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**Impact of Stress on Employee Performance at Jamsai Firm
in Bangkok, Thailand**

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Impact of Stress on Employee Performance at Jamsai Firm in Bangkok, Thailand

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Abstract

In the current world, stress has been regarded as a global phenomenon that occurs in different forms in various workplaces. The study sought to determine the effects of stress on the performance of employees in the Jamsai firm in Bangkok, Thailand. The study was literature based. The study findings revealed that stress influences worker performance if not managed properly. The productivity and performance of workers are significant and essential elements for the success of any firm. The extreme stress encountered in the working places substantially hampers effectiveness and draws many employees' focuses. The study discovered that a firm or supervisor should correctly manage stress levels to get work done properly. In some instances, job stress makes employees more prone to error, poor work performance, mental health issues, burnout, and conflict in the workplace. If job stress goes unaddressed, organizations pay the price in higher rates of turnover, disengagement, and absenteeism. To attain an organizational goal, all the aspects that affect stress ought to be appropriately identified and measured. The study concluded that stress has a negative effect on the performance of employees. There are numerous stress elements that the workers have gone through, and the research confirmed that stress influences performance adversely. The study recommended that a good framework should be put in place to assist workers in minimizing stress while they are at work. The management needs to evaluate the state of mind by analyzing why the workers assume the firm does not appreciate its workers and what they can do to change the elements which bring about the discontentment of workers in the workplace. A worker assistance program needs to be introduced to identify and intervene early on challenges affecting employees' performance in a firm.

Keywords: *Stress, Employee Performance, Jamsai Firm, Thailand*

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1.0 Background of the Study

In the current world, stress has been regarded as a global phenomenon that occurs in various workplaces (Daniel, 2019). Nowadays, workers usually work for long periods, as the rising responsibilities require them to work a lot more strenuously to match the increasing expectations concerning work performance. Stress is a common phenomenon in any task, and individuals must encounter it in various aspects of life. Stress has been expressed in many ways over the past years. Riedl (2022) noted that stress is an emotional problem in which a person is faced with an opportunity, restriction, or demand about what he or she desires and for which the outcome is perceived to be both unclear and essential. Stress is a rising issue in firms and frequently triggers an unfavourable impact on performance. In some instances, job stress makes employees more prone to error, poor work performance, mental health issues, burnout, and conflict in the workplace. If job stress goes unaddressed, organizations pay the price in higher rates of turnover, disengagement, and absenteeism.

Giao, Vuong and Tushar (2020) described stress as an emotional state in which a person is confronted with an opportunity, need, or resource associated with what the individual wishes and for which the result is regarded to be both obscure and vital. High levels of stress influence the general performance of a particular firm. To get work done properly, the firm or supervisor should correctly manage stress levels (Nambisan & Baron, 2021). To attain this organizational goal, all the aspects that affect stress ought to be appropriately identified and measured. In the current organizational environment, there is much competition among firms. Workers' performance becomes a significant factor in a firm's success. This performance is substantially impeded by too much stress encountered in the working environment, which has aroused many employers' interests. Recognizing the elements leading to work stress and its effect on worker performance is crucial for any firm to guarantee success and smooth operation (Fonkeng, 2018). Workers spend time on the job, and sometimes he/she has to encounter stress throughout his/her job (Hassan, Azmat, Sarwar, Adil & Gillani, 2020). The nature of the work has undergone many changes over the past years and is also changing quickly (Omar, Aluwi, Hussein, Mohd & Rusdi, 2020).

Abasi, Mohammadipour and Aidi (2014) indicates that high levels of stress influence the general performance of a particular firm. High-stress levels disrupt performance in activities that need significant attention, high concentration, retrieval of information from memory, and decision-making. Stress leads to low performance, reduced employee performance, high rates of mistakes and low quality of work, high staff turnover, and absenteeism due to health issues like anxiety, emotional disorder; work-life imbalance; depression, and other ailments. The management needs to evaluate the state of mind by analyzing why the workers assume the firm does not appreciate its workers and what they can do to change the elements which bring about the discontentment of workers in the workplace. A worker assistance program needs to be introduced to identify and intervene early on challenges affecting employees' performance in a firm. Firms may additionally utilize other interventions for stress management like regular therapy sessions, time management and behaviour training, worker health program and sessions like the art of living. Managers should analyze the level of their staffs expertise and abilities and whether they can work under pressure according to the set timelines of a particular activity.

Stress in a firm touch almost all occupations, beginning with those in executive ranks to co-workers who are directly engaged in production. The result of work stress adversely influences both

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physical and psychological health. Many people worldwide have researched and studied further and recommended improved strategies to minimize stress. Smith, Hughes, DeJoy and Dyal (2018) noted that some of the factors of work stress could be: Interpersonal reasons, role demand, job demand, the structure of the firm, style of leadership, organizational job culture etc. Interpersonal causes result from interpersonal relationships when workers find an unsupportive environment or any personal remark from others at work (Carr & Namkung, 2021). Stress causes include inadequate time management, vague work descriptions, inadequacy and instability, lack of ability to get things done, poor communication, negative individual relationships, and quality and intricacy of activities. Most of the employees had made up their minds to leave their job and felt that the firm did not appreciate them, which was a clear reflection of substantial satisfaction that primarily decreased performance. High-stress levels disrupt performance in activities that need significant attention, high concentration, retrieval of information from memory, and decision-making. Stress leads to low performance, reduced employee performance, high rates of mistakes and low quality of work, high staff turnover, and absenteeism due to health issues like anxiety, emotional disorder; work-life imbalance; depression, and other ailments.

Similarly, Suleman, Khattak and Hussain (2021) viewed stress-associated ailments as the highest causes of low-performance levels in the workplace. Tremendous pressure at the workplace has led to stress, which makes it the primary element triggering illness. Buhari, Jahrami and Dhahi (2020) outlined that factors for reduced performance include; lousy training in the firm, machine breakdowns, non-developed performance standards, poor planning and inspiration, lousy environment, poor communication at several stages, non-identification with firm goals. Regardless of considerable investments in worker performance, most firms do not understand the factors causing work stress. High levels of stress influence the general performance of a particular firm. Workers experiencing stress at work attempt to withdraw themselves from stressors by lowering their production and being absent from work (McLarty, Muldoon, Quade & King, 2021). If quitting work is not simple for workers, they can create issues for the management like ineffectiveness in performance, the wastefulness of essential resources, creating problems for other workers etc. These can bring in the worst scenario for the firm. The factors related to inadequate performance or negative result in workers' physical and mental health at work additionally causes stress. An enduring stressful situation at work creates an adverse effect not just on workers' performance but also impedes the overall performance of the firm (Ehsan & Ali, 2019). It is a complex connection between job stress and performance; therefore, firms are needed to take strategic decisions.

2.0 Literature Review

Saleem, Malik and Qureshi (2021) conducted research to explore the effects of job stress on worker performance, consisting of nature of stress, sorts of stress, and job stress which at some point affect worker performance and efficiency. Regardless of substantial investments in worker performance, firms in Thailand have not understood the factors causing work stress. Researches have been carried out to solve these issues. The major goal of the study was to discover the impact work stress has on the performance of workers. Stress may influence worker performance if not managed properly, absence, turnover and medical compensation rise while production reduces. To achieve high levels of performance, stress ought to be regulated properly and the unfavorable impacts of stress reduced. The truth that most of the workers thought of quitting their work and feeling that

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the firm did not respect them was a reflection of significant discontentment that unfortunately decreased performance. The firm needs to perform a needs analysis for a worker assistance program. A worker support program has to be conducted to identify these problems early and intervene in order to maintain the performance levels. Workers who are experiencing stress at work attempt to withdraw from stressors by lowering their production and being absent from work. Stress causes include inadequate time management, vague work descriptions, inadequacy and instability, lack of ability to get things done, poor communication, negative individual relationships, and quality and intricacy of activities.

According to Suwaris and Thiranagama (2018) several executives feel they might make good decisions and work more effectively if they operate under minimal stress. Stress is also related to absenteeism, turnover, and industrial accidents. Therefore, this research was executed with the key objective of recognizing the degree and relationship in between stress and performance of microfinance bank workers in the Western Region, Austria. It also attempted to identify the influence of work associated stress, business related stress, and personnel associated stress on performance. These purposes are gotten to via the application of detailed evaluation, connection method and regression method. Descriptive analysis is used to identify the degree of stress and correlation coefficient is important for discovering the partnership between variables. Regression evaluation is put on evaluate the influence of stress on performance. The outcomes exposed when mean value is compared; mean value of the organizational relevant stress is higher than the other two. It is additionally discovered that there is a negative partnership in between stress and performance. It is concluded that stress has an effect on microfinance bank workers performance; similarly, the impact of organizational related stress is more than work associated and individual related stress.

Sam (2018) performed research to check out the impact of job stress on worker performance in manufacturing firms in Cambodia. The snowball and stratified sampling strategies were utilized to choose the sampling size of 40 individuals. Data gathering was conducted making use of sets of questions. The outcomes indicate that the respondents usually work under extreme quantity of stress that adversely influences their performance as much of them say that management applies pressure on them to raise their productivity. Several of the workers attest that a stress-free program goes a long way to improve their output and that of the organization, while others do not see the opportunity of this program lowering stress. Considering the steam that manufacturing firms are obtaining within the business environment, workers have a really difficult activity, and much is expected of them. It is suggested that management is required to set up a programs to regulate stress make sure that the workers operate in a stress-free environment that enables them to work better and enhance productivity therefore attaining the objectives of the manufacturing firm. Stress leads to low performance, reduced employee performance, high rates of mistakes and low quality of work, high staff turnover, and absenteeism due to health issues like anxiety, emotional disorder; work-life imbalance; depression, and other ailments.

Giao, Vuong and Tushar (2020) expressed stress as an emotional state in which a person is confronted with an opportunity, need, or resource associated with what the individual wishes and for which the result is regarded to be both obscure and vital. High levels of stress influence the general performance of a particular firm. To get work done properly, the firm or supervisor should correctly manage stress levels (Nambisan & Baron, 2021). To attain this organizational goal, all

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the aspects that affect pressure should be appropriately identified and measured. In the current organizational environment, there is much competition among firms. Workers' performance becomes a significant factor in a firm's success. This performance is substantially impeded by too much stress encountered in the working environment, which has aroused many employers' interest. Recognizing the elements leading to work stress and its effect on worker performance is crucial for any firm to guarantee success and smooth operation (Fonkeng, 2018). Workers who are experiencing stress at work attempt to withdraw from stressors by lowering their production and being absent from work. Stress causes include inadequate time management, vague work descriptions, inadequacy and instability, lack of ability to get things done, poor communication, negative individual relationships, and quality and intricacy of activities.

Workers spend time on the job, and sometimes he/she has to encounter stress throughout his/her job (Hassan, Azmat, Sarwar, Adil & Gillani, 2020). The nature of the work has undergone many changes over the past years and is also changing quickly (Omar, Aluwi, Hussein, Mohd & Rusdi, 2020). Stress in a firm touch almost all occupations, beginning with those in executive ranks to co-workers who are directly engaged in production. The result of work stress adversely influences both physical and psychological health. Many people worldwide have done additional research and studies and recommended improved strategies to minimize stress. Smith, Hughes, DeJoy and Dyal (2018) noted that some of the factors of work stress could be: Interpersonal reasons, role demand, job demand, the structure of the firm, style of leadership, organizational job culture etc. Interpersonal causes result from interpersonal relationships when workers find an unsupportive environment or any personal remark from others at work (Carr & Namkung, 2021). Similarly, Suleman, Khattak and Hussain (2021) viewed stress-associated ailments as the highest causes of low-performance levels in the workplace. Tremendous pressure at the workplace has led to stress, which makes it the primary element triggering illness. Buhari, Jahrami and Dhahi (2020) outlined that factors for reduced performance include; inadequate training in the firm, machine breakdowns, non-developed performance standards, poor planning and inspiration, lousy environment, poor communication at several stages, non-identification with firm goals.

A study by Schmink, Cairns Smart, Siteo, Bowen, Silva, HEcole and Haber (2020) focused on evaluating the impacts of job stress on workers' performance at horticultural firms in Brazil. The research particularly noted the elements causing stress among horticultural workers. The research determined the association between job stress and workers' performance and noted techniques to be utilized to lower stress amongst horticultural workers. The research utilized a study case and embraced a systematic random and purposive sampling to create a sample of 65 participants from a population of 180 employees. Surveys and interviews were the major data gathering tools utilized. Data was evaluated by use of descriptive statistics and Pearson correlation approach with the help of SPSS Version 20. The research discovered that job stress impact employees' performance in the firm. People experiencing stress tend to concentrate on the unpleasant feelings rather than on the job available and this influences their performance. The results also showed that a significant source of stress is the boring and non-interesting jobs being carried out by workers in the firm. The horticultural firms requires to make sure that responsibility, acknowledgment, opportunity for achievement and improvement, or enhancing core job qualities, like variety, job identification, job significance, freedom, and feedback might result in motivation, feeling sense of responsibility, and using maximum capacity are in place so as to minimize work stress.

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Abasi, Mohammadipour and Aidi (2014) argued that high levels of stress influence the general performance of a particular firm. High-stress levels disrupt performance in activities that need significant attention, high concentration, retrieval of information from memory, and decision-making. Stress leads to low performance, reduced employee performance, high rates of mistakes and low quality of work, high staff turnover, and absenteeism due to health issues like anxiety, emotional disorder; work-life imbalance; depression, and other ailments. Most of the employees had made up their minds to leave their job and felt that the firm did not appreciate them, which was a clear reflection of substantial dissatisfaction that primarily decreased performance. Regardless of considerable investments in worker performance, most firms do not understand the factors causing work stress. The study suggested that a good framework should be put in place to assist workers in minimizing stress while they are at work. The management needs to evaluate the state of mind by analyzing why the workers assume the firm does not appreciate its workers and what they can do to change the elements which bring about the discontentment of workers in the workplace. A worker assistance program needs to be introduced to identify and intervene early on challenges affecting employees' performance in a firm. Firms may additionally utilize other interventions for stress management like regular therapy sessions, time management and behaviour training, worker health program and sessions like the art of living. Managers should analyze the level of their staffs expertise and abilities and whether they can work under pressure according to the set timelines of a particular activity. They should settle on a performance contract to offer workers job maturity and control over their jobs. Managers ought to listen to workers who think they are being given work contrary to their field and clarify their duties to realize high productivity. Managers are required to promote a worker skill audit which will assist in putting employees who feel underutilized in the best areas.

Ranjit and Akhil (2021) noted that a paradigm change in the idea and context of work leads to a remarkable adjustment in the work environment of the 21st century. Digital change in the form of continuous refinements in the IT sector contributed more to this change. Work currently is no more 'result oriented', it is 'individuals oriented'. No room for personal consideration and relationships anywhere. Workers are examined on the basis of their performance and contribution to the firm. In the battle to prove themselves 'fit' for the work, employees are exposed to higher levels of stress and pressure. Software specialists are also not left out of this rule. They are those active technology employees working under rapid changing technological environment, where the up gradations are so quick and unforeseeable. The current research examines the factors that lead to job stress amongst software experts in Malaysia and analyzes the influence of each of these factors on the performance of the workers from a sample research of 40 software specialists. The research noted that sources of job stress are vice versa connected to job performance and role obscurity puts great influence on job performance in addition to wage and benefits, fear of obsolescence and workload. Therefore, the research requires the alarming need to take policy actions from the part of the Government and IT firms to minimize the unfavorable effect of job stress on the performance of Software experts in Malaysia.

Soelton, Amaelia and Prasety (2020) noted that stress is a global sensation mostly on employees because of pressures coming from the workplace and outside their work environment. Academicians and human resources specialists are worried about the effect of stress on firm performance. It is for that reason essential to recognize stress and how it manifests itself among workers and how it ultimately influences firm performance. Information was gathered from 40

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firms listed at the LSE and was examined utilizing descriptive and multivariate methods. The empirical results discovered that stress had positive effect on firm performance. The association between stress and physiological, emotional and behavioral manifestation was additionally favorable. These results can give the directions for human resource managers on how good to manage worker stress and come up with the most effective decisions to boost firm performance.

Baktash, Heywood and Jirjahn (2022) conducted research to determine the effect of stress on worker performance in the Germany Insurance sector. Several companies, particularly the insurance sector worldwide are experiencing high increase in the negative impacts of stress on worker performance and this initiated the need for this study work. The research used survey study technique. The population of research comprises 5 chosen insurance firms in Hamburg metropolitan. Stratified sampling technique was utilized to choose a population of 780 workers. The data utilized in the research was generated using 4-point Likert scale survey. The data produced was evaluated utilizing simple percentage evaluation while the hypotheses created were tested utilizing chi-square statistical strategy. The research showed that effective stress management has substantial impact on worker performance. It was hence advised that restorative techniques require to be adopted by the management to lessen the impact of job stress. High-stress levels disrupt performance in activities that need significant attention, high concentration, retrieval of information from memory, and decision-making. Stress leads to low performance, reduced employee performance, high rates of mistakes and low quality of work, high staff turnover, and absenteeism due to health issues like anxiety, emotional disorder; work-life imbalance; depression, and other ailments.

Jahan (2021) reported that in current's firm environment, there exist many competitors among different firms. The productivity of workers and the performance of workers are a significant and essential element of the success of any business. The extreme stress encountered in the working area substantially hampers this effectiveness and this has drawn the focus of lots of employers. And understanding the variables causing work stress and its effect on worker performance is crucial for every firm to make sure it succeeds and smooth operation. The goal of the study was to explore the effect of work stress on the performance of workers, utilizing the simple random method to pick the sample size of 500 respondents. Utilizing questionnaires and focus group discussion, data gathering was performed. The results show that the respondents suffer from undue stress that detrimentally influences their performance because much of them feel that management puts more pressure on them to enhance their performance.

3.0 Research findings

The study discovered that a firm or supervisor should manage stress levels to get work done correctly. In some instances, job stress makes employees more prone to error, poor work performance, mental health issues, burnout, and conflict in the workplace. If job stress goes unaddressed, organizations pay the price for higher rates of turnover, disengagement, and absenteeism. To attain an organizational goal, all the aspects that affect stress ought to be appropriately identified and measured. Workers who are experiencing stress at work attempt to withdraw from stressors by lowering their production and being absent from work. Stress causes include inadequate time management, vague work descriptions, inadequacy and instability, lack of ability to get things done, poor communication, negative individual relationships, and quality and intricacy of activities. Some firms conducted worker support programs to identify problems

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early enough and intervene to maintain high-performance levels. Stress is a rising issue in firms and frequently triggers an unfavourable impact on performance. Stress in a firm touch almost all occupations, from those in executive ranks to juniors who work in production. Tremendous pressure at the workplace has led to stress, which makes it the primary element triggering illness.

4.0 Conclusion

From the study findings, it is concluded that stress has an adverse effect on the performance of workers. There have been numerous stress elements that the workers have gone through, and the research confirmed that stress influenced performance adversely. Most of the employees had made up their minds to leave their job and felt that the firm did not appreciate them, which was a clear reflection of substantial satisfaction that primarily decreased performance. Regardless of considerable investments in worker performance, most firms do not understand the factors causing work stress. High levels of stress influence the general performance of a particular firm. High-stress levels disrupt performance in activities that need significant attention, high concentration, retrieval of information from memory, and decision-making. Stress leads to low performance, reduced employee performance, high rates of mistakes and low quality of work, high staff turnover, and absenteeism due to health issues like anxiety, emotional disorder; work-life imbalance; depression, and other ailments.

5.0 Recommendations

The study suggested that a good framework should be put in place to assist workers in minimizing stress while they are at work. The management needs to evaluate the state of mind by analyzing why the workers assume the firm does not appreciate its workers and what they can do to change the elements which bring about the discontentment of workers in the workplace. Managers should analyze the level of their staffs expertise and abilities and whether they can work under pressure according to the set timelines of a particular activity. They should settle on a performance contract to offer workers job maturity and control over their jobs. Managers ought to listen to workers who think they are being given work contrary to their field and clarify their duties to realize high productivity. Managers are required to promote a worker skill audit which will assist in putting employees who feel underutilized in the best areas. A worker assistance program needs to be introduced to identify and intervene early on challenges affecting employees' performance in a firm. Firms may additionally utilize other interventions for stress management like regular therapy sessions, time management and behaviour training, worker health program and sessions like the art of living.

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