



## Work Stress And Employee Performance: Analysis Of Work Stress And It's Implication On Employee Performance

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### ABSTRACT

*Stress is a pervasive factor that individuals across various domains encounter. Employees in numerous organizations are subject to stress, which can lead to adverse effects on organizational performance, overall employee productivity, and work quality, along with high turnover rates and absenteeism. Moreover, stress can contribute to health issues such as anxiety, depression, headaches, and backaches. Managing work stress (WS) has garnered significant attention in the corporate realm, with the belief that effectively managing stress can enhance employee performance, thereby impacting organizational success. A company's capacity to thrive in today's cutthroat business climate is directly proportional to its performance, which is a key indicator of its viability. Three main aspects of job performance—task performance, contextual performance, and counterproductive work behavior—are investigated in this research as they pertain to work stress. Finding out what causes stress in the workplace and how it affects productivity is the goal.*

*Methodology: One hundred thirty-three replies were gathered from the Noida region, with a concentration on factors pertaining to job stress and employee performance among persons ranging in age from twenty-five to fifty. The goals of the research were explained to the participants, and their agreement was sought before any data was collected. The results show that stress at work has a detrimental effect on productivity. Excuse me: Studies on the topic of stress in the workplace have shown that stress at work has negative impacts on both employees' health and the company's bottom line. Low job satisfaction, high absenteeism, low productivity, and high turnover rates have all been associated with high levels of stress in the workplace. Furthermore, negative health effects might result from stress. Organisations must comprehend the connection between stress in the workplace and performance if they are to develop plans to reduce stress, improve employee health, and boost organisational results. Stressors, their consequences, and solutions to properly manage them may be identified via research.*

### INTRODUCTION

Stress is a natural response to situations perceived as challenging or threatening to one's well-being. In today's globalized society, stress is ubiquitous and affects individuals across various workplace environments. With increasing responsibilities and performance expectations, employees often find themselves working longer hours and facing heightened pressure to meet performance standards. Consequently, stress has become an integral part of work life, impacting employees in diverse ways.

The definition of job stress has evolved over time. McGrath (1976) characterized it as a condition where employees confront tasks that exceed their capabilities and available resources, leading to a disparity

between job demands and rewards. While stress encompasses both positive and negative aspects, its adverse effects on employee performance are well-documented. These effects include decreased overall performance, increased error rates, diminished work quality, higher staff turnover, and absenteeism due to health issues such as anxiety, depression, and physical ailments like headaches and cardiac problems.

Work stress arises when individuals face demands and pressures that exceed their abilities and coping mechanisms. Organizations establish performance standards that employees are expected to meet, using various criteria such as work results, knowledge, initiative, attitude, and attendance. Employee performance, crucial for achieving organizational goals, depends on their ability to fulfil assigned tasks based on their skills, experience, and time management.

Efforts to improve employee performance are continuous, as organizations recognize its significance in achieving success. Employees are considered successful when they meet or exceed workload expectations set by the company. However, unmanageable demands can lead to tension and stress among employees, negatively impacting their performance if left unresolved. Therefore, understanding and managing work stress are essential for promoting employee well-being and organizational effectiveness.

### **Causes of Work Stress and its Impact on Employee Performance**

Workplace stress may stem from a number of sources, according to Michac (1997). These include issues with time management, ambiguous job descriptions, low self-esteem, ineffective communication, interpersonal tensions, and the difficulty and quality of work itself. The major factor leading to poor performance levels among workers was linked by Dean (2002) to stress-related diseases. Stress has surpassed all other health problems caused by work-related stress, and it has a detrimental effect on productivity in the workplace. Inadequate training, broken equipment, no performance standards, no motivation, bad work environment, ineffective communication, organisational changes, and not aligning with company goals are some of the other reasons listed by Michac (1997) that contribute to low performance.

As a result of technical developments and globalisation, stress connected to work has become more common in today's fast-paced and competitive workplace. Workers' stress levels are already high due to the frequent demands of long hours, little notice, and complicated assignments. Workplace performance and productivity are both negatively impacted by stress and its effects on workers' health.

Examining the elements that contribute to job stress and its effects on employee performance is the primary goal of this study. Employers and lawmakers may use this study's results to better understand how to reduce stress in the workplace and boost productivity. A healthier and more productive workforce is a win-win for businesses and their workers when stress at work is reduced.

## **BACKGROUND LITERATURE AND FRAMEWORK**

**A Brief Overview of the Research** Companies nowadays are very worried about how stress at work affects workers' productivity. A lot of people experience stress at work as a result of things like heavy workloads, demanding jobs, interpersonal problems, and organisational changes. Both good and bad effects on employee performance are possible. Three key aspects of job performance—task performance, contextual performance, and counterproductive work behavior—are used to evaluate work stress in this research.

### **Problem Statement**

Employees' health, happiness, and performance on the job are all negatively impacted by stress in the workplace. The purpose of this study is to collect data on the prevalence, kind, and impact of stress in the workplace on productivity. In particular, it aims to determine whether and to what degree stress at work affects productivity, and if so, what kind of effect it has.

### **Objective**

Examining how stress at work affects productivity is the driving force for this investigation.

The precise goals to do this are: This study aims to examine the correlation between stress in the workplace and productivity. Determine how much of an impact stress at work has on workers' productivity.

### **Hypotheses**

In this research, the following hypotheses are put forth:

H<sub>0</sub>: Employee performance is unaffected by stress at work.

H<sub>1</sub>: Employees' productivity drops while they're under stress at work.

### **Research Methodology**

#### **Methodology**

The study analysed previous literature and experiments to develop a model that explains how stress at work impacts many aspects of employee performance. To look at the link between stress at work and productivity, researchers used a correlational approach. Staff members in Noida from a variety of companies were surveyed using both online and offline methods using structured and standardised questions. We received 123 replies in total.

#### **Sample Design**

The study targeted employees from organizations in Noida. The sample was classified using snowball and convenience sampling methods. The total sample size was 123 individuals, with a gender representation of 50.4% female and 49.6% male. The sample was categorized based on age and gender, with the potential for further classification into other demographic categories.

## **LITERATURE REVIEW**

Underlying a major issue in organisational psychology, the research "Work Stress and Employee Performance: An Assessment of Impact of Work Stress" investigates the vital link between work stress and employee performance. It takes a look at how stress in the workplace affects productivity and offers solutions to lessen its negative impact. As an example, a 2013 research by McShane and Glinow emphasised the negative effects of work stress on performance via its links to burnout, reduced job satisfaction, and poorer employee engagement. Workload, job expectations, insecurity, and lack of control are some of the elements that contribute to work stress, according to the study. Each of these factors has a substantial influence on employee well-being. In order to reduce stress and increase productivity in the workplace, the research suggests measures such as creating social support networks, giving employees more say in company decisions, and encouraging a healthy work-life balance. The report highlights the significance of treating workplace stress and provides practical solutions for managers and organisations by giving a detailed examination of stress research and its consequences for employee performance.

Stress is a major and urgent problem in organisational psychology, and the research "Stress and Its Impact on Employee Performance" echoes this sentiment. It delves at the many ways in which stress affects workers and how it lowers their productivity. The research expands upon prior studies, such as Salleh's 2008 study, which discovered that stress causes mental and physical symptoms like anxiety and fatigue, and it identifies factors like job insecurity, lack of control, excessive workload, and interpersonal conflicts as major causes of stress at work. Employee disengagement, burnout, and dissatisfaction with their jobs are all possible outcomes of these stresses, which in turn reduce productivity. In order to reduce the negative impact of stress on performance, the research suggests using strategies such as offering social support, including workers in decision-making, and fostering work-life balance. Employees' stress levels and productivity have both been positively impacted by these tactics. In sum, the article provides an in-depth analysis of studies on stress and its effects on productivity, highlighting the need to do something about stress at work. Job stress is an important part of organisational psychology, and the research "Effects of Job Stress on Employee's Performance" explores this important topic. A decrease in work satisfaction, productivity, and

retention rates as well as an increase in absenteeism and turnover are some of the unfavourable effects that have been linked to job stress, according to the research. Workload, job instability, lack of control, and interpersonal difficulties are factors that contribute to workplace stress. Research has indicated that interventions that encourage work-life balance, involve workers in decision-making, and provide social support may help reduce the negative impacts of workplace stress. For organisations to prioritise employee well-being and foster a healthy work environment, they must understand how job stress affects performance.

The article "Impact of Job Related Stress on Employee Performance: A Review and Research Agenda" examines the effects of stress on workers' productivity in great detail. The research highlights the significance of studying this issue since it acknowledges the substantial detrimental effects of work stress on employee health and organisational results. It adds to the growing body of evidence showing that stress in the workplace is associated with negative outcomes including burnout, dissatisfaction with one's job, and reduced productivity. Workload, job insecurity, loss of control, and strained relationships are some of the stresses listed in the research. To alleviate these impacts, the paper suggests treatments such as work-life balance programmes and social support networks. It also lays out potential future study topics, such as the role of personality traits and the effect of various therapies on productivity in the workplace. The article "Impact of Job Stress on Employee Performance" brought attention to the negative consequences of stress in the workplace on the health of employees and the results achieved by the organisation. Workload, job insecurity, and interpersonal issues are identified as major contributors to occupational stress, according to the research. In order to improve overall performance, interventions like social support and training programmes are suggested. These programmes will help workers cope with difficult situations. The area of organisational psychology benefits greatly from this study's synthesis of pertinent material. "The Impact of Work Stress on Employee Productivity: Based in the Banking Sector of Faisalabad, Pakistan" delves into the question of how stress at work impacts productivity in the banking industry of Faisalabad, Pakistan. Factors like as burnout, absenteeism, and diminished job satisfaction are cited in the research as examples of how workplace stress negatively affects productivity. Employees may be helped to better manage stress and increase productivity via interventions including training programmes and initiatives that promote work-life balance and social support. The banking business of Faisalabad, Pakistan may benefit greatly from the report's recommendations for creating a more pleasant workplace and increasing efficiency. Consistent with the results of previous researches, Khan (2011) argues that the banking business is a major cause of stress for workers because of the long hours spent at work. Reduced performance and eventual burnout are common outcomes of stress in the banking industry. Some of the things that may make working in banking stressful include not having enough assistance from upper management, having too much work to do in too little time, working in an unsafe environment, having trouble getting along with coworkers and customers, and having an unhealthy work-life balance (Bamba, 2016).

According to Kaur and Gautam (2016), stress management programmes are necessary since banks are among the top 10 most stressful employers in India. In order to maximise profit and improve employee happiness, they emphasised that organisations should invest in stress management programmes. Research by Levner et al. (1994) highlights the importance of social support in lowering stress and boosting performance, while also finding a negative link between employee performance and exposure to high work demands with little control.

Research by Silva et al. (2012) and Rusli and Edimansyah (2008) examined the correlation between stress in the workplace and performance. The results showed that stress had a negative effect on workers' productivity because it diminished their enjoyment of their jobs and their personal lives. How do workers' views of their working circumstances affect their stress levels as they become older? Tobiasz-Adamczyk and Brzyski (2005) investigated this question.

Few studies have examined the relationship between stress on the job and productivity in the banking sector in the Kathmandu Valley. This research intends to fill that knowledge gap by investigating the causes of stress in the banking industry and how it affects workers' productivity. Furthermore, it aims to comprehend the gender-mediated relationship moderating effect, providing useful information to fill the information gap in this particular setting.

<p>Work Stress</p>	<p>Mangkunegara (2011) states that when workers feel pressured while doing duties linked to their jobs, it is known as work stress. Symptoms of stress include a lack of stability emotionally, agitation, loneliness, trouble sleeping, smoking excessively, anxiety, tension, nervousness, high blood pressure, and gastrointestinal problems.</p> <p>Stress is defined by Davis and Newstrom (2008) as an emotional, cognitive, and physiological state of strain.</p> <p>They show how worrying too much might make it harder to deal with life as it is. So, stress is a catch-all word for a wide variety of emotions that people go through. A variety of symptoms may manifest when people are under stress, and these symptoms can have a negative impact on their ability to do their jobs well. Some symptoms of this condition include an inability to relax, persistent anxiety, disruptive behaviour, or substance misuse. Both pieces of evidence highlight how stress may negatively impact an individual's health and productivity on the job.</p>
<p>Factors That Cause Work Stress</p>	<p>Employees usually feel stressed because of a mix of stressors, which are defined as different but related causes of stress (Davis &amp; Newstrom). Organisational and non-work related environmental variables are two main types of stressors. Some of the reasons why people experience stress on the job are listed by Mangkunegara(2011):</p> <ul style="list-style-type: none"> <li>Excessive task load</li> <li>Short time frames</li> <li>Work supervision is of low quality.</li> <li>Poor working conditions</li> <li>Inadequate power in relation to duties</li> <li>Tensions in the workplace</li> <li>Leaders and workers have different values, which causes friction.</li> </ul> <p>According to Anoraga (2011), environmental changes and the individual's reaction to these changes are the two primary elements directly linked to stress. It may be rather tough for people to adapt and cope when faced with rapid and large changes in their surroundings.</p>
<p>Work performance</p>	<p>One way to look at work performance is as the end consequence of an individual's efforts inside an organisation, as defined by Mangkunegara (2009) and Sutrisno (2009). It takes into account how well a person does their job as well as how much work they get done.</p> <p>With these definitions in mind:</p> <p>How well an individual does their job depends on the specific duties and obligations that are given to them.</p> <p>It entails checking in on how the employee's actions and actions at work turned</p>

	<p>out.</p> <p>There are two key components of job performance—quantity and quality—that show how well and efficiently tasks are completed.</p> <p>Factors including competence, experience, commitment, and following procedures and guidelines impact productivity on the job.</p> <p>Performance reviews, evaluations, and feedback systems are practical ways that organisations evaluate job performance. All employees are expected to perform to the best of their abilities, be productive, and help the company achieve its objectives.</p>
<p>The Effect of Job Stress on Employee Performance</p>	<p>According to Davis and Newstrom (2008), the impact of stress on job performance may be either beneficial or detrimental, depending on how severe the stress is. A lack of stimulation or challenge, brought on by an absence of stress, may cause a decline in job performance. Workers may be more motivated to put in extra effort to satisfy job objectives when they're under greater pressure, which might lead to better performance. When stress levels are in line with an employee's performance potential, however, this beneficial impact plateaus.</p> <p>Conversely, a decrease in job performance may result from excessive stress. When stress levels get too high, it might hinder workers' ability to do their jobs well. They could act erratically, have trouble making judgements, and have trouble maintaining control. When workers' physical or mental health deteriorates to a critical point, they may quit, skip work, or refuse to work at all to escape the stress.</p> <p>To maximise employee performance while minimising the negative effects of excessive stress, it is crucial for organisations to efficiently manage stress levels. An ideal balance of stress that promotes employee well-being and productivity may be achieved by providing support systems, creating a healthy work environment, and encouraging stress management strategies.</p>

DATA ANALYSIS -  
DESCRIPTIVE STATISTICS OF WORK STRESS –

DESCRIPTIVE STATISTICS
Total- 2842
Mean- 23.10569106
Median- 24
Mode- 27
Standard Deviation- 3.889483526

DESCRIPTIVE STATISTICS OF EMPLOYEE PERFORMANCE

DESCRIPTIVE STATISTICS
Total- 6776
Mean- 55.08943089

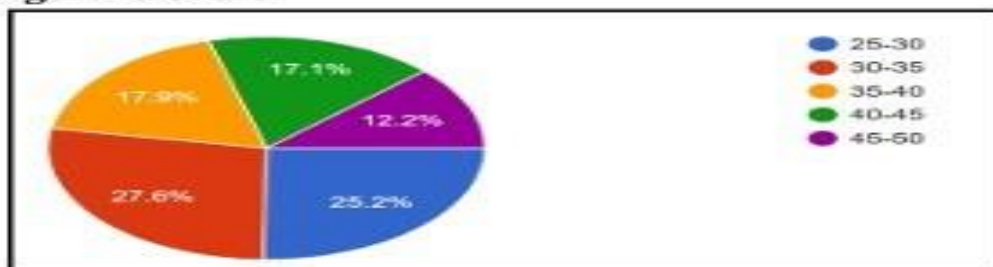
Median- 55
Mode- 61
Standard Deviation- 9.020021564

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Gender – Pie chart



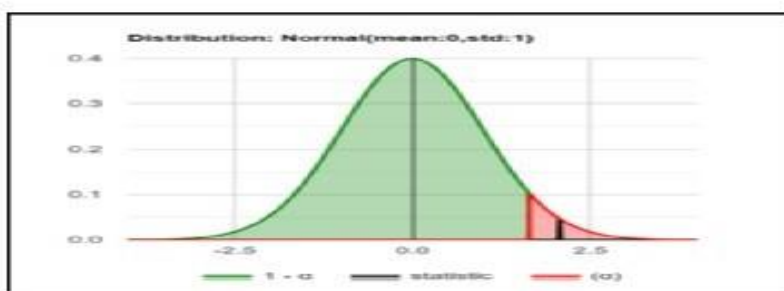
Age- Pie Chart



Performance

SHAPIRO WILK TEST-  
Measuring Work Stress

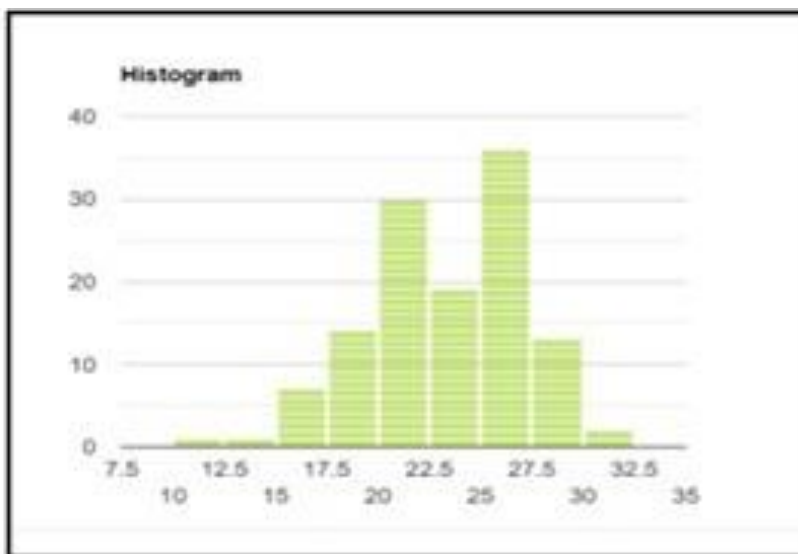
PARAMETERS	VALUE
P- value	0.0189
W	0.9743
Sample Size (n)	123
Average (x)	23.1057
Median	24
Sample standard deviations	3.8895
Sums of squares	1845.626
B	42.4054
Skewness	-0.3597



Davis & Newstrom (2008) suggest that stress can have both positive and negative effects on work performance, depending on its magnitude. When there is no stress, there may be a lack of stimulation or challenge, leading to decreased work performance. As stress levels increase, employees may be motivated to allocate more resources towards meeting work demands, potentially enhancing performance. However, this positive effect reaches a plateau when stress levels match the employee's performance capabilities.

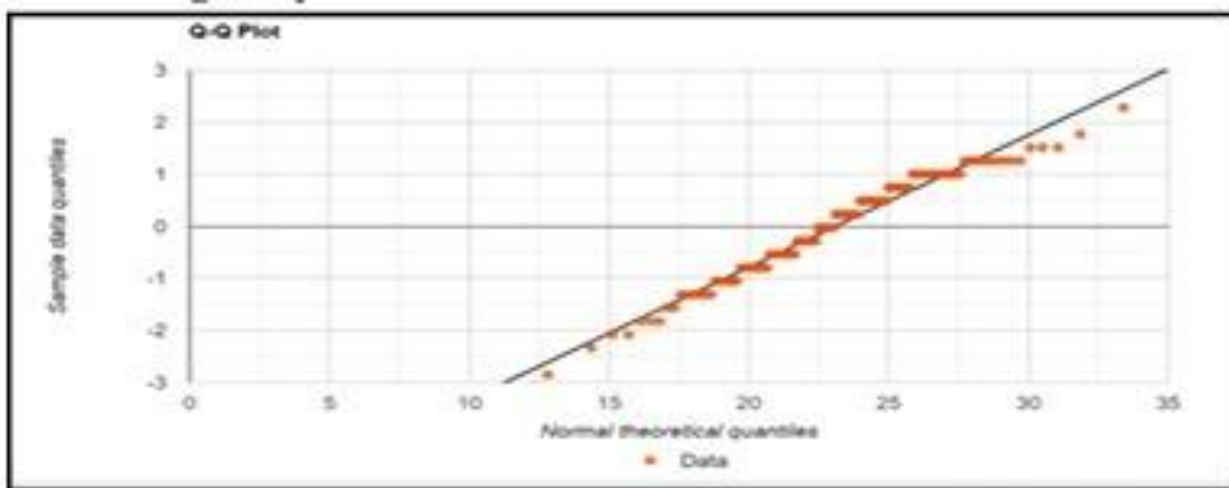
Excessive stress, on the other hand, can lead to a decline in work performance. When stress becomes overwhelming, it can impede an employee's ability to effectively carry out tasks. They may struggle to maintain control, make decisions, and exhibit erratic behavior. In severe cases, employees may experience physical or mental health issues, leading to absenteeism, resignation, or refusal to work in order to avoid stress altogether.

This perspective highlights the importance of managing stress levels effectively within organizations to optimize employee performance while mitigating the negative consequences of excessive stress. Providing support mechanisms, fostering a healthy work environment, and promoting stress management techniques can help maintain an optimal balance of stress that supports employee productivity and well-being.



The skewness of a real-valued random variable's distribution around its mean is a measure of how asymmetrical it is. The distribution's bulk is concentrated on the right side of the picture, and the left tail is longer. Even if the curve seems skewed or leaning to the right, the distribution is really skewed to the left, left-tailed, or skewed to the left. Left-skewed means that the left tail is dragged out and, typically, the mean is skewed to the left of the normal centre of the data. In most cases, a right-leaning curve will indicate that the distribution is left-skewed. Since the median is 24 and the mean is 23.10569106, we can see that the data is negatively skewed.





**Measuring Employee Performance -**

<b>PARAMETERS</b>	<b>VALUES</b>
P- value	0.1568
W	0.9841
Sample Size (n)	123
Average (x)	55.0894
Median	55
Sample standard deviations	9.02
Sums of squares	9926.0163
B	98.8318
Skewness	0.189

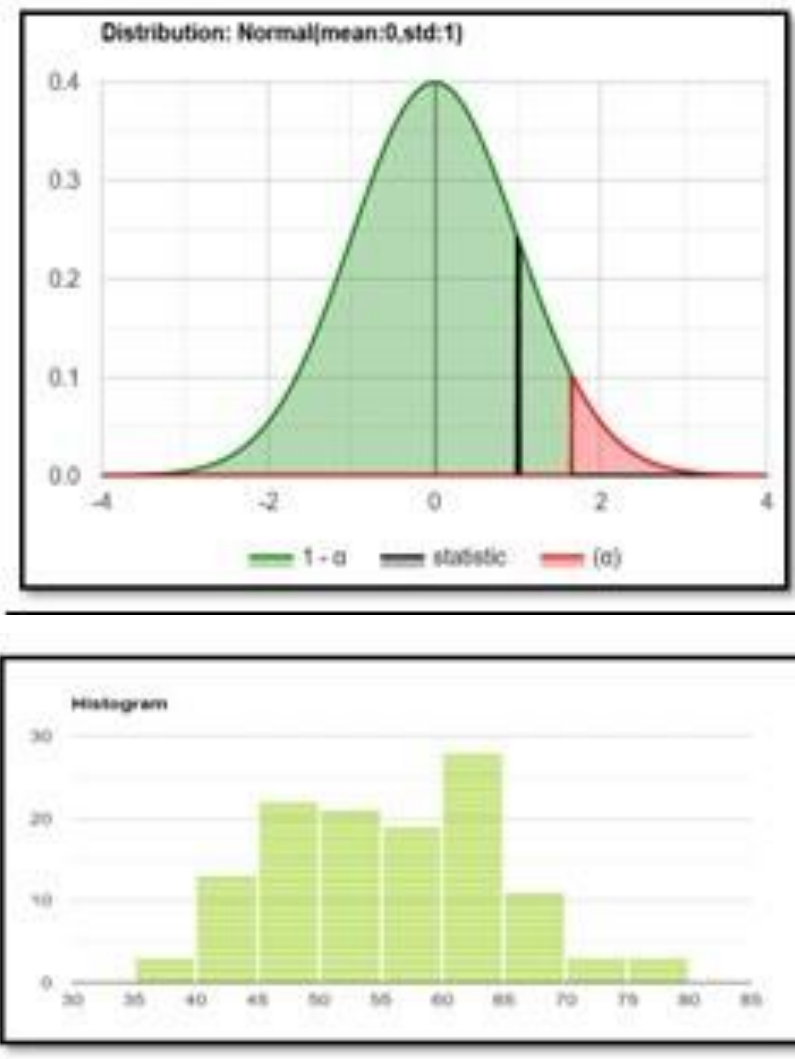
We accept H0 as the hypothesis because the p-value is greater than  $\alpha$ . The data is assumed to follow a normal distribution. That is to say, there is no statistically significant difference between the data sample and the normal distribution. Only that the null hypothesis cannot be rejected may be inferred from a non-significant finding; it cannot establish that H0 is true.

Value of p A p-value of 0.1568 is obtained using the formula  $P(x \leq 1.0075) = 0.8432$ . As a result, the probability of making a type I error—that is, rejecting a valid H0—is too high, at 0.1568 (15.68%). A higher p-value lends greater credence to H0.

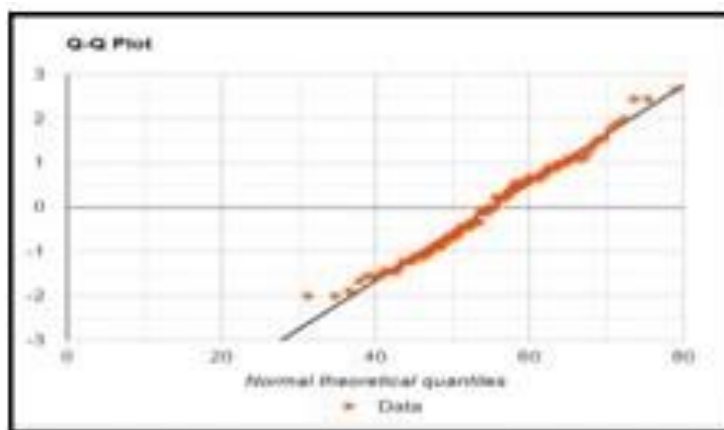
Statistical test: With a value of 0.9841, the test statistic W falls into the 95% acceptability region: (1: 0.9788]

Scale of effect: With a value of just 0.07277, the impact size KS - D is negligible. This shows that the deviation from the normal distribution in the sample is not very large.

It is acceptable to disregard the effect magnitude since the null hypothesis cannot be rejected.



The data is almost symmetrical, with a mean of 55.08943089 and a median of 55. This indicates that the two ends of the distribution's tails are almost equal in size. While the skewness value is close to zero, it is not quite there.



4. Analysis using Spearman's Specifics of the Findings X-Rank Average: 62

Mean: 62, Standard Deviation: 35.53 Y-Ranks

The standard deviation is 35.62, the combined covariance is -109385/122, the correlation coefficient is -

0.708, and the p-value is 0 for the two-tailed test.

There is a statistically significant relationship between the two variables if we use conventional wisdom.

### RESULTS AND DISCUSSIONS

The purpose of this study was to examine the relationship between stress in the workplace and productivity by dissecting the causes of stress and the ways in which it affects workers. The authors of the research set out to determine how stress at work affects productivity in the Indian workplace. Their findings were published in the International Journal of Indian Psychology. There were 126 male and female participants in the sample, ranging in age from 25 to 50, all from metropolitan regions of India. After the unsolicited replies were removed, the data analysis centred on 123 individuals. The research took place over the course of two weeks and used non-probability sampling methods, such as convenient sampling and snowball sampling. Considering the fast changes in employment and working circumstances that people across various pay grades encounter, the main purpose was to examine the impact of workplace stress on employee performance. The purpose of the research was to illuminate the substantial impact of occupational stress on both performance at work and happiness in one's personal life. Insights from the results may help businesses and governments create plans to reduce stress on the job and boost productivity, leading to a healthier and more efficient workforce.

Only a tiny percentage of responders indicated very high levels of stress, whereas the majority reported moderate to severe stress. According to the research, workers who are under a great deal of stress may think about quitting their jobs, while those who are under a moderate to severe amount of stress may need to work on their stress tolerance or look for other employment possibilities.

The correlational analysis of workplace stress questionnaire answers and the Individual Work Performance Questionnaire were used in the quantitative data analysis (Koopmans, 2015). A battery of statistical tests was run, including the Shapiro-Wilk and Spearman's Rho tests. The study's modest negative correlation coefficient of -0.70845 between job stress and employee performance is in line with previous research. The findings disproved the null hypothesis (H0), which said that job stress had no influence on performance, and provided support for the alternative hypothesis (H1), which states that stress at work had a detrimental impact on employee performance.

### The Workplace Stress Scale™

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and the American Institute of Stress, Yonkers, NY

*Thinking about your current job, how often does each of the following statements describe how you feel?*

	Never	Rarely	Sometimes	Often	Very Often
<b>A.</b> Conditions at work are unpleasant or sometimes even unsafe.	1	2	3	4	5
<b>B.</b> I feel that my job is negatively affecting my physical or emotional well being.	1	2	3	4	5
<b>C.</b> I have too much work to do and/or too many unreasonable deadlines.	1	2	3	4	5
<b>D.</b> I find it difficult to express my opinions or feelings about my job conditions to my superiors.	1	2	3	4	5
<b>E.</b> I feel that job pressures interfere with my family or personal life.	1	2	3	4	5
<b>F.</b> I have adequate control or input over my work duties.	5	4	3	2	1
<b>G.</b> I receive appropriate recognition or rewards for good performance.	5	4	3	2	1
<b>H.</b> I am able to utilize my skills and talents to the fullest extent at work.	5	4	3	2	1

**Table 1.** Item Descriptives and Factor Loadings of the Individual Workplace Performance Qu

Item
1. I managed to plan my work so that I finished it on time.
2. I kept in mind the work result I needed to achieve.
3. I was able to set priorities.
4. I was able to carry out my work efficiently.
5. I managed my time well.
6. On my own initiative, I started new task when my old tasks were completed.
7. I took on challenging tasks when they were available.
8. I worked on keeping my job-related knowledge up-to-date.
9. I worked on keeping my work skills up-to-date.
10. I came up with creative solutions for new problems.
11. I took on extra responsibilities.
12. I continually sought new challenges in my work.
13. I actively participated in meetings and/or consultations.
14. I complained about minor work-related issues at work.
15. I made problems at work bigger than they were.
16. I focused on the negative aspects of situation at work instead of the positive aspects.
17. I talked to colleagues about the negative aspects of my work.
18. I talked to people outside the organization about the negative aspects of my work.

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