

# Factors Influencing Stress of Employees and Its Impact to Employee's Performance in the Workplace

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Sometimes it may be difficult to cope with workplace stress, but the skills of handling stress changes from person to person. The cause of your stress and your approach to handle it may be very different from that of your friend. Generally, we think that stress is related to something negative, but we do not have to look at it that way. Some stress is helpful; actually it drives people towards job completion. The purpose of the study is to provide theoretical foundation, to find the effects of work stress on employee's performance, and to examine the causes of stress that impact employee's performance in the workplace. The researcher decided to conduct quantitative research by using questionnaires as a tool to collect data from the samples of 86 respondents from the employees of Aeronautical Radio of Thailand Ltd. Phitsanulok. The statistic for data analyzing is descriptive statistics including percentage, frequency (number), and standard deviation. The researcher validates that there were several factors that influence stress of employees and its impact to employee's performance in the workplace that may influence organizational goal achievement.

*Keywords:* stress, employee, employee performance, organization

## Introduction

Nowadays, in any businesses, competitors are increasing and organizations need to change the process of working to keep pace with business changes all the time, and to handle the situation that would occur. As a result, stress had become an inevitable challenge for all organizations. Stress affects both health and mental an obstructing to the work that even a little bit of stress would slow down work performance of employee. This results in lower employee productivity. Stress can be defined as a lively circumstance in which people face constraints, opportunities, or loss of something they desire and for which the consequence is both unpredictable as well as crucial. Stress was the response of people to the unreasonable, excessive pressure, or demands placed on them (Prachi, 2018).

Stress were a physical and emotional state always present in an individual, one influence by various environmental, co-workers, social factors, task, and family. Stress was a common workplace issue and could be a health and safety risk for them because it could create a physical or psychological health issue. Stress refers to the strain from the conflict between our external environment and us, leading to emotional and physical pressure (Steven, Lawrence, Michael, Naomi, Hurrell, & Scharf, 2014). Robbins (2001) said that stress as a

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dynamic condition in which the individual is faced with an opportunity, limitation, or demand related to what employee desires and for which the outcome was perceived to be both uncertain and important.

In the organization, employees had worked with other co-workers in the organization and there were difference knowledge, skills, abilities, and they must work together to achieve the same objective. In the organization, there were employees that come from difference places such as family, nationality, or country. It may be one factor that causes stress to the employees or may be about conflict that they do not think the same way that makes stress to the employees when their work. Stress comes from many sources. It can be a demanding boss, challenge, annoying co-workers, angry customers, and a never-ending workload. Stress may be cause by competition in their workplace or conflict in the organization.

According to Samrong (2018), the organizations should have the good corporate governance considering proper psychosocial factors such as promoting working in team efficiently, balance between work and private life, creating motivation in working for the employees to facilitate the employees to be satisfied and happy in working. On the other hand (Jermittiprasert & Khongkhadee, 2017), the individual may experience other physical problems such as problems with the gastrointestinal system, nausea, migraine, back pain, abnormal weight gain or loss, and a change in eating habits. Mentally an individual who experiences a stress may see changes as like worry, depression, indifference, inertness, anger, dissatisfaction, mood fluctuation, moodiness, difficulty to control his or her moods, frustration, conflicting thoughts, reduced ability to solve problems or make decisions, lack of concentration or interest in working, pessimism, unawareness of surroundings, lack of empathy, lack of self-esteem, guilt, doubt in oneself, finding oneself easily crying, boredom, desperation and feeling like escaping from reality.

Stress at workplace was often referred to as job stresses. The basic rationale underpinning the concept was that the work situation has certain demands, and that problems in meeting these can lead to illness or psychological distress. Job stress was a major health problem for both individual employees and organizations, and can lead to burnout, illness, labor turnover, absenteeism, poor morale, and reduced efficiency and performance. From now on, stress is considered as one of the contributing factors that influenced the efficiency, absenteeism, increase in health care costs, and other unfavorable results that associated with specific situations, characteristics of the work environment, and individual perceptions and reactions in the context of the workplace (Stacciarini & Troccoli, 2004).

## **Literature Review**

### **Nature of Stress**

One believes that stress is a complex phenomenon because it is not tangible so it cannot be overtly touched. According to Bowling and Harvey (2001), stress occurs with the interaction between an individual and the environment, which produces emotional strain affecting a person's physical and mental condition. Stress is caused by stressors, which are events that create a state of disequilibrium within an individual. These authors also stated that the cost of too much stress on individuals, organizations, and society is high. Many employees may suffer from anxiety disorders or stress-related illnesses. In terms of days lost on the job, it is estimated that each affected employee loses about 16 working days a year because of stress, anxiety or depression.

### **Stress and Employee Performance**

Job performance can be viewed as an activity in which an individual was able to accomplish the task

assigned to him/her successfully, subject to the normal constraints of reasonable utilization of the available resources (Dar, Akmal, Naseem, & Khan, 2011). Job stress was considered rising and has become challenge for the employer and because high level stress is results in low productivity, increased absenteeism and collection to other employee problems like alcoholism, drug abuse, hypertension, and host of cardiovascular problems. Stress exists in every organization either big or small the work places and organizations have become so much complex due to which it exists, work place stress has important effects over the employees job performance (Anderson, 2003).

### **Impact of Stress on Productivity**

Mathis and Jackson (2000) defined productivity as a measure of the quantity and quality of work done considering the cost of the resource it took to do the work. Steers is of the opinion that it is useful from a managerial standpoint to consider several forms of counterproductive behavior that are known to result from prolonged stress.

According to Garrison and Bly (1997), corporations have become acutely aware of the problems caused by stress. The illnesses associated with stress are costly, and they can debilitate a valuable worker. When stress is not handled well, absenteeism, turnover, and medical compensation increase and productivity decreases. They further stated that the workplace is special only because so much of our time is spent at work. To achieve a peak of performance, stress should be managed effectively, with the negative effects of stress minimized. They also viewed more prominent cases of stress in the workplace being the following:

### **Work Related Stress**

From the Second World War, stress has become an interesting topic for researchers. Organizations are finally recognized the fact that because of job stress, lots of human potentials are being disappeared. Almost the employees say that they are under high stress at workplace. Hence, work stress is one of biggest problem in the global world. Stress is an unexpected reaction people have to treat their investigate pressures. Stress can has a positive influence on employees only with a certain amount at which an employee can handle, however, mostly it exceeds the tolerable limits and has a negative effect on employees. According to Anderson and Kyprianou (2002), family conflicts are also roots, which create stress of employees (Anderson & Kyprianou, 2002). Stress has been viewed as an environmental stimulus to an individual; it defined stress as an individual's reaction to environmental forces that had effects on individual performance. Because job stress can threats individual performance and family functional, it is quite dangerous. Job stress can make a difference between the ability of families to provide material security and demands on families. Even with executives and managers, stress is an experience in the work life of every employee. Work stress by accident made organizational performance go down. Besides, work stress not only has impact on company and employee job performance but also can shape dire influences when related to health care. Therefore, the importance of work stress is emphasized nowadays by employers to manage and reduce through practical guidelines in public sector but not in private one.

### **Research Objective**

The objective of this study to determine the factors influencing of employees and its impact to employee's performance in the workplace, to find the effects of work stress on employees performance, and to examine the causes of stress that impact employee's performance in workplace.

## Research Methodology

### Sampling Population

In this study, the researchers used quantitative methods by using questionnaire (close-end questions) to collect data from the 86 employees at Aeronautical Radio of Thailand Phitsanulok Province as respondents of the study. The criteria for choosing the sample in this study are: Employee must be over 20 years old, and must be an employee who works in Aeronautical Radio of Thailand Ltd., in Phitsanulok Province. The researcher calculated the total sample size of population using Yamane's formula.

### Data Analysis

In this study, the researcher used "Statistical Package for the Social Sciences" or "SPSS" program to measure the data and can use statistics to help reveal results and conclusions. This study was descriptive study that analyzed collecting data and the results that show by SPSS program are mean ( $\bar{X}$ ), Standard Division (S.D.), frequency, and percentage. The researcher used the SPSS program to analyze the answers from the questionnaire that do by the respondents. The scale value assigned to answer of five respondents.

## Findings and Discussions

Table 1 analyzed the result of the study. There were total of 86 employees to answer the questionnaire, which included 35 females and 51 males to answer the questionnaire. There were three parts of the question: Part 1: personal information, Part 2: the causes of stress that affect employee's performance in workplace, Part 3: the effects of work stress on employee performance. The following table will show to determine the results of the study.

Table 1

### *Do You Ever Suffer From Any of the Following?*

No.	Do you ever suffer from any of the following?	Mean ( $\bar{x}$ )	S.D.	Meaning	Rank
1	Headaches	2.93	1.02	Neutral	5
2	Anxiety	3.00	1.01	Neutral	3
3	Backache	2.95	1.06	Neutral	4
4	Sleeplessness	3.23	0.97	Neutral	1
5	Inability to concentrate	2.71	1.06	Disagree	6
6	Eye pain	3.02	0.98	Neutral	2
7	Bored at work	2.40	1.09	Neutral	8
8	Lack of availability of work	2.42	1.08	Neutral	7
9	Lack of morale	2.34	0.99	Disagree	9
10	Go to work late	1.93	1.03	Strongly disagree	10
	Total average	2.70	0.72	Neutral	

Table 1 in Part 2.1 showed the general problems they encounter in the workplace. The average of mean  $\bar{x}$  and standard deviation (S.D.) are  $\bar{x} = 2.70$  and S.D. = 0.72; the overall of average is neutral. The top 5 of general problems that respondents have choose the answer. The highest of general problem was sleeplessness  $\bar{x} = 3.23$  and S.D. = 0.97, the second was an eye pain  $\bar{x} = 3.02$  and S.D. = 0.98, the third was an anxiety  $\bar{x} = 3.00$  and S.D. = 1.01, the forth is backache from their work  $\bar{x} = 2.95$  and S.D. = 1.06, and the fifth is headache  $\bar{x} = 2.93$  and S.D. = 1.02. The 5 lowest of general problem are that respondents have choose the answer. The first is go to work late  $\bar{x} = 1.93$  and S.D. = 1.03, the second is lack of morale  $\bar{x} = 2.34$  and S.D. = 0.99, the third is

bored at work  $\bar{x} = 2.40$  and S.D. = 1.09, the fourth is lack of availability of work  $\bar{x} = 2.42$  and S.D. = 1.08, and the fifth is an inability to concentrate  $\bar{x} = 2.71$  and S.D. = 1.06. The result or meaning of general problem in this table shows the average is neutral.

Table 2

*Regarding Working Relationships, Do Any of the Following Cause Your Problems?*

No.	Regarding working relationships, do any of the following cause your problems?	Mean ( $\bar{x}$ )	S.D.	Meaning	Rank
1	Poor relations with supervisor	2.17	1.06	Disagree	9
2	Poor relations with co-worker	2.26	1.15	Strongly disagree	8
3	Family problems	2.27	1.10	Strongly disagree	7
4	Lack of communication from supervisor	2.43	0.96	Disagree	4
5	Lack of communication with co-worker	2.57	1.08	Disagree	2
6	Working with the public	2.40	0.88	Neutral	5
7	Working environment	2.80	1.02	Neutral	1
8	Difference culture	2.35	0.93	Disagree	6
9	Impersonal treatment	2.50	1.10	Disagree	3
10	Financial problems	2.26	1.10	Disagree	8
	Total average	2.40	0.72	Disagree	

Table 2 showed about cause of their problem that they met or did in the workplace. The average of mean  $\bar{x}$  and standard deviation (S.D.) are  $\bar{x} = 2.40$  and S.D. = 0.72; the overall of average is disagree. The top 3 of the answers that respondents have choose: The first is working environment  $\bar{x} = 2.80$  and S.D. = 1.02, the second is lack of communication with co-worker  $\bar{x} = 2.57$  and S.D. = 1.08, and the third is impersonal treatment  $\bar{x} = 2.50$  and S.D. = 1.10. The 3 lowest of general problem are that respondents have choose the answer. The first is poor relation with supervisor  $\bar{x} = 2.17$  and S.D. = 1.06, the second is poor relation with co-worker  $\bar{x} = 2.26$  and S.D. = 1.15 and financial problems  $\bar{x} = 2.26$  and S.D. = 1.10, and the third is family problems  $\bar{x} = 2.27$  and S.D. = 1.10. This is the rank of Part 2.2 from the answer about cause of their problem that their met or did in the workplace.

Table 3

*The Effects of the Work Stress on Employee Performance*

No.	What are the effects of the work stress on employee performance?	Mean ( $\bar{x}$ )	S.D.	Meaning	Rank
1	Low productivity	2.73	1.28	Disagree	6
2	Poor time management	2.84	1.23	Disagree	3
3	Effect on your health	2.99	1.10	Neutral	1
4	Lack of control	2.79	1.05	Neutral	5
5	Lack of communication	2.92	1.05	Neutral	2
6	Work overload	2.83	1.08	Neutral	4
7	Lack of personal engagement towards works	2.73	1.06	Neutral	6
8	Missing the point of work	2.73	1.16	Neutral	6
9	Lack of enthusiasm	2.84	1.38	Disagree	3
10	Carelessness	2.50	1.39	Strong disagree	7
	Total average	2.79	0.95	Neutral	

Table 3 showed the average of the effects of the work stress on employee performance. The average of mean  $\bar{x}$  and standard deviation (S.D.) are  $\bar{x} = 2.79$  and S.D. = 0.95; the overall of average is neutral. The top 3 of the answers that respondents have choose: The first is effect on their health  $\bar{x} = 2.99$  and S.D. = 1.10, the second is lack of communication  $\bar{x} = 2.92$  and S.D. = 1.05, and the third is lack of enthusiasm  $\bar{x} = 2.84$  and S.D. = 1.38 and poor time management  $\bar{x} = 2.84$  and S.D. = 1.23. The 3 lowest of general problem are that respondents have choose the answer. The first is carelessness  $\bar{x} = 2.50$  and S.D. = 1.39, the second is lack of personal engagement towards works  $\bar{x} = 2.73$  and S.D. = 1.06, missing the point of work  $\bar{x} = 2.73$ , and S.D. = 1.16 and low productivity  $\bar{x} = 2.73$  and S.D. = 1.28, and the third is lack of control  $\bar{x} = 2.79$  and S.D. = 1.05. This is the rank of Part 3 from the answer about the effects of the work stress on employee performance.

### Conclusion

The results of the study showed that the factors influencing stress of employees can be both advantages and disadvantages to employees that depend on the types of stress and there were many factors making employee stress. Factors influencing stress of employees and its impact to employee's performance in the workplace were as follows: General factor is sleeplessness. One was a factor that related to a health problem because employees do not have enough sleep that may affect to the other tasks. And another factor of stress was working environment that impacted employee performance in workplace such as poor ventilation of the office, the lights on the room are not bright, or work area was too narrow. In addition, the result of the effects of work stress on employee performance will effect on their health, the effects of stress at work making an impact on the health of employees, the reasons for absence from work, or a problem with colleagues. According to Bowing and Harvey (2001), stress occurs with the interaction between an individual and the environment, which produces emotional strain affecting a person's physical and mental condition. Stress was caused by stressors, which are events that create a state of disequilibrium within an individual. These authors also stated that the cost of too much stress on individuals, organizations, and society is high. Many employees may suffer from anxiety disorders or stress-related illnesses.

### Recommendation

Based on discussion and conclusion presented, the following recommendations are suggested that:

1. Replication of this study is highly recommended for the future researchers with more respondents.
2. Use mixed methods in the future study to cover all areas of concern.

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