will experience higher job stress levels when they are exposed to organizational injustice.

The fourth theoretical model on job stress that is relevant to this research is the Job Demand Resources model. Demerouti and colleagues developed the model to understand the relationship between burnout and job stress (Lesener, Gusy, & Wolter, 2019, 98). According to the authors, the elements considered in both the ERI and JDCS models were too superficial and lacked the capability to appraise the job process and job characteristics' complexity (Borst, Kruyen, & Lako, 2019, 378). In their new model, Demerouti and colleagues divided job characteristics into both job resources and job demand. Subsequently, they defined job demand as the organizational, social, and physical aspects that requires sustained mental and physical effort from the employee (Lee et al., 2019, 78). Consequently, the job demand characteristics possess certain psychological and physiological costs on the employee. For instance, job conflict, insecurity, and work overloads, would act as the costs of the job characteristics.

Job resources characteristics, on the other hand, exist to enable an employee to cope with the demands at the workplace (Dicke et al., 2018, 262). They include elements such as performance feedback, autonomy, and social support. The authors also included role clarity, job security, salary, and career opportunities, as some of the job resources characteristics that can facilitate an employee to cope with the job demands (Gross, Thaler,

& Winter, 2019, 184). For the authors of the Job Demand Resources model, an employee who witnesses excessive job demand will experience job stress when they exhaust or finish their job resources.

Lazarus and Folkman also developed another job stress theoretical model called the transactional process model (Li, Chen, & Lai, 2018, 138). In this model, the authors defined the job stress as a specific relationship between the environment that a workplace operates, and the employee as either exceeding or taxing his or her resources or endangering their well-being (Zhang et al., 2021, 4). The focus of this model is on the continuous adjustment and interaction between the workplace and the employee. According to Lazarus and Folkman, there are two major phases that determine the relationship between the workplace and the employee, and they are coping and cognitive appraisal (Brough, Drummond, & Biggs, 2018, 188). Coping refers to the behavioral and cognitive effort that the employee takes to assist in the reduction of the job stress, while the cognitive appraisal refers to the assessment of the job demand placed on an employee that threatens their wellbeing.

Despite the theoretical approaches discussed above having sound determination on how job stress exists, they do not relate the impact of the job stress to work efficiency and company productivity. However, the insight provided by the above theories are useful in this research paper in understanding some of the factors that can cause stress at system. Also, the examination of various stress management systems that are used by several organizations can be evaluated based on the causative factors provided by the above theories, in determining their efficiency in enabling the hospitality industry in Finland to handle the workplace stress issue that it faces.

2.2 Factors behind stress at work

The theories discussed above provide insight on a host of factors that could cause job stress for employees. They include increased the capability of an employee to handle the job demands, the length of time that a worker operates, the remuneration or reward mechanism within an organization, and the amount of workload given to an employee (Tao, Miller, & Gao, 2018, 58). On the job demands, this could include the requirement to complete tasks within a specified deadline, or where a worker is promoted to a new position and there are expectations for the employee to deliver in his or her new job portfolio as past occupants of the position (Useche et al., 2021, 1), regardless of the experience that the worker has in the portfolio. However, the causes of stress in the

workplace can be divided into two broader factors, namely the causative factors and the exacerbatory factors. Moreover, the existence of opportunities necessitated by the dynamism of the workplace has negative connotation as well, especially for those who work in job portfolios that have consistent work pressure like the medical practitioners and bank employees (Naderiadib Alpler, Arasli, & Doh, 2021).

Personal vulnerabilities can contribute to stress in the workplace. Scientists have demonstrated that certain personal characteristics can determine the degree with which work place events can cause stress to a person (García-Cabrera et al, 2018, 40). The factors are associated with the likelihood of a person to experience stress in the workplace, struggle to manage stressful demands, suffer negative outcomes because of the stress, and take significantly longer time to recover from the stress effects (Tao, Miller, & Gao, 2018, 59(. Some of the personal characteristics that scientists have identified as contributing to the workplace stress include access to emotional or practical resources, affective and behavioral response styles, and ingrained personality variables.

Some researchers have equally discounted the existence of a work-place disorder as a medical or mental issue that needs redress, rather, they have claimed that the workplace conditions only aggravate or exposes a personality disorder that pre-exists within the individual (Useche et al., 2021, 2). In explaining their assertion, the scientists pointed to the association of some personality conditions with the reduction in vocational and personal episodic conditioning (Byrne & Ludington-Hoe, 2021, 1222). For instance, where a person is used to a specific lifestyle, and the nature of the workplace restricts the type of lifestyle that he or she can live, the reduction in the episodic conditioning will create a work-place stress, but the cause of the stress is the episodic conditioning that the employee is accustomed to (García-Cabrera et al, 2018, 41). Consequently, stating that the causative factor is a workplace environment would be biased to the workplace conditions as the elements of the stress are ingrained within the individual's lifestyle.

The other personal factor often addressed by scientists as influencing workplace stress is negative affectivity. According to researchers, some people would exhibit a tendency to attract negative responses from their surroundings, irrespective of the nature of the stimuli that is within their environment (Tao, Miller, & Gao, 2018, 61). The aspect of negative affectivity was introduced during the initial researches on personality psychology, and sought to explain the broad range of some of the aversive mood states like

fearfulness, depression, disgust, guilt, and anger (García-Cabrera et al, 2018, 41). Employees who possess a higher negative affectivity might be angered or feel guilty about circumstances in the workplace than people who have lower negative affectivity. Consequently, the nature of the workplace stress could vary among employees depending on the negative affectivity aspect.

Negative thinking and cognitive distortions are other factors that researchers have outlined as contributors to workplace stress. Negative thinking would push an employee to always consider the worst of situations (Byrne & Ludington-Hoe, 2021, 1222). Sometimes the assessment of a situation as providing or having the potential for harm could be justified, while in some cases, it could be false (Gross, Thaler, & Winter, 2019, 190). For people with negative thinking, the chances of failing to associate issues or situations with appropriate outcomes, either positive or negative is higher. For such individuals, the chances of workplace stress are more pronounced. Negative thinking operates alongside cognitive distortions (García-Cabrera et al, 2018, 41). Through cognitive distortion, an employee can reach a negative conclusion on an issue, even where there are positive justifications that could emanate from the situation. Given this, people with negative thinking patterns and cognitive distortions are likely to experience workplace stress.

The cognitive distortion aspect also works in hand with the placement of responsibilities within the workplace (Gross, Thaler, & Winter, 2019, 190). For most people who suffer from cognitive distortion, they would often place responsibilities or blame external factors from issues bedevilling them within the workplace, and where this occurs, the employee fails to make the necessary adjustments that might negate some of the effects from their surroundings (Useche et al., 2021, 2). Similarly, such employees will struggle to accommodate any assistance that is structured to considering the internal mechanisms, or beliefs, of the employee that could assist in the changing the approach to examining issues within the workplace (García-Cabrera et al, 2018, 42). For such people, the approach taken by the workplace management in improving the workplace conditions might not be sufficient, especially in instances where the improved outcome of the programs is dependent on personal contributions or adjustments from the employee.

Scientists categorize the situation as pertains the cognitive distortion and negative thinking of employees within the workplace into internal and external locus of control (Tao, Miller, & Gao, 2018, 62). People who have internal locus of control often seek to take

charge of their situations, which means that where alterations in the nature of the work-place exists, such as a short deadline, or increased workload, the individual will adjust and take charge of the situation (Gross, Thaler, & Winter, 2019, 193). Given this, people with internal locus of control would less likely feel the impact of workplace changes or distortions in their normal operations as opposed to individuals with external locus of control (Byrne, J., & Ludington-Hoe, 2021, 1222). For those with external locus of control, the objective is always to examine what the management or the supervisor would provide in facilitating the realization of the company's objectives, and where the expectations are not forthcoming, the employee will not adjust to the situation, resulting in higher chances of experiencing workplace stress.

Scientists have equally assessed the contribution of psychological hardness as a factor that contributes to workplace stress (Gross, Thaler, & Winter, 2019, 194). The concept of psychological hardiness refers to people who have mastered ways of coping with stress. For such people, certain issues that could contribute to workplace stress are effectively addressed by them with ease, and their adjustment to stressful situations is impressive (Useche et al., 2021, 2). One of the character traits of people with psychological hardiness is that they believe that they have the capability to influence their environment when they commit to take control of aspects of their lives. Scientists have revealed that psychological hardiness can moderate the strenuous situations that could occur in the workplace, and significantly reduce the stress levels likely to be witnessed by an employee (García-Cabrera et al, 2018, 42). However, people with low psychological hardiness are likely to be affected by varying situations in their workplace as they might feel helpless in overcoming the prevailing situations in their work environment.

Coping style is another factor that can determine workplace stress. The outcome of workplace conditions on an employee is dependent on the coping mechanism of the individual employee to the workplace dynamics (Byrne & Ludington-Hoe, 2021, 1223). People who have better coping mechanism to workplace conditions are likely to witness limited workplace stress compared to those whose coping mechanisms are low (Gross, Thaler, & Winter, 2019, 195). Scientists have identified two elements of coping mechanisms when examining the issue of employees in the workplace, and they include the emotion-focused coping, and problem-focused coping (Tao, Miller, & Gao, 2018, 64). Under the problem-focused coping, the aim of the employee is to confront the prevailing condition, either through an effort to alter the situation, or using necessary assistance, skills, or information that are self-directed, to ensure that the effects of the situation does not create any further damage to the employee.

Subsequently, employees who have problem-focused coping mechanism will better identify the best approaches of ensuring that the negative effects of the stressful event do not last longer to create unnecessary long-term discomfort (García-Cabrera et al, 2018, 43). On the emotion-focused coping mechanism, the focus of the employee is to avoid any negative emotional reactions that could emerge from an event. Some of the ways employed in emotion-focused coping mechanism includes suppression of the emotions, considering distractions that would ensure avoidance of the prevailing stressful situation, or wishful thinking (Byrne & Ludington-Hoe, 2021, 1223). The approach ensures that the employee does not confront the reality of the situation and how it impacts his or her life within the workplace.

Inadequate environmental or personal resources is another issue that has been highlighted by researchers as a contributing factor to workplace stress (Useche et al., 2021, 3). The environmental resources refer to issues such as accessibility to counseling services, the existence of a framework that a person can use, either through religious approach or other avenues that might empower the employee to manage the workplace stress (García-Cabrera et al., 2018, 43). For most researchers, one of the effective coping mechanisms is how an individual accesses some of the resources that would mitigate against the negative effects of stress (Byrne & Ludington-Hoe, 2021, 1223). Employees who have a broader range of resources to explore, such as family, friends, religious partners, supportive colleagues, or accessibility to counseling services, such employees would experience minimal effects of the negative aspects of workplace stress compared to those who lack such services.

Family-work conflict has equally been mentioned in several researches as a contributing factor to the workplace stress. People who have a strenuous relationship at home might extend the effects of their home environment to the workplace, resulting in certain aspects that could not normally cause stress to resulting in stressful events (Useche et al., 2021, 3). Alternatively, employees who have a stable family environment would often manage to handle some of the challenges that could emerge in the workplace given their strong support base that they get from their family (Gross, Thaler, & Winter, 2019, 195). The aspect of the family in contributing to workplace stress, especially where it conflicts with the workplace needs, is one of the mentioned contributing factors to workplace stress. People who lack a balanced family-work relationship would struggle to sustain a healthier workplace culture that minimizes the occurrence of stressful situations.

Apart from the personal issues that could cause stressful situations in the workplace, there are others that are caused by the workplace needs (Useche et al., 2021, 4). For instance, the time pressure factor. Most employees claim the ability to work under pressure as one of their selling attributes when seeking a job opportunity, but the reality is that subjecting employees to time pressure can contribute to significant amounts of workplace stress (Gross, Thaler, & Winter, 2019, 197). The time pressure causes other things such as exhaustion, having limited rest time, and lacking opportunities to venture out with friends (Tao, Miller, & Gao, 2018, 65). The lack of an alone time caused by the time pressure factor eliminates the venting element of a workplace environment, and ensures that the effects of the pressure are internalized by the employee. Subsequently, the pressure results into a workplace stress, which disrupts the productivity of the employee.

The time pressure component often features prominently in organizations that operate in a competitive industry, or where the costs of not completing a project in time could be incurring significant losses to the organization (Useche et al., 2021, 4). The approach that most companies use to mitigate against the stressful nature of the time pressure is to provide increased allowances. Researchers have showed that where there is an incentive to working under time pressure, employees would consider any coping mechanisms that might render the time pressure redundant in resulting into stressful outcomes (Gross, Thaler, & Winter, 2019, 198). However, where there are no motivations to work under pressure, the employees will find the time pressure unbearable, resulting in significant lapses in concentration, poor productivity, and negative relationships with other employees.

Apart from the time pressure, the other workplace factor that can contribute to stress is the performance pressure (Gross, Thaler, & Winter, 2019, 199). The performance pressure can exist in two ways, where on one hand, a new employee to an organization desire to showcase his or her talents and indicate that they are an asset to the company, while on the other hand, a person who has been promoted to a higher office might struggle with the expectations required by the management of the held position (Useche et al., 2021, 5). Each of these situations portends varying nature of performance pressure to employees (Gross, Thaler, & Winter, 2019, 201). One is where an employee exerts pressure on themselves to perform better, while on the other hand, the expectation of the management for an individual promoted to a higher office could result in increased pressure on the job portfolio.

Other aspects of performance pressure could come from the roles of the supervisor, who would create demands on an employee, especially on the issues needed to be addressed when delivering on assigned duties (Byrne & Ludington-Hoe, 2021, 1223). The requirements of the supervisor could be at variance to the professional training of the employee, which might result to a strained relationship between the employee and the supervisor. The strenuous relationship can result in a stressful situation for the employee, who might consider the supervisor as hostile or lacking in ways of promoting healthier engagement in completion of duties (Useche et al., 2021, 5). The other aspect is on the quality assurance documentation expected of employees, where the company or management decides on the renewal processes of employees' contracts based on how they have performed in their respective assignments. In such situations, the pressure to perform becomes a factor that might result in stress in the workplace (Gross, Thaler, & Winter, 2019, 199). Employees will be working to save their jobs, and the correlation of the job and the real-life situations or commitments would increase the nature of stress and pressure that the employee experiences at the workplace.

Unclear roles are another factor that can contribute towards workplace stress. Employees who understand the needs of their job portfolio often are sure of what they need to employ in their job delivery to satisfy the needs of the employer (Gross, Thaler, & Winter, 2019, 199). However, where the roles are unclear, the employee will struggle to identify what ways he or she can employ to attain positive outcomes. The situation is worse in instances where there are role conflicts, in which an employee's responsibilities overlap with those of another office, resulting in duplication of roles (Tao, Miller, & Gao, 2018, 66). For such job descriptions, the stress occurs in not enjoying the autonomy to operate effectively and display personal skills and expertise on the job, since the achievements of the employee could be shared with another job portfolio, or the efforts that the employee places might go unrecognized, resulting in reduced chances of promotion (Gross, Thaler, & Winter, 2019, 200). Employees exposed to such situations will experience workplace stress compared to those whose roles in the organization are clear, specific, and determinable.

Work conflict is another factor that could cause workplace stress. The aspect of workplace conflict comes from either competitive nature of different departments, lack of synergy in operations, or existence of an unhealthy workplace environment (Gross, Thaler, & Winter, 2019, 200). Researchers have demonstrated that employees who work in a

workplace environment that is supportive, friendly, harmonious, and one where the synergy is perfect, often contribute the best elements of employees (Useche et al., 2021, 6). Consequently, an opposite situation of the workplace environment that is characterized with unhealthy relationships between different departments, or where there is no team work approach to delivery of responsibilities, the overall experience of employees would result in stress (Byrne & Ludington-Hoe, 2021, 1224). The benefit of most workplaces is that the management would not fail to recognize and highlight some of the issues that are affecting the workplace environment that requires redress. In such situations, it is important that employees work alongside the management to nurture a workplace situation that is less combative, and whose effect is lack of teamwork, which subsequently contributes to existence of workplace stress.

Some of the work conflict issues could be related to cultural aspects, such as where the corporate culture is not as diverse (Useche et al., 2021, 8). The involvement of various employees who do not align to the company could cause some employees to create unnecessary conflict issues, such as delays in assigning of work, failure to approve provision of certain protective requirements, or lack of cooperation of the majority employees and the minority employees (García-Cabrera et al, 2018, 44). The likely effect in such workplaces is for conflict to exist, and this might result in significant workplace stress for the affected persons.

Return-to-work and injury management are other issues that could contribute towards the existence of workplace stress. However, the contribution of these factors to workplace stress is on the exacerbatory aspect as opposed to the primary contributors of the workplace stress (Gross, Thaler, & Winter, 2019, 201). People who get injured in the workplace and do not receive the adequate care or treatment for their injury might struggle to fit within the return-to-work practices of the organization (Byrne & Ludington-Hoe, 2021, 1224). The assessment of such employees to the activities of the company would be that the company has failed to recognize their benefits and value, which could exacerbate the emotional stress that the person was going through from the injury, resulting in a workplace stress.

Similarly, the legal, statutory, and medical processes within an organization can contribute towards the exacerbation of workplace stress. Legal processes, especially those that involve actions that an employee committed while working in his or her job description, can result in workplace stress (Useche et al., 2021, 10). For instance, the employee might have committed acts of omission in the approval of certain processes, and upon

recognition of the failure by the management, a legal process could follow that result in the employee facing possible jail term. Similarly, statutory requirements that stipulate the disciplinary measures for such employee might contribute towards the existence of workplace stress for the employee (Tao, Miller, & Gao, 2018, 67). The same challenge could occur as well for employees who might require medical cover from the company given their medical condition, and the employer refuses to commit to providing the needed medical cover, which could result in workplace stress (Byrne & Ludington-Hoe, 2021, 1225). In these three examples explained above, researchers have characterized them as exacerbatory factors, meaning that they would not specifically or ordinarily result in workplace stress, but can enhance some of the stressful situations that an employee might be undergoing.

2.3   Consequences of stress

When workers feel stressed at work, their bodies respond through increasing the stress hormones' concentration in their blood (Ogunyemi, Babalola, & Akanbi, 2019, 142). As their bodies continuously respond to the threat or demand stimuli, the workers' coping mechanisms, just as Selye stated through his research, will get into an overdrive, which can damage their health (Lu, Wei, & Li, 2021, 76). Some of the negative effects that have been demonstrated through research as resulting from job stress includes anxiety, depression, substance abuse, diabetes, cardiovascular disease, and weakened immune function (Rana, Gulati, & Wadhwa, 2019, 45). Before a worker witnesses these long-term health issues, he or she will show short-term symptoms and signs of job stress that includes fatigue, short temper, upset stomach, sleep disturbances, concentration difficulties, and headache.

The consequences of workplace stress can be divided into two (Ogunyemi, Babalola, & Akanbi, 2019, 143). The first aspect is the consequence of the situation to the workplace or the employer, while the other consequence is on the employee (Agarwal, 2017, 827). The two aspects of workplace consequence could overlap, where both the employee and the employer experience similar consequence, while in some cases, the effect of the workplace stress could be specific to the employee, with minimal relevance to the employers.

One of the notable workplace stress high absenteeism. Depending on the situation that the employee faces given the workplace stress, they might fail to feature as expected in the workplace because of medical needs or other factors associated with the medical

aspects resulting from the workplace stress. The other effect that employers might face is high employee turnover (Ogunyemi, Babalola, & Akanbi, 2019, 143). Companies or employers who fail to provide a healthier workplace environment would always witness an increase in employee turnover. One of the reasons that researchers have pointed to in explaining this phenomenon is the balance of risks that employees apply, where they consider the health situation of the workplace and examine if there are better alternatives that might provide similar rewards but with minimal stress (Agarwal, 2017, 827). The nursing profession a few years ago was a constant feature of how the workplace stress might contribute towards high employee turnover, with several researches examining the appropriate steps and changes that the profession was to take to limit the employee turnover situation.

Poor time keeping is another consequence of workplace stress, as an employee might lose the desire to always have the interest of the employer at heart. The motivation to go to work might begin to decline, and some of the efforts to comply to expectations of the workplace would begin to reduce as well (Ogunyemi, Babalola, & Akanbi, 2019, 144). Subsequently, the employee will fail to meet some of the deadlines provided in the workplace, or fail to avail him or herself to commitments in time because of engagement in either alcoholism or other coping mechanisms (Rana, Gulati, & Wadhwa, 2019, 46). Most employees whose behavioral changes mirror these actions would often lose their job in the long term.

Low morale and poor motivation are another consequence of workplace stress. Low morale can exist in the workplace when the workplace stress does not promote team-work, or where the conflict issues within the workplace create an atmosphere where work engagement is not as supportive as before. In such situations, the employee loses morale to deliver (Agarwal, 2017, 828). Another contributing factor is where the super-visor contributes to the workplace stress by the demands placed on the employee, which makes the employee to lose morale in the job description. The other example is where the nature of the job description is ambiguous, or there are conflicts in the roles of an employee, resulting in the achievements of the employee failing to be recognized by the management (Rana, Gulati, & Wadhwa, 2019, 46). Such situations could equally result in low morale and poor motivation for an employee to produce similar effort in completing the assigned tasks.

The other consequence to the organization is increase in complaints from the employ-ees. Where the workplace stress exists because of either the lack of the management

to provide necessary equipment in the delivery of the assigned tasks, or where the pressure exerted on the employees do not match the remuneration provided, employees are likely to stage a series of complaints or strikes that could negatively impact the reputation of the organization (Ogunyemi, Babalola, & Akanbi, 2019, 144). Depending on the industry competitiveness, any negative reputation could injure the performance of the organization in the industry, relative to the strength of the competitors.

For employees, the consequences of workplace stress could be medical in nature. One of the likely consequences is the possibility of depression and anxiety (Ogunyemi, Babalola, & Akanbi, 2019, 144). People exposed to stressful events or situations constantly are likely to develop anxiety and depression. The nature of the depression or anxiety can determine other issues such as the changing behavior of the employee (Agarwal, 2017, 828). Some employees would begin to show anger and irrational behavior, which is an acting out or venting process from the stressful events of their workplace. Other employees could transfer their anger issues at the home environment, resulting in domestic abuse cases.

For some employees, the coping mechanism can be drug abuse, which could expose them to other dangers such as possible cancer, or acquisition of addictive behaviors that could take time to change (Ogunyemi, Babalola, & Akanbi, 2019, 145). In other cases, employees could consider committing suicide, especially where there are no remedial measures in place to curb the deteriorating health effect of the workplace stress to the employee's life (Agarwal, 2017, 832). It is important that society, either through support mechanisms, or internal counseling platforms in the workplace, work together in limiting the negative effects of workplace stress to individuals, and avoid situations where people either commit suicide or adopt behaviors that have significant effects on their lives, such as addiction to drug abuse.

3   Stress Management

Stress management refers to a broad spectrum of psychotherapies and techniques applied to control the stress levels of an individual, specifically chronic stress (Ranjit & Akhil, 2021, 82). The objective of stress management is to improve the daily functioning of the individual undergoing stress. People often employ varying techniques at managing their stress levels. In the workplace, the most common techniques include practicing mindfulness, where the individual undergoes certain steps at controlling their breathing as a mechanism of reducing stress (Ilić Petković & Nikolić, 2020, 662). The objective under this approach is where the stress levels result into a rise in anger, then the breathing technique would help calm the individual and ensure that the situation does not worsen. The other technique often used is to have enough sleep (Lentferink, 2021, 3). Scientists explain that sleep assists in ensuring that the hormones active during stress are managed (Ranjit & Akhil, 2021, 82). The challenge, however, is that most people who have stress suffer from insomnia, which is a condition of lack of sleep. Given this, therapists propose exercises as a mechanism that can lower the hormonal imbalances caused by the stress levels, and assists the individual to get into a situation where they are calm.

Other techniques of stress management include diet, taking a walk, having relaxation techniques, and keeping a good attitude (Ilić Petković & Nikolić, 2020, 662). The argument behind dieting is that there are certain foods that limit the nature of health deterioration that could occur because of heightened stress levels, while other components of the food that a person takes can improve the ability to withstand stress (Ranjit & Akhil, 2021, 83). The aspect of taking a walk as a mechanism for stress management is to withdraw the individual from the situation that caused the stress (Lentferink, 2021, 3). For instance, getting away from a toxic environment where the individual is likely to have either the blood sugar levels rise or the adrenalin shoot to heights that might result in a physical altercation, the proposal is that walking assists in ensuring that the person is calm.

In the case of the relaxation techniques, the focus is to shift the mind of the individual away from the things that causes stress. Relaxation techniques can include yoga, engaging in other events that do not necessarily demand a lot from the individual such as watching a movie, or listening to smooth music (Ranjit & Akhil, 2021, 83). Relaxation techniques are not standard features that must work for all people, as they vary depending on an individual. Lastly, on keeping a good attitude, the objective is to ensure that

there is no negative energy that could result in a mental breakdown because of a possible stressful event such as heightened pressure to deliver work on time (Lentferink, 2021, 3), or other work-related issues that might portend stress under normal circumstances.

3.1 Understanding the nature of stress

Despite the various ways of managing stress, it is equally important to understand the nature of stress. Stress does not reside in an environment or an individual, rather it is within the ongoing processes that include individuals transacting with their cultural and social environments (Ranjit & Akhil, 2021, 84). The general model of a stress process includes the existence of a stressor, availability of resources in managing the stress, and the nature of personal characteristics of an individual that would ensure that the stress element exists (Bonneville-Roussy et al., 2017, 29). For instance, a stressor could be emotional, such as remembering a lost loved one, and the resources of handling such a stressor could be visiting a counselor or having family members and friends (Ilić Petković & Nikolić, 2020, 663). The ability of the resources in managing the effect of the stressor, coupled with the personal characteristics of an individual such as existing emotional vulnerabilities, can determine whether a person falls into a stress situation.

There are three types of stressors, namely the environmental or physical, psychological, and social stressors. The environmental stressors are those that changes a person's body state. For instance, people will suffer from an injury, overexert themselves physically, or fail to have sufficient sleep (Lentferink, 2021, 4). The nature of environmental or physical stressors is that they are often unavoidable, like the cold winter, hot summer, crowding of people in a place, noise, and air pollution. Other examples of environmental stressors include catastrophic events like floods, earthquakes, landslides, and fires.

On the psychological stressors, they are the stresses that people generate through their minds (Ilić Petković & Nikolić, 2020, 663). Given this, they are unique to a person. People manifest psychological stresses differently. Some of the causes of psychological stresses include internal pressures that a person places upon him or herself, conflicts that might occur either at home or in the workplace, and frustrations about life (Ranjit & Akhil, 2021, 85). When people worry about problems, they become anxious, which could result in being depressed. Social pressures are another contributor of psychological stress (Lentferink, 2021, 5). Where excessive demands are placed on a person, either

by family members or friends, the pressure could weigh heavily on the individual to levels that it becomes a source of stress.

On social stresses, they are external, and come from the association with other people. Some social events such as strained relationship with a loved one, a colleague, a parent, or child, can trouble an individual and result in stress (Bonneville-Roussy et al., 2017, 30). Similarly, where a person has trouble with his or her neighbor, the lack of harmony in dealing with other people within the vicinity could result in stress development (Lentferink, 2021, 5). The extent of social stresses on people varies from person to person, because different people handle stress differently.

Apart from the types of stresses, there are dimensions of stress as well. People do not experience stress in the same way (Ilić Petković & Nikolić, 2020, 664). The categorization of the differences in stress experiences can be through the intensity of the stress, the duration of the stress, the complexity of the stress, and the predictability of the stress. These are the four dimensions of stressors. On the intensity aspect, stress experience can be examined in terms of either low or high intensity (Ranjit & Akhil, 2021, 85). Some people will experience high intensity stress, which could result in other health complications like anxiety and depression, while others could experience low intensity stress that might not result in significant need for extensive health treatment.

On the duration of stress, the dimensions are categorized either as a short-term stress or long-term stress (Bonneville-Roussy et al., 2017, 32). Short-term stress might occur where an employee is assigned to a supervisor for a short period and the relationship between the supervisor and the employee does not promote healthy coexistence. In other cases, an employee could be working in a department for several years, and the cultural diversity of the department places the employee as a minority, with constant demonstration of intolerance and discrimination from other colleagues (Lentferink, 2021, 6). Such a situation is classified as a long-term stress duration. The effect of the stress, depending on whether it is short-term or long-term, varies significantly (Bonneville-Roussy et al., 2017, 34). Long-term stress can result in serious health conditions, while short-term stress experiences can be handled through

Stress can equally be examined in terms of complexity, where the classification is less complex and more complex stress. The less complex stress is one whose stressors are either one or two and can be easily addressed, while more complex stress is one that is not easily addressed (Ilić Petković & Nikolić, 2020, 664). An example of a less complex

stress is where a person has their cheques delaying because of some bureaucracy issues, but once the issues are resolved, the individual will receive his or her money (Ranjit & Akhil, 2021, 86). The more complex stress could involve losing a job and receiving a letter or notice of eviction from auctioneers, while having a child or spouse suffering from a chronic disease that depends largely on your ability to earn sufficient income. The resolution of such a stress is more challenging.

3.2   Assessment strategy

The responses to stress can be measured through various assessment strategies. However, certain issues must be considered before determining the appropriate stress measure to apply (Bonneville-Roussy et al., 2017, 35). Some of the notable stress measures include self-report questionnaires, physiological measurements, or behavioral coding. These measurements assess the stress responses of an individual (Lentferink, 2021, 6). The stress responses include the physiological responses, the behavior responses, and cognition and emotion responses. Self-response questionnaires are the easiest way of measuring stress responses (Bonneville-Roussy et al., 2017, 35). For instance, through the Perceived Stress Scale, there are 10 self-report measure items that captures the perception of an individual on how they are overwhelmed by their present life situation (Bonneville-Roussy et al., 2017, 35). The application of Perceived Stress Scale features prominently in most scientific studies that seek to assess the stress response of participants in different stressors. For acute stress paradigm, the commonly used stress assessment tool is the Trier Social Stress Test (TSST), where participants perform mental arithmetic and provide a speech before judges.

The selection of the appropriate stress measure to use is critical for researchers. Some of the psychological stress measures through application of self-report questionnaires include early exposure to life stress, present perceived or chronic stress in several domains, traumatic events, and life events (Ilić Petković & Nikolić, 2020, 665). The domains can include work stress, neighbourhood cohesion, financial strain, discrimination experiences, loneliness, and marital discord. Additionally, determining which type of the stressor exposure that a researcher seeks to measure relies on the relevant aspect of the study population, the hypothesized mechanisms, and the research question (Lentferink, 2021, 7). The first step is to determine the most relevant stress type within the sample population examined by the researcher. In the case of workplace population, the most relevant type of stress is workplace stress.

3.3 Models of stress management

There are several models of stress management. For this research, the models under focus are the preventive stress management model and the tripartite model for stress management.

3.3.1 Preventive stress management model

Preventive stress management model refers to a public health set of principles and philosophy that consultants and organizations can use to assist their organizations to operate optimally (Herr et al., 2018, 255). The approach that this model uses to manage stress is by preventing organizational and individual stress while promoting organizational and individual health (Ilić Petković & Nikolić, 2020, 665). The figure below presents the preventive stress management conceptual model.
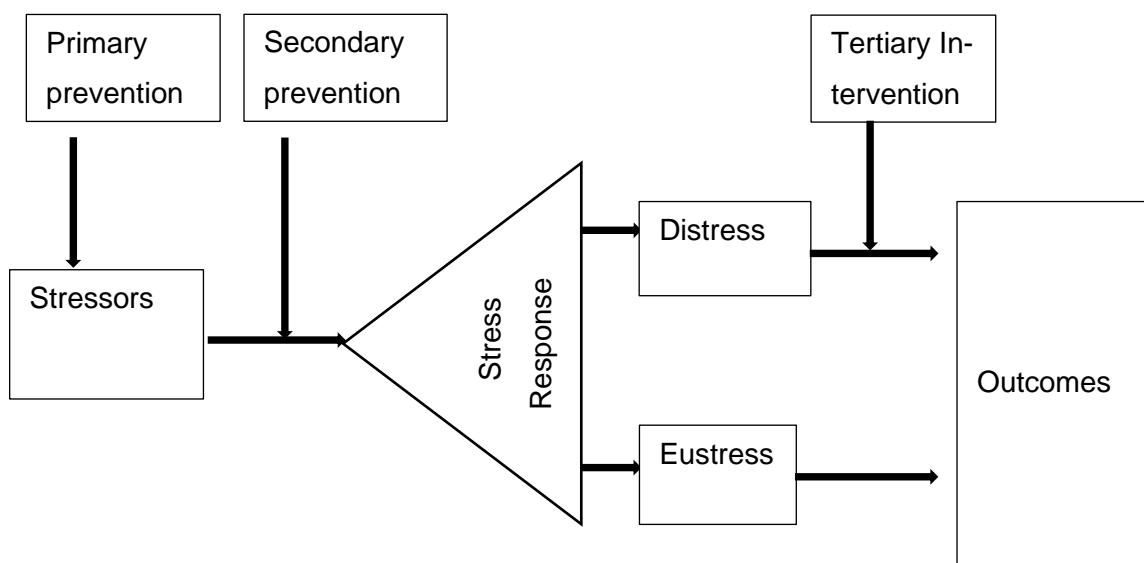
Figure 1: Preventive stress management conceptual model (Hargrove et all., 2011)

The figure displays the process of organizational stress and is indicated through the unshaded boxes. The process begins from the stressors, then moves to the stress response, and lastly to the outcomes. The stressors that cause this process could be either self-imposed or environmental. Once an individual is exposed to the stressors, the stress response is triggered, which could be negative and cause distress, or positive and result in eustress. The stress response refers to the psychophysiological response by the organization's activation process and the individual in fighting or fleeing from the stress. Depending on the approach of dealing with the stress, the stress response can result in a positive or negative outcomes. The negative outcomes include behavioral, psychological, or medical distress, while the positive outcomes include the enhanced performance and heightened alertness.

3.3.2   A Tripartite model for stress management

Tripartite model of stress management divides the depression and anxiety symptoms into three groups, namely the physiological hyperarousal, the positive affect, and the negative affect (Andiappan & Dufour, 2020, 207). The benefit of this type of model is that it helps in understanding the comorbidity between depressive and anxious disorders and symptoms.

The negative affect is common to both depression and anxiety, and refers to the extent to which a person feels unpleasantly engaged or upset, instead of peaceful (Andiappan & Dufour, 2020, 207). The affect involves several negative states of a person's mood such as hostility, scorn, fear, disgust, and subjective distress (Ilić Petković & Nikolić, 2020, 666). Some of the states of mood that are specific to depression are loneliness and sadness, and these two states account for large loadings of negative effect. The common negative affect symptoms include poor concentration, restlessness, irritability, and insomnia.

The positive affect, on the other hand, refers to the pleasurable engagement level of an individual with his or her environment (Andiappan & Dufour, 2020, 2010). Some of the components that make up a high positive affect include mental alertness, activeness, adventurousness, joy, interest, social dominance, energy level, and enthusiasm (Bowman et al., 2019, 696). A low-level positive affect is called anhedonia, which refers to the interest loss or inability to have pleasure when doing things that were pleasurable in the past (Andiappan & Dufour, 2020, 213). For the tripartite model of stress management, low positive affect levels indicate depression, and can manifest in form of lethargy, sadness, fatigue, and loneliness.

On physiological hyperarousal, it refers to increase in the sympathetic nervous system activity because of a threat exposure (Lentferink, 2021, 8). This category of tripartite stress management model is specific to anxiety disorders, and include symptoms such as dry mouth, sweaty palms, lightheaded or dizzy feeling, shortness of breath, and shaking or trembling (Ilić Petković & Nikolić, 2020, 667). Less studies have examined the physiological hyperarousal compared to the positive affect and negative affect (Andiappan & Dufour, 2020, 217). With time, as more research are conducted on this dimension, more information about its application in stress management will inform how best organizations can use it to address stress in the workplace.

4   Research and Development Methods

This research shall apply mixed research method. Through this research, it would search to figure out these questions below relating the job stress and performance productivity of employee's as well organization's:

i.   What is the relationship between work overload and employees' performance?

ii.   What is the relationship between work-life balance and employees' performance?

iii.   What is the relationship between job satisfaction and employee and productivity performance?

iv.   What is the relationship between stress management system and employee performance and company productivity?

4.1   Mixed research method

Qualitative research is a research method that involves analyzing collected non-numerical data to understand the experiences, opinions, or concepts while quantitative more focus on numbers or data based on real feedback about a topic. The research method can be applied to generate new research ideas or gather insight on a research problem. In this thesis, mixed research method is applied in examining the best stress management models that organizations can use to address workplace stress. The thesis shall rely on empirical peer-reviewed articles and other scholarly materials to conduct a thematic analysis on the stress management models, and by formulating an interview questionnaire relying upon the data from this particular problem as both qualitative and quantitative efforts will try to outline the best model that organizations can apply given the current workplace needs, pressures, and challenges. Quantitative approach shall help the research to collect the data in a bigger approach while qualitative approach would simplify the question of this research paper to figure out the best findings along with theoretical analysis of this project.

4.2   The conduction of study

The study focuses on mixed type of research where both the qualitative and quantitative data has been accumulated relating the theoretical analysis of this research. In determining the type of articles to be used in the analysis, the researcher conducted a search on various databases using specific key words such as stress management, stress management models in the hospitality industry, stress management and employee performance, company productivity through stress management models, stress management system, and different stress management models for the 21st century organizations.

Several articles were identified, and an inclusion and exclusion criteria applied to eliminate some of the sources that did not meet the threshold to be included in this analysis. Some of the inclusion criteria applied included sources that were less than 10-years-old, meaning that older sources were eliminated from the study. Additionally, sources that did not conduct an empirical study but only provided a theoretical analysis of the situation were equally excluded from the study. The researcher also excluded sources that focused on other industries apart from the hospitality industry. The scholarly materials that were accepted for the analysis section were those that had credible authors who demonstrated a better understanding of the stress management concept and how it impacts workplace environment. Additionally, sources of authors who generated various stress management systems were equally included in the analysis section.

Moreover, to collect the data, semi structured interview has been formulated by the researcher of this project and asked to the interviewees about the stress factor at workplace and how it can be associated with the performance productivity. Among the interviews, some were taken place face to face whereas others were conducted through online due to the availability of interviewees and relying upon the covid-19 situation came out as a best possibility at that moment. Also, all the participants who are residing in Finland and majority of them are working in hospitality industry including some who are

in other service sectors. To collect the data in deeper, semi structured interview was created where first introduced about the background questions of the interviewees to draw their solid identity and later the main targeted questions about stress and stress management with productivity were presented thoroughly step by step. In the last part of the interview questionnaire, every interviewee has been given freedom to put their own opinion about the job stress and how it can be well managed and in the last interview questions were about their feedback to improve the situation at work places so that the organizational goal as to produce more productivity can be fulfilled. The interview questionnaire also has been added in this research paper as an appendix. Therefore, after collecting of the data through interviews would be analyzed in the data analysis section which also will be shown about the result of the data with graphs. The researcher also shall draw an observation of this research from the result of the data analysis as well from the discussion of theoretical approaches of this research. In the last part of this research, based on the observation and the research result, there would be stretched out the conclusion and in ending the discussion should be added by the researcher.

5   Data analysis and results

The data will be analysed in this section which has been obtained from the interviews. There were questions through the interview which were formulated and the participants were involved in answering them. The interview questions were all based on the topic of the stress and stress management with productivity. In the analysis process, there are different methods which will be used to present information but the dominant procedure will be through quantitative method where graphs and figures will be presented. There is a lot of details which shows the reasons why people fall in the problem of stress. In the same manner, details have been presented with the aim of understanding the management procedures for controlling stress especially in the work place. The research cannot be completed without the evaluation of situations in the ground and that is the reason why a population was selected and an interview was conducted in order to gather data that would help in forming the statistical approach.

5.1   Data collection

As stated in the section above information which will be presented in this section has been obtained through interviews. This seemed to be the best method in this case considering that it presented enough information about the topic and it covers a bigger range in terms of exposing the nature of the state of conditions in the ground. A google questionnaire survey interview was formulated to collect the data by face-to-face interview or through online relying upon considering the availability of interviewees or worthy to mention that the covid-19 situation made it to happen through online. The majority interviewees age group was among 26 to 32 and then young, and very few participants were from more than 40 age group who are residing in Finland and currently working in different service sectors while majority are from hospitality industry. Most of the participants who took part of this research are employed as a general employee mostly from the bottom part of the organization, thus, the research can find the best finding of job stress and the participants mostly live in Uusimaa region of Finland as well known to the author. In the interview, the semi structured questions were formulated to make a clear interview to the interviewees while researcher tried to make an easy understandable clear question so that the research object can be fulfilled. Easy language has been used to understand all the questions of the interview, moreover, the questions were deeper thoroughly step by step so that interviewees do not feel shy to express their idea about the stress management and performance productivity at their workplaces.   After evaluating the age of

the participants in this research, it was important to obtain information on different factors. For example, it was necessary to understand how many times participant's feels stressed up in the workplace. They were also required to give information on the methods that they use to manage stress. This would provide good information on the dominant methods of managing stress in the workplace; it is also important for the completion of this research and formation of a theory. Additionally, the interview questions focussed on the how workers in the workplaces react to stress. This focusses on whether they decide to quite the jobs or they move on to the new work. Information on this case would be very important because it creates an understanding of how people react to stressful conditions. To add to this, another question addresses the question of whether participants felt that organizations should have sections or departments that addresses issues of stress in the workplace and a centre where people can report whenever they feel overwhelmed.

It was also important to let people express their conditions and how they felt about their workplace and whether they were satisfied with the way they were treated in terms of controlling stress levels among employees. To add to this, they were asked methods that they believed were necessary for managing stress in the workplace. This question was connected with the focus on whether there were systems established where the welfare of workers was considered and addressed. This would show whether organizations are concerned about the welfare of workers. It was necessary to understand the kind of industry which the participants worked in for this gave information on the sections which are mostly affected. It was also necessary to know the kind of contract that employees had with their organizations. Information on the causes of stress was addressed and this is through the understanding whether stress was caused by performance productivity at work. It also focussed on the role of manager's role in managing the stress levels and ensuring that workers were safe. Employees were asked whether they are consulted in the process of making decisions on the management process of stress in the workplace. Suggestions were also asked in order to give details on the best mechanisms which should be used in the process of coming up with the best strategies of dealing with condition. It was necessary to give information on the case of work life balance for the participants. Employees who were participants were asked whether zero stress working environment is good for improved productivity. They were also required to provide information on how they think that stress can be controlled in the workplace. They were asked whether it was necessary to have discussions or consultations on how stress should be managed in organizations. It also focussed on the managers performance on managing stress levels to the general employees. Moreover, there was a

question which sought to seek information how often employees felt stressed in the work place. Finally, the last part of the interview questionnaire was arranged by asking the respondents about their opinions that organizations can imply to make a stress-free working place and lastly further suggestion was added as a in general comment to get the last comment from the respondents. To get the best feedback from the respondents, some questions were asked according to five scale model by putting such as strongly agree, agree, neutral, disagree and agree – as a general indicator and for some questions it was asked through yes, no question with an excuse of no idea as a don't know option.

5.2   Data analysis

In the data analysis section, information which has been provided from the interviews will be used to create a picture of state of situations in the workplace and how workers feel in organizations. It is a very important section for data will be grouped in a manner that is efficient for interpretation and easy reading. The first question focussed on the age of the participants. In this case and according to the statistical data, the biggest population which participated in this research was between the age of 26-40 which is reasonable because these are the people who make up the working group or the employed people. In this case, there were altogether 28 responses that has been collected.

Figure 1 & 2
From the basic back ground questions, among the respondents 75% were male and very few prefer not to disclose their identity. From the age group the highest percentage 35.7 were from the group 26 to 32 and followed by the age group 18 to 25 were stood at 17.9 % and above 40 up from the age group was only 7.1%.

Gender?

28 responses

- Male
- Female
- Prefer not to say

21.4%

75%

Age group?

28 responses

- 18-25
- 26-32
- 33-40
- 41-50
- 51- more

32.1%

7.1%

35.7%

17.9%
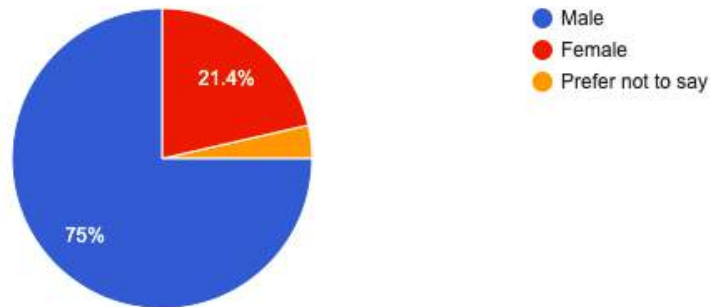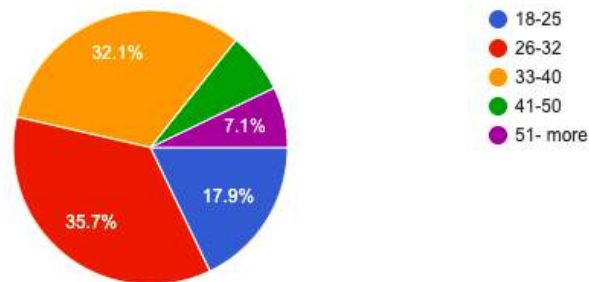
Figure 3

Since this research is emphasizing more the hospitality industry and thus, we divided the job sectors in three categories; 1. Food, beverage and restaurant. 2. Hotel, Motel & service sectors. 3. Others category. In this regard, the food, beverage and restaurants that made up 39.3% of the participants. The next highest group was from other sectors that made up 50% and hotel, motel and services constituted 10.7%.

Workplace is associated by the type of industry?

28 responses

- Food, beverage & restaurant
- Hotel, motel & service
- Others
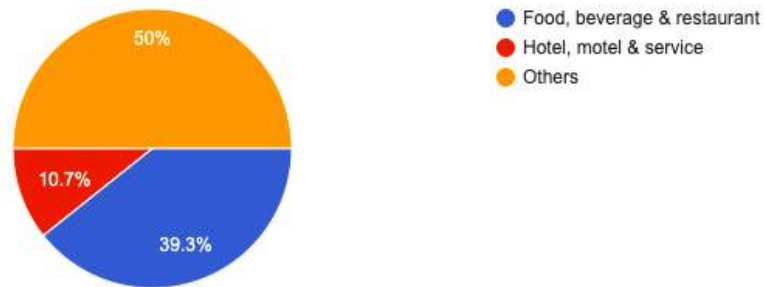
Figure 4

The other question focusses on the kind of contracts which participants had in the places where they worked. This was very important in the process of understanding the kind of jobs that they did. In this response, 46.4% of the participants were fully employed and part time workers made up 32.1% of the participants. Others 17.9% were jut employed for the time being and none got from the open contract.

What kind of work contract you have with the company?

28 responses

- Fulltime (Indefinite)
- Part time
- Open contract
- For the time being
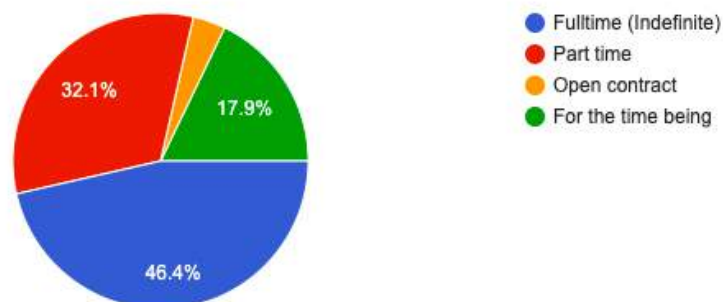
Figure 5

In the question of how often employees felt stressed, there were responses which were surprising. In this case, 35.7% depended on the circumstances, 32.1% felt stressed out sometimes and 25% had the stress always but the rest did not feel stressed. Thus, it seems so east that job stress is a real factor that often affects employee at work. The results are as indicated below.

How often do you fell stress at work?

28 responses

Legend:
● Always
● Sometimes
● Never
● Depends on situations
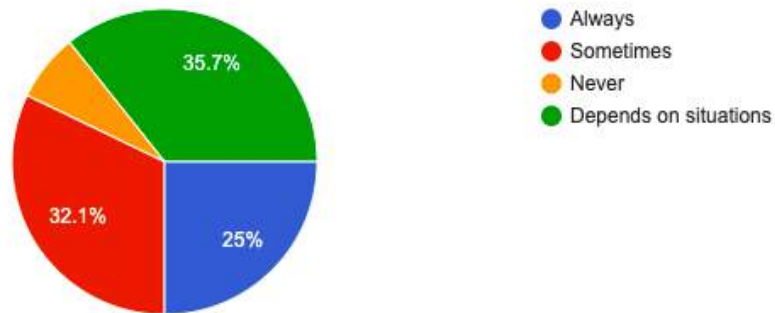
Figure 6

Employees were asked whether they thought stress was based on performance productivity at workplace. In response to this question, a bigger number of participants agreed to this statement with 57.1% strongly agreeing to it and 35.7% just agreeing. The rest disagreed; others were neutral while the other strongly disagreed. There is also undoubtedly true that era has become more productive where organizations want more and more from employees which results so often terrible job stress to the employees and the data also reflects so.

Do you think that the stress management is associated with the performance productivity at work?

28 responses

Legend:
● Strongly Agree
● Agree
● Neutral
● Disagree
● Strongly disagree
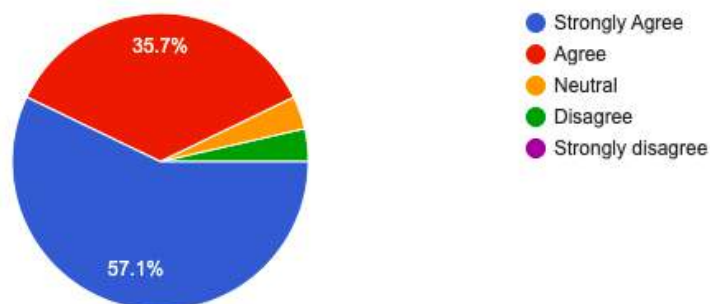
Figure 7

The other question focused on the methods which are used or the approaches which are taken in order to manage stress in the work place. In response to this question, many people indicated that their methods of managing stress were mixed up of good and bad strategies. That is the 46.4% of the participants. On the other hand, 32.1% indicated that they were able to manage stress in a great manner while 14.3% stated that their stress

management levels were very poor. 7.1% had not idea of this process and thus did not work on stress reduction process. This is as shown in the diagram below.

How do you manage your stress at workplace?
28 responses

- Greatly
- Poorly
- Mixup (sometimes good or bad)
- Didn't think about that
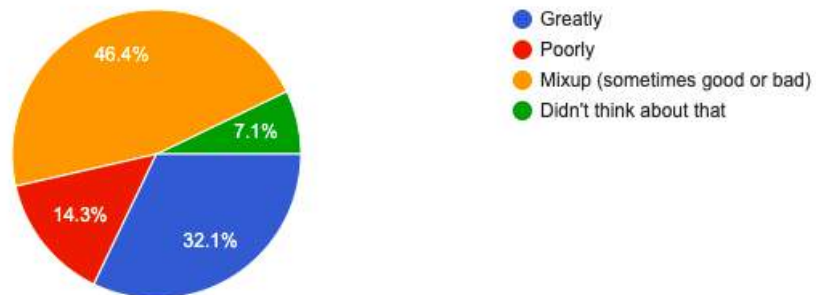
Figure 8

Another question focussed on the role of managers in controlling stress levels in the work places. In response to this, 39.3% of the participants indicated that they believed that managers had a big role to play in managing stress, 35.7% agreed, 14.3% were neutral on this case and other disagreed and while a small percentage strongly disagreed. This is as shown in the following diagram.

Do the managers have a great role to minimize the stress level on general employees?
28 responses

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree
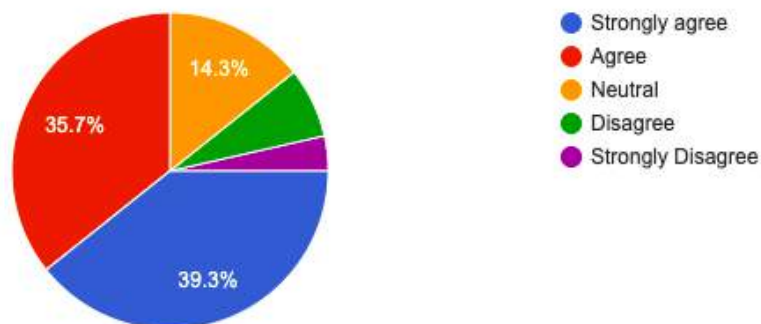
Figure 9

The other focus was on the reaction of employees when they feel stress. The question addressed whether employees feel to switch the workplace whenever they feel stressed. In response to this, 42.9% of the people strongly agreed to this fact. Also 28.6% were in

agreement with the statement while 21.4% of the people were neutral in the whole idea. It is also good to note that 7.1% of the people disagreed with this idea. This is as shown below.

Because of the stress at workplace, employees think to switch the workplace or work type often?

28 responses
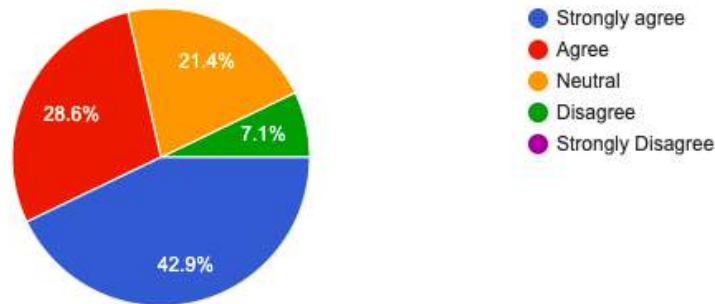
Figure 10

There was also a focus on the role of organizations in managing stress levels and focussing on the plight of employees especially in the case of work life balance. It required participants to answer whether they agreed that organizations had these roles. In response to this, 53.6% of the people agreed strongly to the idea and 35.7% were in agreement to this statement. 10.7% of the people were neutral about the case while nobody disagreed in this case. This is as it has been shown through the diagram below.

Organizations should have a strong focus on employees about the stress management & balanced work life?

28 responses
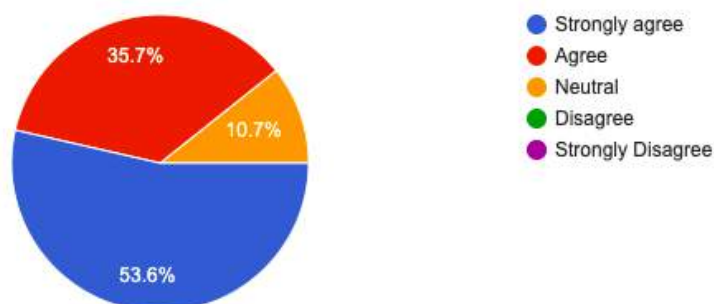
Figure 11

The other focus was on the description of the work life balance as per the conditions of the participants. Here they were supposed to express or show their conditions. Based

on the results, 39.3% said that they were good in terms of the work life balance. 28.6% were neutral in this and 14.3% were very good in terms of work life balance. However, 14.3% also described that they are bad on managing stress issue and nobody triggered the very bad option. This is as shown below.

How will you describe your work-life balance?
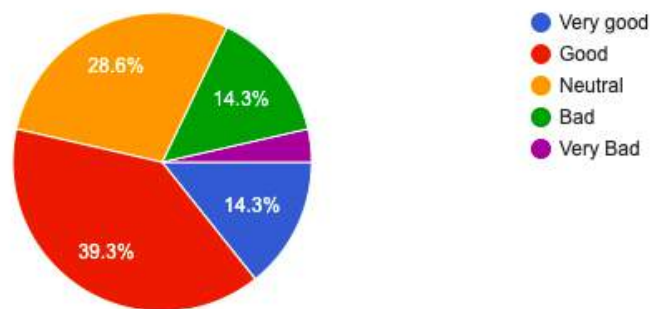
28 responses

Figure 12

The other focus was on whether employees should consult with their colleagues on matters of stress. In this discussion, 32.1% of the participants found it's okay to undertake this task. However, both 28.6 % were shown as agreed and neutral. Around 10% of the people did not feel like this was necessary and therefore they disagreed while the rest of the population stated that they strongly disagreed about the ideas shown below.

Employees should often consult with the colleagues about their work stress and how it can be handled?
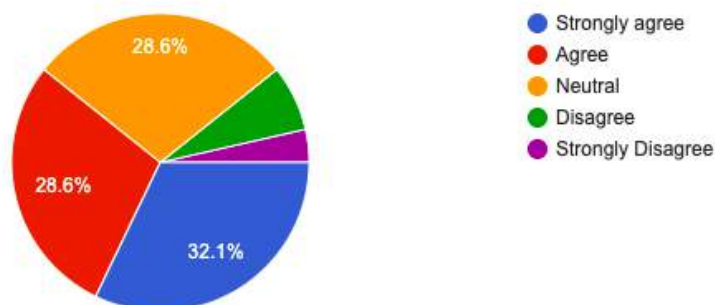
28 responses

Figure 13

The other question addressed the idea whether the workplace with zero stress has any impact on the productivity levels of employees. In response to this, 45% of the participants strongly disagreed to this idea and 25% agreed to this thought. In the same case,

20% of the people strongly agreed while 10% disagreed to this idea. The rest of the people were neutral about this case as shown below:

Does a good workplace with zero stress level motivates employees for the better work?
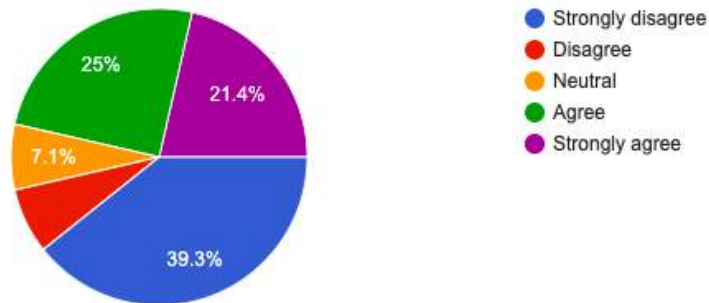
28 responses

Figure 14

The other focus was on the means which are used to minimize stress in the workplace. In this case, 45% of the people stated that they motivate themselves and gain personal inspiration while 25% indicated that they do nothing about it. 15% stated that they do yoga in order to manage stress while 10% stated that they prefer consulting with bosses in order to gain the breakthrough that they need. This is as shown in the diagram below;

What do you do to minimize your work stress?

28 responses
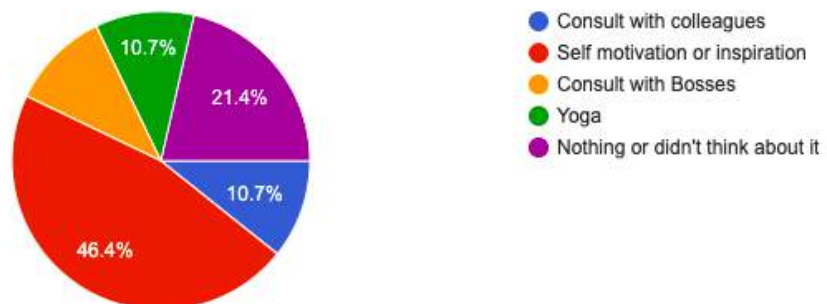
Figure 15

People were asked to mark regarding their job satisfaction in regard to the management of stress levels at work. 50% stated that it was good and they were okay with it and 20% stated that they were neutral about the idea. 15% stated that it was very good and rest indicated that it was bad and very bad as shown below;

How would you like to mark your job satisfaction regarding the stress level at work?
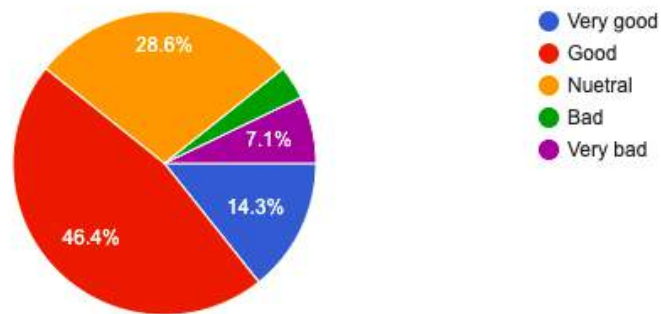
28 responses

Figure 16

The other focus was on whether employees were consulted in the process of coming up with proper welfare strategies for employees. The answers to this question were on NO or YES basis. In this case, 35% of the people stated that they were not consulted and 30% stated that there were such procedures in their organizations.

In your company do you have any employee well-being consultation so that employee can have a better work life?
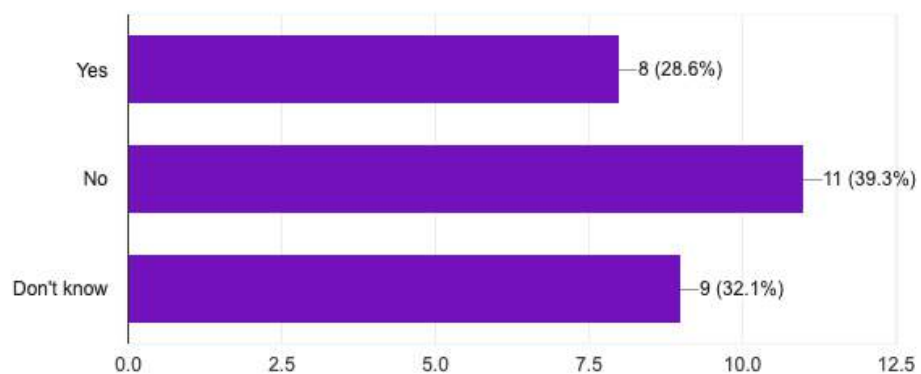
28 responses

Figure 17

In order to make more stress-free zone for the organizations, here it had been asked to the respondents about their opinions. Surprisingly we got lots of ideas such as someone suggested that stress is good, this is because it emphasizes him to complete task by the given date. Though, some has suggested that regular break should be emphasized and appointing a psychologist would be a plus point. One respondent has cited to make sure a good communication with bosses. More interactions among employees and job hours should be strict that other times bosses should not make communications. Wages and increments were introduced also by some respondents as a part of satisfaction to mini-mize stress and to motivate more towards jobs. However, one respondent has said to

make sure full of boxes chocolates at workplace can bring more fun and interactions among employees, thus can be resulted to reduce stress and make a healthy environment at workplaces. So, this question came up with lots of interesting results.

What do you suggest companies to do to make a stress free healthy work environment?
18 responses

> Increase psychological safety and build regular break times into the workday.

> One to one meeting between employee and employer as often as possible and work on the issues both on administration level and among workers

> Wellbeing consultants, flexibility at work, safe and nice working environment, treat employees nicely, well organised command system

> I highly suggest.

> I do not think that stress is a negative matter. I think it makes you perform better. For this reason, I am not sure if my replies apply to what you are looking for with this survey. I like stress, as it puts pressure and makes me achieve deadlines and finish up projects. It is a tool for me, but of course I have love&hate relationship with it.

> To make a post for psychologist!

> A flexible policies could be a stress-free healthy work environment.

What do you suggest companies to do to make a stress free healthy work environment?
18 responses

> Allow naps especially if they are only quick nod offs if a 20 minute nap ensures a refreshment for another 3 hours of quality work let it be.

> Rainbows, jelly beans, kittens and puppies at every station with financial predictability at the end of the day that works from almost anywhere.

> Put a fridge full of chocolate in every office department.

> During the rush hour is restaurant should have enough employees to manage the situation

> it's always worthy to accomplish a job being a solid team and a team where everyone share their efforts without stressed out

> yeah company always should focus on it

> Listen to the workers, find out what problems they have. That's always the 1st step in acknowledging the problem, and find solutions to make things better. Do not suppose, find the problem at the source.

Figure 18

Here it was asked for the further suggestions as a general wish by respondents. Where good communication, good work environment and appreciation each other had been said by the respondents. Also suggested proper organizing with planning helps to reduce the stress level and employers must ensure the co-operation among employees were heavily suggested. Appreciating each other can be a useful part of a healthy working environment and also adding that more relaxing activities like listening music or option to having a nap may result better work place with more productivity has been drawn by the participants of the interview.

Further suggestions?

13 responses

Be a good communicator.

Maintaining good atmosphere, appreciating each person effort .

Options are not enough.You should include Music, Gym, Hobbies and Spending time with friends etc.

Employers should ensure a better future for employees.

Do not micro manage.

I would suggest that the CEO give up some of his salary, and give it to the workers... A good pay is always what's making a company more productive.

Bosses always should co-operate employees not just to put too pressure and demanding rather make the environment more
Relating

May be always better to have a proper organized planning regarding every employe's job to get done in time

After analysing the data from the questions of the interview section ca be drawn that job stress is a common issue for the employees where most of the participants are quite unsure that how to manage this stress. Some companies may have councillor or some section where stress can be stressed but majority of the participants claimed they do not have such facility. To find the answer of another research question, job stress and workload is connected which is clearly visible and also job performance productivity gets halted by job stress is visible by the data. Given data also reflects, managers or bosses also have significant role about to manage stress for the general employees. Lastly, most of the participants agreed about that balance work life reflects higher productivity

and long-term organizational profitability where job stress also gets down among employees.

5.3   Validity and reliability

The data which has been presented in this section can be relied upon because it has been gathered from real people who have given genuine opinions. It can be used to improve research for it adds up to the information which has been presented in this field. It can be used to extend research and be a building block towards gaining more information. It is clear that the issue of stress is real and disturbing people in organizations. According to the data which has been presented, there are ideas which can be utilized in order to come up with policies which are efficient in addressing the problem and ensuring that the conditions are changed. The sources which have been used in this research have been satisfied and they provide modern data that has been collected using the advanced methods. This is through the use of the laws and ethical guidelines which are supposed to be followed in the field of research. Such includes recognizing authors who have given information regarding different things in this field by citing their names which has been done in this case and also based on ethical point, throughout the interview questionnaire, every individual's response email has been collected for any further query.

It is also true that by analysing the fact there also has some limitations of this research data since mostly the interview questionnaire has been formulated through online and thus, some cases responses might would react differently if it could be a face to face in person interview for all. Moreover, worthy to inform that all the participants of the interview are from Finland and thus, by formulating the interview question in Finnish language could be more understandable but researcher has got limited proficiency in Finnish made it bound to conduct the interview in English language. However, all the interviewees had no problem to participate in English since Finland ranks among the highest proficiency in English as a non-native country. Moreover, time and the interview questions can be wider with interviewees to get more data in depth regarding the research. Nevertheless, most of the interviewees are almost personally known to the researcher may also reflect that participants tried to satisfy the interviewer rather hiding something untold about their bitter experiences of stress since the workplaces are familiar to each other as well among the most of the participants. Lastly, getting more interviewees may draw more data sample which may reflect more strong background in the results of research, though the maximum data has been collected by the researcher's huge effort's at here.

6   Conclusion

From this research it can be easily stated that stress has serious effects on individuals and it has significant impact on performance of workers in organizations. It is therefore very crucial to consider introducing the recommended procedures through research in order to the state of conditions and to ensure that organizations have serious procedures for dealing with stress. Working with employees has been recognized to have significant impact on the formulation of procedures which are necessary for helping employees to overcome stress. Best processes ensure that managers are able to control the issue of employees switching jobs because it has been noticed that employees do this often because of excessive stress. If organizations can be able to manage stress in workers, they can be able to maintain them. The research has been provided the clear data is credible about job stress and handling this issue can be used to make great decisions and ensure productivity in the organizations. Many of the participants indicated that they did not have procedures for addressing issues which related to stress. With consideration of this fact, workers have not been informed enough about procedures and processes that they should follow in the process of managing stress. This could be the reason why many of them feel helpless and they do not have a way of addressing their issues. There should be programs in organizations that ensure that people are able to handle conditions that they face. Though this is the case, a lot of consultation has been done based on research where individuals have been going to their bosses whenever they have stress to get the kind of help that they need. Surprisingly Some of the participants also mentioned about the salary or reward that has a vital part of job satisfaction as well help to eliminate the stress from their views, however, through this research it has not been able to validate this verdict considering the data and theories. In some cases, it has been suggested to focus more on workplace environment where colleagues have got a friendly relationship to each other makes a harmony which eradicate the job stress of the employees.

It is undeniable that most of the participants suggested that they feel somehow more or less stress at workplaces. Through this research it has also drawn that managing stress at workplaces is challenging for most of the participants where a very few claimed that they are good at managing stress in workplaces. Nevertheless, bosses or managers has got a significant role about managing stress at workplace has also been agreed by the majority of participants. Managing stress and well-being at work place is an important issue to the almost all participants. Consulting with colleagues and bosses also sometimes help to reduce stress has also been mentioned.

From the research questions, the data shows majority has accepted that stress at work happens while majority has claimed that self-motivation as a tool to minimize it. Consulting with colleagues also can be helpful. However, from the interview question, in your company do you have any employee well-being consultation so that employee can have a better work life balance? Majority has answered that they do not have it while some of them said they have no idea about it and a very few just said that they have it. And does a zero-stress workplace motivates employees for productivity question came out with strongly agreed from majority participants while a very few disagreed with it. Mostly also agreed that organizations should have a strong focus on minimizing stress factor so that the employees can have a work life balance whereas nobody did not disagree with this verdict. From the suggestions part of better work life balance, some suggested consultation with colleagues and bosses about stress, some suggested to have enough employees so that over load or over work would not go on employees. Also, some suggested about to have the flexibility among working hour rather employees should have focus more on gets thing done as a priority.

Thus, relating to the theory analysis of this research as well from the observation of the result of the data, it is obvious that work stress is an important issue that cannot be denied. Moreover, the result of the data shows poor managing stress of employees often results poor job performance with the lack of productivity at workplaces. However, the types of stress can be varied to person to person where managing skills of stress also not equal to all.

7   Discussion

In general, it is often seen that employers mostly do not understand or ignore the impact of work stress on employees. In the given data, it was clearly show about the affects of stress on employees or workers. A bigger percentage of the people acknowledge the need for being involved in the process coming up with methods of managing stress and implementing them. Workers should have a stake in this process to understand the conditions of stress which affects them perfectly to their job satisfaction and thus, their further suggestions can be very effective in order to make a healthy work environment implying a stress-free arena. It is also good to understand the fact that it is not possible to introduced better strategies without understanding what really causing stress in the work place. Therefore, there is no denying fact that a healthy stress-free work environment creates a greater performance productivity which results satisfying employees with maximizing organizational profitability. Moreover, every employee wants to have a fair treat with appreciation at his workplace. Nobody does not want to accept the ignorance or discrimination neither from colleagues or bosses. Also, it can be suggested that not in in Finland rather in general, it can be a great idea to open up an option to have a psychiatric for the employees from the organizations, thus consultation may bring better idea to reduce stress also to be more organized towards jobs. A happy healthy work environment creates a job satisfaction that brings a balanced happy working life for every individual employee. There is still a challenging part of this research where addressing various stress of employees and exact solutions for managing stress, this is because, it needs more research towards future to allow the exact solution of job stress management.

In this modern era, it is also true that so many organizations have taken lots of steps for employees' well-being as well to create a stress-free work zone. Though rationally very few organizations are considering it as an important issue while others have to a do a lot on it. Lastly, how exactly the bosses also can be a part of the stress management issues of the general employees to make a bridge between employees and productivity suggests further research and study especially for Finnish hospitality industry so that we may have a healthy, happy and efficient workforce towards the future with a great working environment.

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9 Appendices,

Interview Questionnaire:

- Age?
- Gender?
- Working Company in Category; 1. Food, Beverage & Restaurant, 2. Hotel, Motel & Services. 3. Others
- Work Contract type; 1. Fulltime. 2. Part-time. 3. Open Contract. 4. For the time being
- How Often Do You Feel stress at work?
- Do you think that the stress management is associated with the performance productivity at work?
- How do you manage your stress at workplace?
- Do the managers have a great role to minimize the stress level on general employees?
- Because of the stress at workplace, employees think to switch the workplace or work type often?
- Organizations should have a strong focus on employees about the stress management & balanced work life?
- How will you describe your work-life balance?
- Employees should often consult with the colleagues about their work stress and how it can be handled?
- Does a good workplace with zero stress level motivates employees for the better work?
- What do you do to minimize your work stress?
- How would you like to mark your job satisfaction regarding the stress level at work?
- In your company do you have any employee well-being consultation so that employee can have a better work life?
- What do you suggest companies to do to make a stress-free healthy work environment?
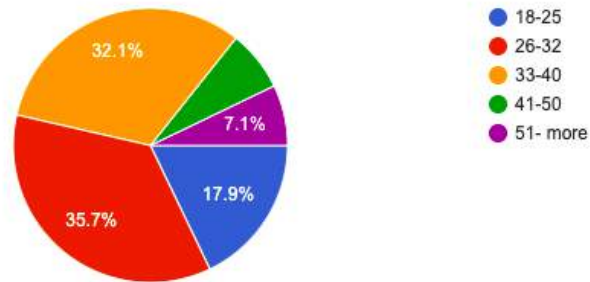- Further suggestions?

Appendix 1. Figure 1

Gender?

28 responses
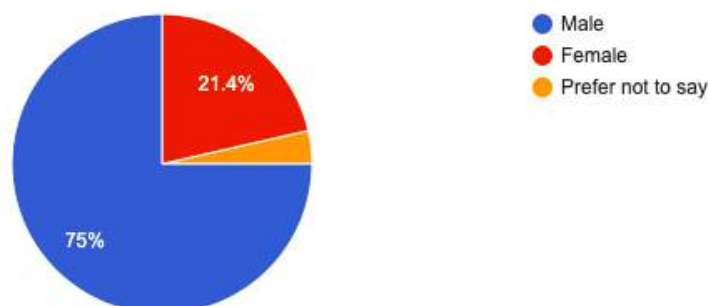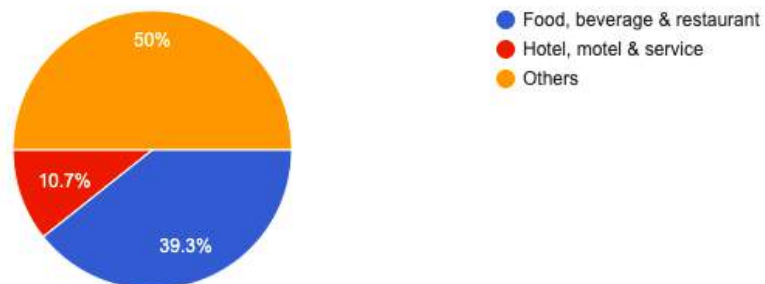

Appendix 2. Figure 2

Age group?

28 responses

- 18-25
- 26-32
- 33-40
- 41-50
- 51- more

32.1%
7.1%
17.9%
35.7%

Appendix 3. Figure 3

Workplace is associated by the type of industry?

28 responses

- Food, beverage & restaurant
- Hotel, motel & service
- Others

50%
10.7%
39.3%

Appendix 4. Figure 4

What kind of work contract you have with the company?

28 responses

- Fulltime (Indefinite)
- Part time
- Open contract
- For the time being

32.1%
17.9%
46.4%
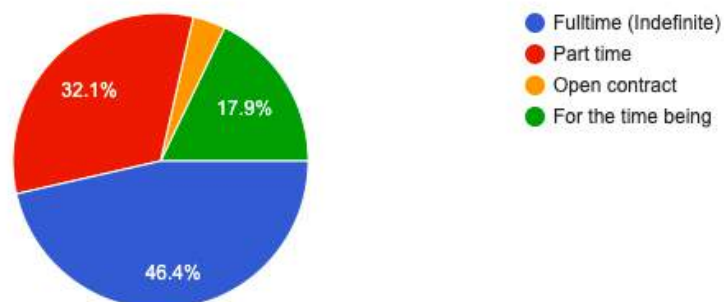
Appendix 5. Figure 5

How often do you fell stress at work?

28 responses

- ● Always
- ● Sometimes
- ● Never
- ● Depends on situations

35.7%
32.1%
25%

Appendix 6. Figure 6

Do you think that the stress management is associated with the performance productivity at work?

28 responses

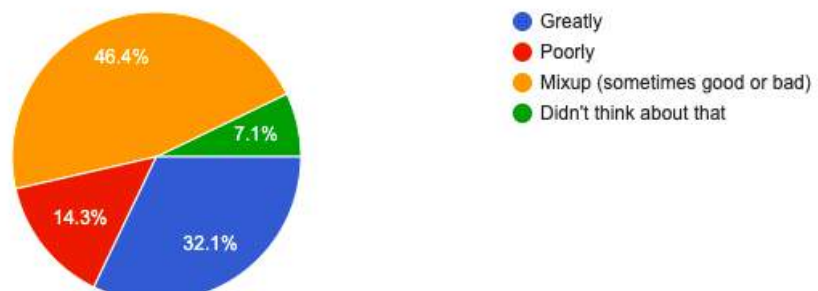- ● Strongly Agree
- ● Agree
- ● Neutral
- ● Disagree
- ● Strongly disagree

35.7%
57.1%
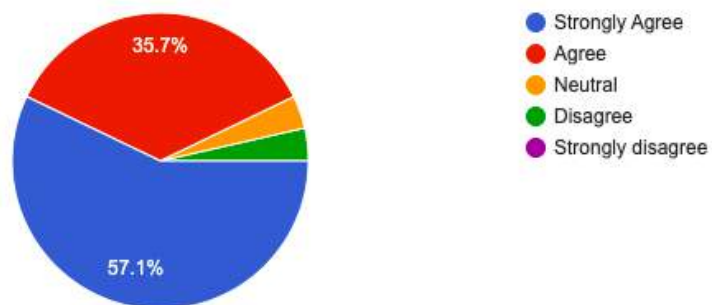
Appendix 7. Figure 7

How do you manage your stress at workplace?

28 responses

- ● Greatly
- ● Poorly
- ● Mixup (sometimes good or bad)
- ● Didn't think about that

46.4%
7.1%
14.3%
32.1%

Appendix 8. Figure 8

Do the managers have a great role to minimize the stress level on general employees?

28 responses

- Strongly agree
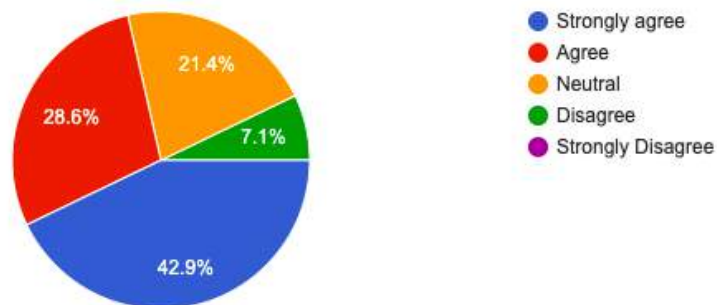- Agree
- Neutral
- Disagree
- Strongly Disagree

14.3%
35.7%
39.3%
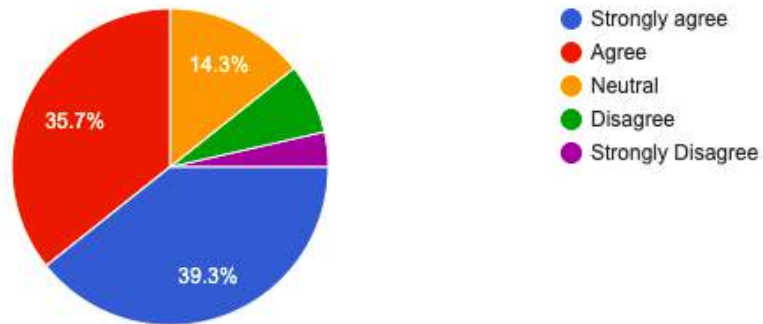
Appendix 9. Figure 9

Because of the stress at workplace, employees think to switch the workplace or work type often?

28 responses

- Strongly agree
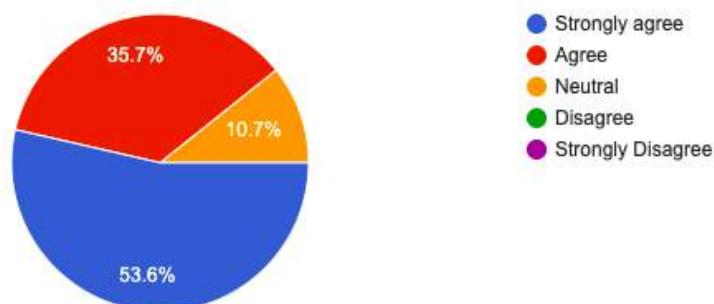- Agree
- Neutral
- Disagree
- Strongly Disagree

21.4%
28.6%
7.1%
42.9%

Appendix 10. Figure 10

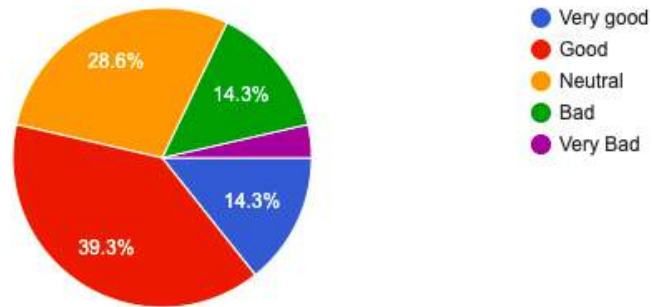Organizations should have a strong focus on employees about the stress management & balanced work life?

28 responses

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

35.7%
10.7%
53.6%

Appendix 11. Figure 11

How will you describe your work-life balance?

28 responses

Legend:
- Very good
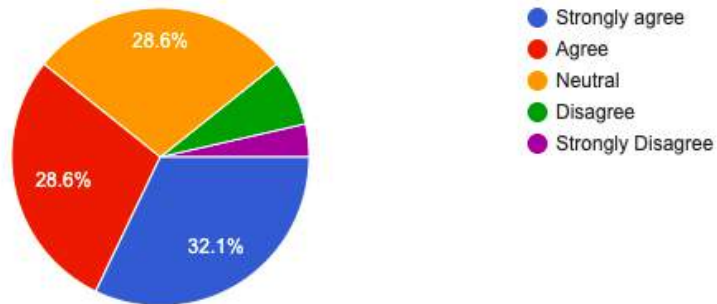- Good
- Neutral
- Bad
- Very Bad

(28.6%, 14.3%, 14.3%, 39.3%)

Appendix 12. Figure 12

Employees should often consult with the colleagues about their work stress and how it can be handled?

28 responses

Legend:
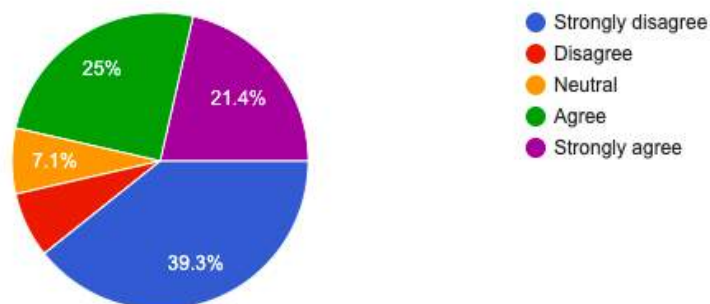- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

(28.6%, 28.6%, 32.1%)

Appendix 13. Figure 13

Does a good workplace with zero stress level motivates employees for the better work?

28 responses

Legend:
- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

(25%, 7.1%, 39.3%, 21.4%)

Appendix 14. Figure 14

What do you do to minimize your work stress?

28 responses

- Consult with colleagues
- Self motivation or inspiration
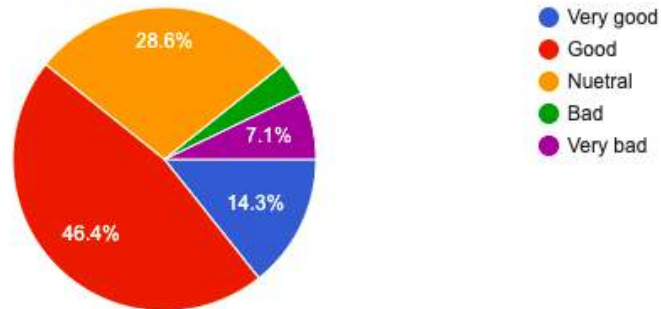- Consult with Bosses
- Yoga
- Nothing or didn't think about it
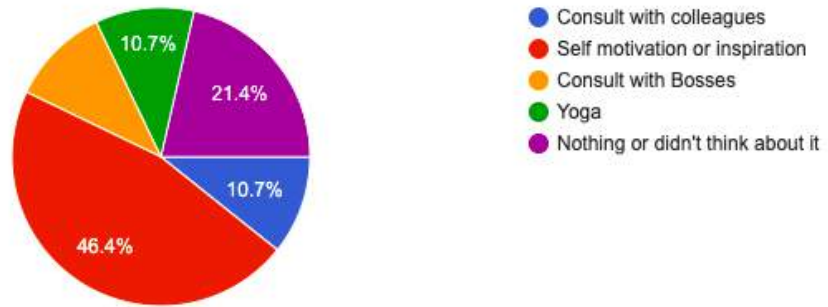
Appendix 15. Figure 15

How would you like to mark your job satisfaction regarding the stress level at work?
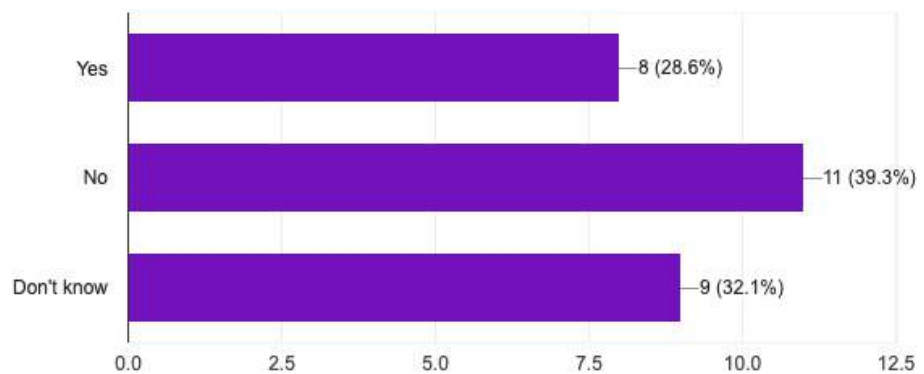
28 responses

- Very good
- Good
- Nuetral
- Bad
- Very bad

Appendix 16. Figure 16

In your company do you have any employee well-being consultation so that employee can have a better work life?

28 responses

Appendix 17. Figure 17

What do you suggest companies to do to make a stress free healthy work environment?

18 responses

Increase psychological safety and build regular break times into the workday.

One to one meeting between employee and employer as often as possible and work on the issues both on administration level and among workers

Wellbeing consultants, flexibility at work, safe and nice working environment, treat employees nicely, well organised command system

I highly suggest.

I do not think that stress is a negative matter. I think it makes you perform better. For this reason, I am not sure if my replies apply to what you are looking for with this survey. I like stress, as it puts pressure and makes me achieve deadlines and finish up projects. It is a tool for me, but of course I have love&hate relationship with it.

To make a post for psychologist!

A flexible policies could be a stress-free healthy work environment.

What do you suggest companies to do to make a stress free healthy work environment?

18 responses

Allow naps especially if they are only quick nod offs if a 20 minute nap ensures a refreshment for another 3 hours of quality work let it be.

Rainbows, jelly beans, kittens and puppies at every station with financial predictability at the end of the day that works from almost anywhere.

Put a fridge full of chocolate in every office department.

During the rush hour is restaurant should have enough employees to manage the situation

it's always worthy to accomplish a job being a solid team and a team where everyone share their efforts without stressed out

yeah company always should focus on it

Listen to the workers, find out what problems they have. That's always the 1st step in acknowledging the problem, and find solutions to make things better. Do not suppose, find the problem at the source.

Appendix 18. Figure 18

Further suggestions?

13 responses

Be a good communicator.

Maintaining good atmosphere, appreciating each person effort .

Options are not enough.You should include Music, Gym, Hobbies and Spending time with friends etc.

Employers should ensure a better future for employees.

Do not micro manage.

I would suggest that the CEO give up some of his salary, and give it to the workers... A good pay is always what's making a company more productive.

Bosses always should co-operate employees not just to put too pressure and demanding rather make the environment more
Relating

May be always better to have a proper organized planning regarding every employe's job to get done in time