



GRADUATE PROGRAMS INSTITUTE

**WORK STRESS AND ITS IMPACT ON EMPLOYEES'
PERFORMANCE: A SURVEY ON ALOKOZAY GROUP OF
COMPANIES (AGC), AFGHANISTAN**

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PREFACE

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ABSTRACT

WORK STRESS AND ITS IMPACT ON EMPLOYEES’ PERFORMANCE: A SURVEY ON ALOKOZAY GROUP OF COMPANIES (AGC), AFGHANISTAN

The present study examines work stress and its impact on employees’ performance at Alokozay Group of Companies (AGC) Kabul-Afghanistan. The AGC delivers high-quality products for consumers and the market is predicted to grow throughout the anticipated period in 2023 in Afghanistan. However, high levels of work stress during the job badly effects the performance of employees who put in much effort. Therefore, they can have a bad work experience; which adversely impact the company’s productivity.

The survey-based data collected from the AGC employees was then analyzed after data sorting. The current study uses the factor analysis approach, namely the Exploratory Factor Analysis (EFA) and Structural Equation Model (SEM). For this purpose, employees from various departments and designation levels were chosen. A questionnaire with 25 items was developed and tested for its reliability and validity before distributing it. The researcher received 253 questionnaires from the data collection process, representing a response rate of 76.6%.The findings indicate that workload increases job stress while supervisor support decreases it. The study also shows that job stress has a positive effect on job performance.

Keywords: Work Stress, Supervisor Support, Workload, Employees’ performance.

Date: 31.07.2023

ÖZET

İŞ STRESİ VE ÇALIŞANLARIN PERFORMANSI ÜZERİNDEKİ ETKİSİ: ALOKOZAY ŞİRKETLER GRUBU (A.G.C.), AFGANİSTAN ÖZELİNDE BİR ARAŞTIRMA

Bu çalışma iş stresini ve bunun Alokozay Şirketler Grubu (AGC) Kabil-Afganistan'daki çalışanların performansı üzerindeki etkisini incelemektedir. AGC, tüketiciler için yüksek kaliteli ürünler sunar ve pazarın Afganistan'da 2023'te öngörülen süre boyunca büyüyeceği tahmin edilmektedir. Ancak iş sırasında yaşanan iş stresi, yoğun emek harcayan çalışanların performansını olumsuz etkiler. Bu nedenle, kötü bir iş deneyimine sahip olabilirler, şirketlerin verimliliğini olumsuz etkileyebilirler.

AGC çalışanlarından toplanan ankete dayalı veriler, veri sıralamasının ardından analiz edildi. Çalışmada Açıklayıcı Faktör Analizi (EFA) ile faktör analizi yaklaşımı ve Yapısal Eşitlik Modeli (YEM) kullanılmıştır. Bu amaçla çeşitli departmanlardan ve atama kademelerinden çalışanlar seçilmiştir. 25 maddelik bir anket geliştirilmiş ve dağıtılmadan önce güvenilirliği ve geçerliliği test edilmiştir. Araştırmacı, veri toplama sürecinde %76, 6'lık bir yanıt oranını temsil eden 253 anket toplamıştır. Araştırma bulguları çalışanların iş yükünün iş stresini artırırken amir desteğinin iş stresini azalttığını göstermektedir. Bununla beraber, araştırma sonucunda iş stresinin iş performansı üzerinde pozitif bir etkisi olduğu tespit edilmiştir.

Anahtar Kelimeler: İş Stresi, Amir Desteği, İş Yüğü, Çalışan performansı.

Tarih: 07.07.2023

ABBREVIATIONS

AGC	:	Alokozay Group of Companies
FMCG:		Fast-moving consumer goods
EP	:	Employee Performance
WS	:	Work Stress
JS	:	Job Stress
SS	:	Supervisory Support
JB	:	Job Performance
EFA	:	Factor Analysis
KMO	:	Kaiser-Meyer-Olkin
CFA	:	Factor Analysis
SEM	:	Structural Equation Modeling

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1 INTRODUCTION

The operations of Afghanistan's fast-moving consumer goods (FMCG) sector have recently experienced considerable changes. In Afghanistan the growth of other FMCG organizations and the increasing demand for products have made the industry more competitive. Under these circumstances, an FMCG organization must deliver high-quality products by giving customers high-quality, comfortable products; it is believed to suit their numerous, constantly changing wants. The term "fast-moving consumer goods" (FMCG) refers to quickly and affordably sold goods. It includes packed foods, drinks, canned food, toiletries, etc. Some consumer goods have a limited shelf life because they are highly sought after by consumers or because they tend to degrade quickly over time. Meat, vegetables, fruit, dairy products, baked goods, and other perishable FMCG are just a few examples. Other products with high turnover rates include prepackaged foods, soft drinks, candy, and toiletries. Periods such as holidays or seasons can have an impact on sales. Because significant corporations are implementing strategies at an increasing rate, the market is predicted to grow throughout the anticipated period in 2023 in Afghanistan.

The company has to put a lot of work into developing practical approaches or mechanisms to keep their employees happy and stress-free. However, to meet the increasing demands on workers in today's job, which put them under a lot of stress, workers are frequently required to put in more effort and long hours. As a result, the significantly raised expectations for them and the pressure from their occupations greatly negatively impacted their performance. Due to its prominence and ranking as the FMCG in Afghanistan with the fastest rate of growth, an FMCG organization was selected as the case study. The A.G.C. has branches nationwide, including in rural areas, and has a vast workforce, making it the ideal choice for this study.

Given the large number of recent academic papers published on the subject, it appears reasonable to assume that employees in both the manufacturing and service

industries may be experiencing stress and dissatisfaction in their workplaces. Management is reluctant to implement adequate steps to relieve employees' stress since it continues to loom over them (Dyck, 2001). Swanson, Scott, and Engelke (2008) assert that various factors can contribute to work stress, including personal, socioeconomic, and family issues. In the service industry, Pulak (2012) lists a few factors like unclear job descriptions, lengthy shifts, particularly ones that involve standing, hostile working conditions, etc., contributing to work stress among hotel employees. "Employees in the hotel industry are under stress to provide high-quality services" (Wallace, 2003, p. 14), which creates stress among the employees and can lead to a wide choice of problems. Employees in the service industry generally agree that stress lowers performance.

Researchers claim that work stress has some effect on performance. According to Dean (2002), work stress is one of the leading reasons for decreased job performance. According to Gaumail (2003), anxiety affects an organization's functioning, resulting in higher absenteeism, lower performance, and dissatisfaction. In the same vein, Desseller (2000) agreed that the task's quality and output quantity are negatively impacted by organizational stress. According to Frost (2003), Employees that put in a lot of effort and are valuable can have a bad work experience, have their aspirations smashed, their plans interfered with, and their self-assurance ruined. To prevent potentially catastrophic situations at work, businesses should recognize emotional distress when it happens and take steps to intervene.

This study's main objective is to understand and investigate work stress and its influence on employee performance at Alokozay Group of Companies and to identify the impact of supervisor's support and workload impact on work stress. This study looked specifically at the branches of the fastest-growing Alokozay Group of Companies to better understand the influence of stress on employee performance.

2 LITERATURE REVIEW

2.1 THE CONCEPT OF STRESS

This section describes and clarifies the idea of stress, including its kinds, causes, and impacts. Additionally, it provides extensive information on stress management. The first section defines stress conceptually. The second section explains the many forms of stress, the reasons of stress, and some methods for managing stress.

2.1.1 Stress definition

Stress cannot be avoided in today's fast-paced world. Work has changed dramatically, and stress now emerges almost quickly. In every workplace, a problem exposes itself differently. As their responsibilities increase, individuals are usually expected to work hard in their jobs for more extended periods. Every profession includes a stress level, and individuals must contract with it in all features of their lives. There are numerous different ways to define stress in the literature. According to Ivancevich (1994), scientifically speaking, stress is a being's physiological and behavioral response to external actions that raise stress. This relates to how people respond when under stress. Following Sanghi and Robbins (2006), stress is a lively situation in which a person faces an opportunity, limitation, or requirement relevant to what they desire and for which they feel the outcomes to be both unknown and significant. The World Health Organization defines work stress as people's reactions to conflicting employee objectives and challenges that test their ability to change. According to Steve (2011), stress is an worker's response when needs, professional necessities at work don't meet their knowledge levels, challenging their talents and making it difficult for the employee to maintain employment.

Work stress affects performance, according to numerous studies; work stress lowers organizational performance (Elovainio, Kivimaki, & Vahtera, 2002). It's like a chronic sickness caused by workplace conflicts that reduce productivity. Employees usually react in unpleasant ways, but on the positive side, it may also give one the strength to overcome challenges. If this is the case, it will be helpful because it may allow an employee to improve their performance, which will boost worker motivation at work and encourage innovation and problem-solving. According to Deshpande (2007), eustress, or "good stress," is the term that refers to the positive effects of stressful situations that motivate people to confront challenges and succeed in life. Stress can only be controlled to a

specific level before it affects an employee's performance. Comparable to this, Rolfe (2005) discussed the importance of work stress and how organizations may control and reduce it by giving clear directions. These include managing work-life balance, a balanced workload, good communication, and developing a healthy work environment. However, management must display employee stress levels since a person who is stressed out may find it challenging to make an effort.

Work stress has been identified as an important and ongoing source of personal pain, annoyance, strain, and discomfort. In actuality, very few studies have carried out on occupational stress in Pakistan yet. On the other side, there has been much research on the subject, especially in the Europe and U.S.A.

This is particularly true in Afghanistan's Alokozay Group of Companies, where most employees have regular client interaction. Stress might force them to react to customer complaints, ruining the company's image.

2.1.2 Types of Stress

To help readers understand the concept, most authors categorized different types of stress. According to Taylor and Shelley (2006, p. 441), stress is organized into three types chronic, traumatic, and acute.

Chronic

According to Shelley et al. (2006, p. 236), chronic stress drains a person daily and seems to last for an indefinite amount of time, and there is no visible sign of recovery. Chronic stress occurs from long-term exposure to stresses like an unhappy marriage, a terrible incident, an undesirable career or job, unemployment, societal issues, etc. The cumulative stress caused by never-ending experiences in these situations can be hazardous. It causes mental and physical stress, resulting in breakdown and death (Shelley et al., 2006).

Traumatic

Traumatic stress caused due to a natural disaster, accident, terrible experience, etc. Some people take longer to recover from the shock than others. This is commonly known as a post-traumatic stress syndrome. The victim experiences signs like nightmares or memories of the event (Daniel, 2019, p.379).

Acute

This stress is the utmost mutual and obvious type of stress. This kind frequently heals fast and does not create long-standing damage to the body. It must be the result of someone's busy day. Being demanding might produce stress, but it is short-term because you might be doing less work tomorrow. For example, when your vehicle fails while you are driving, it can be stressful; but once the car is movable, it's stress-free because it is fixed (Daniel, 2019, p.379).

2.1.3 Causes or Sources of Stress

According to Arnold Robertson (1991), the five primary drivers of work stress are job-related issues, relationships at work, career development, organizational function, and organizational culture and environment.

Factors related to the job

Factors related to the career are poor employed situations, work overload, time pressure and long working hours. Internal factors cause poor working conditions as they relate to the job. This is linked to the physical layout or environment of the workshop, which contains a high amount of noise, heating, smells, dark or improper lighting, poor ventilation, and other elements that relate to the worker's senses and may negatively disturb their state and mood of mind. Workers that must often interact will have a poor communication network in a poorly structured office. With long working times, workers are forced to work overtime in an expensive business environment. Due to this situation, there has been a decline in their health and an apparent increase in their stress levels. This means that workers who work a lot of overtime while having little or no rest or sleep risk professionally and personally suffering. High risks and hazards are also there. Employees that perform dangerous work are constantly under a lot of pressure. This is because a worker is expected to react fast to an ongoing threat while being fully aware of it. They all represent a risk to long-term health (Arnold et al. 2010, p. 455).

Career Development

In today's workplace, the workforce is so mixed. As learning new skills has become more critical, it has become complicated for people who want to get promoted to jobs with more responsibility. An employee's desire to succeed in his/her position would be a significant stress factor because fresh opportunities would become available with various skills to compete in the competitive economic world. Stress and pressure can cause a lack

of job security, under/over promotion and regular performance appraisal (Arnold et al. 2010, p. 455).

Working relationships

To work as a team with different people, one must deal with and communicate with them frequently. An employee might have difficulty in communicating with other teammates, which could make it hard for them to work together and cause more stress. Employees must put in a lot of time at work, and having a challenging working environment with colleagues could hurt them.

Effective communication is crucial for any organization's success, especially in a team-based work environment. To succeed in such an organization, employees must be able to successfully interact with their coworkers. However, certain employees may have trouble connecting with their coworkers, which may negatively impact their ability to work successfully together, which causes stress and poor job performance.

Miscommunication and disagreements among team members may have a negative impact on work satisfaction and motivation, according to research by Hwang and Kim (2020). Employees need to improve their communication abilities in order to assist them overcome language hurdles. Active listening, utilizing simple vocabulary, and other communication skills all fall under this category. Employees should also make an effort to learn about the communication styles and preferences of their coworkers, as this may have a positive impact on both team communication and cooperation.

Role in the organization

A person's job position is the principal source of work-related stress (Cooper, 1986). Role uncertainty, in conflict job expectations, accountability for others, and workplace issues caused by promotional barriers are all examples. Job uncertainty, role conflict, and duties were identified as key stress causes by Cartwright and Cooper (1987). They observed that stress was reduced when tasks were adequately defined and clarified.

Organizational structure and climate

Other sources of stress are office politics, poor communication, lack of involvement in decision-making and disciplinary limitations (Margolis et al., 1974). French and Caplan (1972) found that involvement improved efficiency, performance, employee retention, and mental and physical wellness. Bond and Bunce (2001) confirmed the positive effects of empowering individuals throughout the implementation cycle.

Marshall and Cooper (1976) in their The Occupational Stress Model includes five well-known causes of work stress: position in an organization, internal job factors, advancement in career, work relationships, organizational framework, and environment. Table 1 provides an overview of various sources as well as a few examples of potential stresses.

Table 1 Sources of work stress (Cooper & Marshall, 1976)

Sources of Work Stress	Stressors
Internal job factors	Poor working conditions. Workload. Time constraint. Physical risk, etc.
Position in an organization	Uncertain roles. Conflict of Roles. People's responsibilities. Organizational limits are conflicts (internal & external), etc.
Advancement in career	Excessive promotion. Under consideration for advancement. Job insecurity. restricted aspiration, etc.
Work relationships	Poor working relationships with the supervisor, fellow employees, or coworkers. Challenges in distributing responsibilities, etc.
Organizational framework, and environment	No decision-making involvement. Behavior restraint. Politics in the workplace. Ineffective consultation, etc.

2.2 IMPACT OF STRESS

According to Arnold and Feldman (1986), "stress" is "individuals' responses to novel or frightening variables in the workplace." This definition indicates that stress is unavoidable (p. 459) since our working environments frequently feature novel scenarios. This concept also emphasizes the individuality of how people respond to stress, which can result to a wide range of behavioral, emotional, perceptual, and physiological responses.

One's own life circumstances might be a major cause of tension. Financial and familial worries join career-related ones like stability and growth in one's field. (Dissanayaka, 2015) measured the stress levels associated with 43 different life events. The most striking aspect of their tool is the fact that even seemingly happy events (marriage, the holidays, vacations, etc.) may cause significant amounts of stress. It appears that any disruption to a person's regular routine might cause stress.

As proven by research (Albrecht, 1979) Women had 15% more stress-related diseases than males, According to recent research. More frequently, they considered leaving their employment, and more frequently, they reported feeling burned out. According to Lawless, this is because companies do not have family-friendly policies and pay women less than men.

According to Akinboye (2002) of the World Health Organization (WHO), it is a 'Worldwide epidemic' since 90 percent of consultations to healthcare centers, hospitals, and medical professionals are because of stress; 40% of staff turnover is also caused by conditions related to stress. Stress, according to Akinboye (2002, p. 56), is a force that impacts humans mentally, physically, psychologically, professionally, and spiritually.

According to Luthans (2002), in addition to possible stressors happening beyond the organization, they included organizational factors. While a collection of individuals form an organization, it also has more basic elements that are specific to an organization that includes potential stresses. According to DCS Gaumail (2003), research indicates that occupational stresses may be causing a variety of organizational results like as poor efficiency, dissatisfaction, a lack of inspiration and commitment, and an increase in absenteeism and turnover.

According to CH. B. Praveena Devi, M. Anisha Reddy, Onaiza Zahan, JVC Sharma (2019) the followings are the symptoms of stress:

Emotional symptoms

- Getting angry easily, frustrated, and moody
- Feeling stressed, as if you're losing control
- Having trouble switching off your brain and chilling out
- Depressed and nervous
- Avoiding contact with other people

Physical symptoms

- Poor efficiency
- Headaches
- Chest discomfort and rapid heartbeats
- Sleep disorder
- It's typical to become sick and get a cold
- Sexual desire and ability loss
- Fear and shivering as well as buzzing in the ears
- Mouth dryness and challenges with swallowing

Cognitive Symptoms

- Continuous nervousness
- Thoughts that seem to come quickly and out of nowhere
- Disorganized
- Lack of concentration
- Poor decision-making

Behavioral Symptoms

- Mood and hunger swings
- Avoiding and delay duties
- Smoking, drinking, and doing drugs
- Biting nails, restless, and walking around

Matthews G. (2001) identifies the following as the most significant effects of stress:

2.2.1 Mental Consequences

Stress may have a wide range of detrimental impacts on one's mental health and well-being. The following are examples of these impacts that have been investigated in the literature:

Distress, melancholy, agitation, weariness, and a lack of confidence: Selye (1978) found that persistent mental health issues like anxiety and depression may be traced back to prolonged exposure to stress. Frustration, exhaustion, and a lack of confidence have all been linked to stress in other research (Matthews, 2001; McEwen & Seeman, 1999).

Problems with focusing, assessing situations, and learning new material: Mental processes including concentration, decision-making, and learning can all be impaired by stress (Matthews, 2001; McEwen & Seeman, 1999).

Excessive concern and negative thinking: Stress can also produce these symptoms, which can worsen already-existing mental health issues (Selye, 1978).

2.2.2 Social Consequences

Relationships, social support, and an individual's general well-being can all suffer as a result of stress.

Leiter and Maslach (2004) showed that when people were under a lot of stress on the job, they also felt less social support from their coworkers. Studies have shown that stress can increase the likelihood of marital conflict, lower marital satisfaction, and even result in divorce for those who experience it (Kiecolt-Glaser & Newton, 2001).

The following is an illustration of the social consequences effect, as proposed by Blumenthal (2003). Accidents, substance addiction, slurred speech, agitation, and memory loss are among behavioral impacts of stress.

Stress in the workplace is often brought on by interpersonal conflicts. Three forms of interpersonal contacts, according to Arnold and Feldman (1986)'s research, might trigger a pressure response: (1) too much contact with individuals from other sections, and (2) too much extended contact with others, (3) an unfavorable or hostile corporate atmosphere.

According to Dessler (2000), states that, work stress has negative effects on businesses such as decreased productivity on the job, developed rates of absenteeism and worker turnover, and a rise in complaints and medical expenses. Stress and sadness, according to a survey of 46,000 workers, can lead to more significant health disorders and the subsequent need for medical attention for nonspecific physical and mental complaints. The high-stress workers had 46% greater health care expenses than their low-stress counterparts.

Levin-Epstein, M. (2002) found that workplace stress negatively impacted non-profits in a number of ways, including decreased productivity, decreased morale among employees, greater turnover rates, and increased medical care expenses.

Work-related stress, as described by Carroll, M., and Walton, M. (1997), is the mental condition that results when people's expectations of the obligations placed on them exceed their resources for meeting those expectations.

Frost (2003) claims that the frequency with which diligent, important employees have their expectations shattered, their ambitions disrupted, or their confidence destroyed is high. Some of the most common causes of distress in the workplace are difficult bosses, overbearing regulations, annoying coworkers or customers, and poorly handled transitions. It's inevitable in the workplace, and unless it's recognized and dealt with in a healthy and productive way, it can have devastating impacts on both individuals and their businesses.

In addition, stress can lower a person's quality of life by discouraging them from engaging in meaningful social interactions and raising their perceptions of isolation and loneliness (Dalgard, 2006).

2.2.3 Physiological Consequences

Physiological stresses are encountered in response to situations and conditions that have an effect on the body.

Adolescent fast development, disease, menopause, old age, accidents, childbirth, poor diet, disturbed sleep and lack of exercise, are all examples of physiological stresses.

According to Blumenthal (2003), stress occurs when one's ability to keep vital variables (which might be social, spiritual, psychological, or biological in nature) within suitable bounds is disrupted. The subjective perception of anguish in the look of a difficult situation is an essential component of the stress experience. If someone had a negative appraisal (evaluation) of an event, they could have been stressed by it. The mental orientation, religion, and values of a person, as well as their culture, beliefs, and experiences, all have an impact in deciding whether an incident becomes stressful. It is more probable that one will feel stressed out by an event if he/she perceives it to be overpowering, scary, unsatisfactory, or a source of conflict.

The physical repercussions of stress, as described by Blumenthal (2003), include the following.

Long-term stress exposure has serious negative consequences for health. Asthma, amenorrhea, Chest discomfort, vomiting, dyspepsia, coronary heart attack or stroke, migraines, headaches and irritation are all symptoms of coronary heart disease. Stress can aggravate or even cause conditions such as diabetes and low libido. People in a society where AIDS is so tragically common essential to know that stress suppresses the immune system. HIV weakens the body's defenses, making it susceptible to infections and illnesses that can be lethal.

Stress at work has been linked to serious detrimental possessions on both mental and physical fitness. The signs and symptoms of stress are extensively outlined by (Williams and Huber, 1986). These include Low energy, constant weakness, constant migraines digestive issues, wet hands or feet, feeling dizzy, raised blood pressure, beating hearts, regular internal nervousness, lack to fall asleep, violent behavior breathing heavily, anger, depression, and failure to stay focused, restlessness, chronic worrying, anxiety, compliant eating, or fear, failure to relax. Furthermore, stress at work might increase the risk for serious health problems. Managers with high stress levels are twice as probable to have a heart attack than managers with low stress levels. According to (Rosenman and Friedman, 1971).

According to Dissanayaka (2014), there are a lot of stressful scenarios that might arise in the workplace. Several factors can contribute to stress at work. These contain: 1) concerns with the physical environment, such as poor lighting or loud noise; 2) issues with the work's value, such as a too much speed, a lack of variation, or insufficient work; 3) task role ambiguity or difficulty; 4) interactions with colleagues, managers, and fellow employees; and 5) Professional development stresses, such as loss of value, a lack of career security, and insufficient progress.

2.2.4 Emotional Consequences

The emotional fallout of stress at work is one such factor.

Negative feelings might manifest as anger, tension, inability to unwind, unusually high levels of nervousness, weirdness, and worry.

Levin-Epstein (2002) echoed this sentiment, noting that overpowering emotions and exhaustion are typical warning signs of stress. He went on to say that as such states are typically accompanied by tiredness on both the emotional and physical levels, it is the

responsibility of employers to assist workers in dealing with stress, especially if it has a negative impact on their ability to do their jobs.

Social interactions can be negatively impacted by stress, leading to moods of isolation, loneliness, and withdrawal (Cacioppo et al., 2002). It's been linked to marital discontent and arguing (Kiecolt-Glaser & Newton, 2001).

2.3 STRESS MANAGEMENT

According to (Robbins, 2004), there are two methods for managing stress: the individual and the organizational techniques. Two ways to use the "individual approach" are through exercise and social interaction. An employee can stay fit by regularly engaging in activities such as running, cycling, dancing, tennis, and squashing balls. Most athletes and fitness professionals agree that it might be challenging to emphasize work stress while training. Once again, stress reduction requires relaxation. Speaking out to somebody is another method for an individual to decrease anxiety. This involves discussing a personal tragedy with a reliable individual. The employee breathes a massive sigh of relief after confessing. This self-awareness minimizes stress and develops a more fantastic attitude toward life.

As for the organizational method, an organization's stress management strategy may include training staff, updating personnel policies, promoting open communication, and providing technical help (Robins, 2004). Similarly, Lucey (1994) found that organizations can reduce stress by changing personal responsibility levels, rotating and transferring employment, offering cultural or entertainment activities, including sports clubs, trips, and counselling, and allowing for more flexible working hours.

According to Assibey (2021) employee stress will be decreased or eliminated if these measures are carefully adopted and implemented, these include development and training, counselling, work redesign, and employee welfare activities.

2.3.1 Psychological support

The treatment of cognitive behavioral therapy aims to assist people manage properly with stressful conditions by coaching them how to alter their behaviors and thoughts in response to a stressful situation (Bond & Bunce, 2000). The goal of these treatments is to alter how people interpret and react to stressful actions. Employees are directed to identify when they are thoughtful negatively or holding illogical views and to replace them with more logical and positive ones (Bellarosa & Chen, 1997). Interventions

like relaxing, meditation, and deep breathing aim to help workers deal with stress in a healthier way by inducing a state that is physiologically opposite to stress (Benson, 1975). Some programs educate employees to watch whatever comes into their minds without being interested or attracted to it, but generally speaking, Meditation therapies push employees focus on a single topic or idea while blocking out all other thoughts.

Deep breathing exercises and other forms of lessening treatment are common apparatuses of meditative therapies. The goal of relaxation treatment is to help you let go of stress and tension in a systematically and intentionally. Deepening and slowing down one's breath is primarily done to rise oxygen intake and lessen carbon dioxide output, but it also has the added benefit of relaxing one's muscles and mind. Time management and goal planning are two more psychological tactics that may be implemented. Interventions that focus on time management and creating goals are meant to improve people's time management skills in the workplace and in everyday life. Workers are frequently under the gun to complete a number of assignments at once. The stress of working in such an environment can be particularly stressful. Time management abilities include goal setting, planning and organizing, operations, self-control, resolving issues assigning duties, negotiating, and peacefully solving issues (Bruning & Frew, 2007).

Psychotherapy and consultations are two examples of traditional, individual treatments that have shown success in reducing psychological stress and boosting feelings about work (Van der Klink, Schene, Blonk, & Van Dijk, 2001). Unfortunately, there is a shortage of studies comparing the efficiency of various psychological therapies in lowering workplace stress using standardized checklists (Cone & Racioppo, 2000). Bond and Bunce (2001) employed two forms of stress management interferences in the workplace to assist media workers better handle pressure on the job. These two interventions were "a problem-focused intervention that educated workers to identify and reduce workplace stresses that cause strain" and "a problem-focused intervention that educated workers to identify and reduce workplace stresses that cause strain," and an emotion-focused stress management intervention that helped individuals better handle stress at work.

Both therapies led to significant gains in mental health and occupational outcomes. In the first condition, efforts to reduce stressors mediated changes in the consequence variables, while in the second condition, taking of negative emotions and ideas mediated changes in the outcome variables. (Alford, Malouff, and Osland, 2005) state that possessing a diary is a good way to deal with stress from a psychological viewpoint.

Employees who participate in journaling interventions are asked to document stressful occurrences in some form of written record. The employee keeps a notebook to keep tabs on his or her stress levels, track out the root causes of that stress, and document his or her responses to it.

Action plans for stress management might be written in a journal (Bruning & Frew, 2007). In addition, as a psychological intervention in stress management, exercise routines that induce gradual muscular relaxation are employed. Physical activity is often used as a form of stress relief because it releases pent-up tension and boosts feel-good endorphins, but some exercises also aim to distract the worker's courtesy away from the source of stress and onto the action itself, or to serve as an outlet for negative emotions such as anger or hostility (Bruning & Frew, 2007). As muscular tension and relaxation cannot coexist, it follows that when one decreases muscle tension, one also decreases autonomous activity and, by extension, stress and worry. Typically, muscle relaxation is achieved by a series of tensing and relaxing movements.

Moving methodically through the body's primary muscle groups helps one become adept at pinpointing the source of muscular tension and releasing it. Anxiety disorders, depression, and autoimmune diseases all have links to stress (Mahler, Frendl, Cao, Butcher, 2014). Due to the high prevalence of stress-related health problems, it may be preferable to employ psychological therapies like meditation in therapeutic settings. Existing research focuses mostly on two forms of meditation: attentive and transcendental. In transcendental consideration, the topic's emphasis on a mantra to improve consciousness and reach at a profound physical rest, but in mindful meditation, the concentration is on the present moment, which raises awareness, and ideas are seen for what they are: just thoughts (Kabat-Zinn, 2003, Coppola, 2007).

2.3.2 Training and development

Academic writers have given training a lot of thought since it is one of the greatest vital parts of human resource organization (Gordon 1993; Beardwell, Holden & Claydon, 2004). As a result, the term "training" has acquired a variety of implications. Gordon (1993) defines training as "the deliberate and systematic alteration of behavior through learning events, activities, and programmes that enable participants to acquire the information, skills, competences, and abilities necessary to do their jobs successfully."

It's worth emphasizing that researchers have not slowed down their investigations into the relevance of training studies. Researchers have claimed that increased competition and the relative achievement of companies that invest considerably in worker growth have skewed the awareness of the importance of training in recent years (Beardwell, Holden, & Claydon, 2004). In a similar vein, Beardwell et al. (2004) note that some companies have come to realize, thanks to technological advancements and organizational shifts, recognise their success is dependent on their workers' abilities and skills, demanding a considerable and continual investment in training and growth.

Modern cognitive training and relaxation techniques are combined in this programme to successfully reduce stress and boost resilience. This training represents state-of-the-art stress management. Workplace stress has long been acknowledged as one of the biggest problems businesses are currently dealing with (Han, Kim, Ongusaha, Hwang, Ballou, Mahale, & Lee, 2002). Researchers concur that due to factors including technological improvements, increased competitiveness, and the dynamic character of the workplace itself, modern workers confront more challenges at work than ever before (Avey et al., 2009). Increased decentralization and individual agency are indicated by the rise of new management ideals like empowerment and self-management, but it also places more responsibility on employees to direct their own work environments and careers (Frayse & Geringer, 2000; Frese & Fay, 2001; Hoe, Raabe, Rozhdestvensky, & Tang, 2013; Hall, 2004).

Employees may therefore require more self-management and coping skills in environments that are more demanding. Workplace training is one approach to fulfil these needs. Training at work is intended to help staff members create and put into practice acceptable behavioral strategies for accomplishing job-related objectives, receiving helpful criticism, and monitoring their progress along the way. Grant (2006). The acquisition of skills and information for managing and reducing stress at work is one potential effect. Workplace training may lessen stress, according for a number of investigations. One study of 15 managers found that after receiving training for a year, they were better able to manage stress, had a better work-life balance, and experienced less psychological stress (Wales, 2003).

After training, Gyllensten, and Palmer. (2005) discovered no significant differences in levels of stress among the participants in training and control groups. In a study on executive training, Grant and colleagues (2009) came to a similar finding, with one group

reporting lower stress levels after training while the other group did not. However, many studies offer self-reported results, such as Wales (2003) study for instance.

The premise of the current study is that individual differences in the training-related learning experiences may explain for the conflicting results on stress. Everyone benefits from lessening stress, but those who have had substantial learning experiences during training benefit the most. According to multiple theoretical frameworks in the literature on stress, job demand has been shown to consistently impact on mental stress (Häusser, Kattenstroth, van Dick, & Mojzisch, 2012). The stress that results from having too much work to complete dominates how one views job demand (Johnson, Cooper, Cartwright, Donald, Taylor, & Millet, 2005).

According to certain empirical study, the training's learning outcomes may have an impact on how people perceive the subjective nature of job demands. For instance, executive training has been found to improve performance psychology qualities such as self-efficacy and self-determination, which in turn promotes employee commitment (Mon & Skaalvik, 2009). Increased aggressiveness and self-confidence have both been linked to mental processes. Furthermore, Wales (2003) discovered that managers who received coaching gained confidence, learnt new skills, and experienced a reduction in work-related stress that they had not previously experienced. Olajide (2000) emphasizes that, regardless of how automated a business may be, excellent productivity depends on people's ability to advance the organizational goal. Researchers have found that stress among employees dramatically reduces their commitment to organizational objectives, which in turn reduces productivity. Therefore, it is essential to invest in staff training as a way to boost morale and reduce workplace anxiety.

The group needs a solid training program in place. As a result, workers will have more chances to learn new skills and adapt to changing environments in order to make the most of improved machinery and more efficient methods. The right kind of training may get more people invested in the company, boost teamwork and communication, and make it easier for people to do their jobs (Hammill, 2005). In addition to ensuring highly competent workers, exercise and people expansion has long been considered as a technique to boost workers' confidence, loyalty, and motivation while also reducing their stress levels, as stated by (Wood, 2001). The objective of any training program must be to decrease work stress by making it easier for workers to do their jobs.

According to Wood (2001), a drop in morale and performance may be expected whenever workers are confronted with challenging work. Employee development include initiatives that foster a deeper understanding of oneself, the cultivation of latent skills and abilities, the increase of human employability and capital, the enhancement of superiority of life, and the advancement toward the actualization of ambitions. Formal and informal endeavors undertaken in such capacities as instructor, advisor, counselor, manager, coach, or mentor all fall under the umbrella of "development" (Rees & Redfern, 2000). Lastly, since staff growth occurs in the context of organizations, it denotes the strategies, plans, activities, resources, and evaluation strategies that promote personal growth and improvement in businesses and other organizations.

To better regulate one's ability to think obviously and act responsibly, Dant (2004) argues that one must learn to manage work stress and strengthen work connections. It will be possible to alter behaviors that cause undue tension at work, as well as alter negative thought patterns that contribute to that stress. Many of us exacerbate workplace stress by engaging in thinking or behavioral patterns that discourage individuals from helping one another out (Van der Stede, 2000). Stress from work will be less of an issue if one can break these destructive routines. Progress in one's career is never-ending, and there are many ways to assist individuals advance their careers.

In order to be happy in their work, employees should regularly assess their objectives and methods, doing introspective exercises and inspiring themselves to action. In contrast, the organization's contribution to the success of its workers' personal and professional endeavors is crucial. Investing in employees' professional growth can help businesses meet changing market expectations and stay competitive (Holmlund-Rytkönen & Strandvik 2005).

2.3.3 Job redesign

Wales (2003) claims that redesigning employment to give workers more freedom will boost morale and productivity. Interventions to alter role features are classified by Newman and Beehr (2003) as either decreasing role overload, redefining roles, boosting involvement in executive, or decreasing role fight. Job redesign is a primary strategy for increasing employee engagement in this context. Workers' talents and preferences can be taken into account when creating employment, when selecting and placing employees, when developing their skills through training programs, and when providing care for

workers. Job redesign is an intervention that can alter not just the nature of the work, but also the tasks that make up that function.

According to Wales (2003), job redesign to reduce stress at work requires implementing modifications to possibly stressful elements of work in a move to lower stress levels, interpersonal improving factors that reduce stress's negative effects on health (such as promote and implied control through involvement in decision making), and promoting employees' physical and mental well-being. In addition, while reorganizing jobs, workers should be given more responsibility, authority, and accountability. In this approach, workers are bare to additional tasks and given more pleasure over day-to-day matters. A job's intrinsic motivation can vary greatly from one worker to the next, and the grade to which individuals are talented to meet their demands on the job can also vary widely.

According to Herzberg (1998), businesses can boost worker motivation by using more democratic management techniques and improving the standard of their actual employment. If jobs aren't reorganized to benefit employees, their commitment and output may suffer. A job should be structured to encourage the employee to work enthusiastically and to keep them away from stressful situations. One way to do this is to give the employee a wider range of tasks to complete, which, while not necessarily more difficult, should make the work more interesting and inspire them. To increase morale and productivity, managers have a responsibility to support job enrichment, which involves offering employees a wider selection of intriguing and challenging activities that surround a full unit of work. Managers should offer workers more freedom to make decisions about their work in order to improve morale in the office.

In contrast to Taylor's perspective on remuneration, in which remuneration and piece rate in particular were not seen as important, Herzberg (1998) considered remuneration as a hygiene element. Redesigning a job to make it more interesting and challenging for the worker is part of the process of "job enrichment" (Armstrong, 2006). Work enrichment boosts job satisfaction by giving workers more agency in their daily tasks. The employee can pinpoint a sequence of actions that will decide the final result. The goal of job enrichment is to provide workers constructive criticism about their performance on the job. The position has grown vertically. This is in contrast to job enlargement, which involves adding tasks to an existing position without any increase in responsibility or power.

According to Felicia (2021), career advancement could be achieved by job redesign with the goal of correcting the effect of repeated duties demanding little personal responsibility. Boredom, a lack of flexibility, and employee unhappiness are some of the consequences. Herzberg (1998) laid the groundwork for job enrichment methods in the 1950s and 1960s, and Hackman and Oldham developed those practices in 1975 with the Work Attributes Model.

2.3.4 Employees' welfare programs

Herzberg (1998) asserts that Organisations can increase employee motivation by enhancing the quality of their actual employment and implementing more democratic management practices. Jobs should be reorganized to benefit employees in order to maintain their commitment and productivity. A job should be designed so that the person is motivated to work hard and is not exposed to stressful conditions. Giving the employee a greater variety of jobs to do is one approach to achieve this. While this may not necessarily result in more difficult tasks, It should make the employee's job more fascinating and motivate them. Managers have a responsibility to encourage job enrichment, which means providing workers with a broader range of interesting and demanding activities that surround a single unit of work in order to increase morale and productivity. To improve worker morale, managers should give employees more autonomy over how they complete their task.

2.4 EMPLOYEE PERFORMANCE

To complete its operations or activities, every organization uses various resources, including people, tools, supplies, money, and other items. Human resources, or "people at work," are the foundation of a business. Performance can be categorized into organizational and individual performance. The terms "work performance" and "individual performance" both of these terms apply to employee performance (Brannick, 2007). There are several ways to define "employee performance," as there are many performance characteristics. According to Jex (2002, 88), worker performance is the sum of all an employee's activities while performing work-related duties. Additionally, it might be employed to assess how a worker went about carrying out tasks related to their position.

However, According to Schermerhorn (1989), the levels of quality and quantity that a person, or a group of employees, accomplish after performing a particular job are described as job performance. Job performance is the total non-financial or financial, benefit employees contribute to achieving the organization's intended objectives, directly and indirectly (Borman & Motowildo 1993). Mangkunegara (2009) describes it as the work performance based on the quantity and quality reached by the worker while doing their job. Rivai (2009) describe work performance as individuals' actual behavior as work achievement in their business jobs. Based on the above opinions, work performance results from someone's quality and quantity gained in a firm while working.

Employees in the organization perform a variety of jobs, depending on the kind of company. Success on an individual level is essential for both the organization and the person. According to Kanfer (2005, p. 336) claims that being happy results from performing well when completing activities, both a sense of mastery and self-efficacy. Additionally, employees who succeed at work have a higher chance of being promoted, receiving awards, being recognized, and having more career opportunities available. Since the company's success is based on the employees' innovation, creativity, and passion, the organization requires strong employee performance (Ramlall, 2008). Performance criteria establish guidelines for acceptable workplace conduct. These variables consider more than simply a worker's performance at work. The effectiveness of a worker's work is evaluated concerning a set of company-established criteria. The quantity of work expected from an employee directly impacts how well it is finished. Employees must attain high levels of productivity and quality if they are to meet the aims and goals of their company. Employee performance may be affected by how much work they have to do.

According to Sinha (2001), a worker's performance depends on how eager and willing they are to do the task at hand. He asserted that employees would be more productive overall and contribute to the success of the business if they were more open and trustworthy in their work.

According to Stup (2003), Employers have to make sure that each employee's responsibilities are done on time in order for the organization to achieve its goal or target. If activities were arranged logically, it would be simpler for employers to monitor employee progress and offer comments.

Stup (2003) lists a number of contributors to a company's aptitude to retain and motivate its workforce. Deliberations include the superior quality of the actual work

environment, the access of the required resources, the flora of the tasks being performed, the level of duty given, the quantity with responses is provided, the consequences for poor performance, and the rewards for excellent work.

Notwithstanding the importance of external elements like motivation and external determinants like access to resources, Franco et al. (2002) defined intrinsically motivated performance as performance that relies on internal motivation.

2.5 WORK STRESS

Bakker et al. (2008) define work stress as a condition that develops when the demands of a job strain a person's resources. There are several ways that work stress can show up, including physical, emotional, and behavioral problems. According to Li et al. (2016) found that occupational stress strongly predicts adverse health outcomes, such as burnout, anxiety, depression, and cardiovascular disease.

Cox, Karanika-Murray and Griffiths (2007) stated that factors causing the organizational and individual strain on the job can be separated. Job expectations, job control, social support, and corporate culture are examples of organizational factors. Personality qualities, coping mechanisms, and work-life balance are individual factors. It has been demonstrated that organizational and individual factors significantly contribute to work stress (Wu, Wang, & Xu, 2016).

Reduced job performance, satisfaction, and organizational promise are linked to work stress (Wright & Cropanzano, 1998). High occupational stress levels among employees may lead to higher absenteeism and turnover rates, costing businesses a lot of money (Greenberg, 2011).

Several strategies have been suggested to lessen the detrimental effects of work stress. Exercise, meditation, relaxation techniques, and organizational interventions, including work redesign and social support programs, are among them (van der Klink, 2001; Williams, 2010). Yet, research indicates that the success of these interventions may rely on organizational and individual factors, emphasizing the necessity for customized strategies (Widera, 2015).

Work stress is a complicated, multifaceted problem that has various effects on people. Work stress is highly influenced by organizational and personal factors, underscoring the necessity for comprehensive solutions to the problem. More research is

required to pinpoint efficient interventions and preventive approaches, given the enormous detrimental effects of work stress on people and organizations.

Work stress has been defined as "an emotional and physiological response to demands, challenges, and changes in the workplace" (Sauter, Hurrell, & Cooper, 1989, p. 3). It is considered by feelings of tension, anxiety, and tiredness, resulting from a perceived imbalance between work demands and available resources (Karasek, 1979). Limited time, excessive workloads, a lack of flexibility at work, conflict with superiors, and uncertain futures all contribute to workplace stress (Scherer & Hwang, 2018).

There are a number of known contributors to stress in the workplace. Kim, Kim, and Kim (2018) discovered that long hours on the job were a significant predictor of occupational stress. Employees experience stress when they have a lot on their plate and little time to get everything done (Gandhi & Kumar, 2017). According to research (Nugent, Lee, & Slocum, 2018), a lack of provision and feedback in one's interactions with superiors is a major cause of stress in the workplace.

Both employees and employers may suffer serious consequences as a result of stress in the workplace. Job dissatisfaction, poor productivity, and increased absenteeism and turnover have all been linked to stress in the workplace (Chung & Kim, 2019). Stress from work has also been linked to heart disease, depression, and anxiety (Scherer & Hwang, 2018), among other physical and mental health issues.

There is a wide variety of tactics that businesses may use to cope with employee stress. Offering workers time off and other forms of flexibility is one way to encourage a healthy work-life balance (Brough & O'Driscoll, 2010). Another strategy is to foster a positive workplace culture that values and rewards open dialogue, specific employee contributions, and career advancement (Mann & Holdsworth, 2003). Last but not least, businesses may assist staff deal with stress by teaching them practises like mindfulness and relaxation (Cavanagh, 2016).

2.5.1 Impact of Work Stress on Employees' Performance

The costs of stress in the workplace are significant, as shown by Khattak et al. (2011). As a result of mental, emotional, and physical exhaustion, stressed workers are unable to perform up to par. According to Ismail & Hong (2011), a key cause of poor performance on the job is the high levels of work-related stress knowledgeable by employees in service organizations. Female workers' performance suffers when they are under stress at work because of the detrimental impact on their health and happiness.

Tsaur & Tang (2012) report that the mainstream of workers in businesses report feeling stressed on the job, which has a negative impact on productivity. According to Barbara et al. (2009), people with "high demand and low control" are more likely to have heart and blood vessel problems, to feel anxious and depressed, to abuse substances (including alcohol), and to be vulnerable to a wide range of infectious diseases. High rates of cardiovascular illness, depression, and conflict are all associated with "high effort and low control." When both of these effects are present, back discomfort and receptive strain injuries are typical. Together, these two influences dampen workers' efficiency.

According to Malik (2011), employees with little to no say in their job, little opportunities for advancement, and an unhelpful management structure are more probable to suffer from circulatory disease, hypertension, and headaches. According to Pediwal (2011) finds that in-service stress can have negative properties on an employee's health, happiness, and bank account. Employees are missing meetings and slacking off because of stress. According to Shehzad et al. (2011) concluded that stress has a negative influence on both individual and collective productivity in the office.

According to Salami et al.'s (2010) research, stress has a direct and irreversible impact on employee productivity. Multiple factors, such as role ambiguity, work relationships, job security, lack of job autonomy, work-home integration, remuneration and benefits, and a lack of management support, have been identified by Coetzee and Devilliers (2010), may contribute to workplace stress. These stressors increase employee disengagement. (Nowack, 2010) As a result, employee output suffers. Between 40% and 60% of workers report that their jobs are extremely stressful and have a significant impact on their family and health. While at least 50% of American women have chosen not to pursue professional careers despite significant financial and time investments, at least 70% of American workers believe there is no connection between family and work.

According to Bytyqi et al. (2010), stress has a significant detrimental influence on employee health and productivity. (Jing, 2008) reports that stress can cause people to react in both positive and negative ways. The first reaction is good since it inspires employees, but long-term exposure has the reverse effect and makes people angrier, more worried, and tardier for work. A company's financial line may eventually suffer if stress isn't managed (Ongori and Agolla, 2008). According to Lambert et al (2007), stress at work affects women more adversely than it does men. As people age, work-related stress increases. (Shah, 2003) Workplace stress-related somatic and psychophysiological diseases have been linked to poor performance. Negative organizational outcomes like

decreased productivity, employee unhappiness, decreased motivation and commitment, and greater rates of absenteeism and turnover may be caused by work-related stress (Chase and Aquilano 1995).

Productivity is measured using outcomes per employee hour, according to Chase and Aquilano (1995). According to Mathis and Jackson (2000), performance is the volume and quality of work accomplished in accordance to the resources employed. According to Steers (1991), it is beneficial from a managerial position to evaluate the numerous types of unproductive behavior that are known to occur from chronic professional stress. Contemporary descriptions of the "process" of stress, according to Thompson and Hugh (1995), commonly incorporate the concept that stress emerges from a mismatch between a person and their environment, when internal or external causes drive the individual's adaptive skills to their breaking point. This is especially true of workplace stress.

2.6 WORK STRESS AND EMPLOYEE PERFORMANCE RELATIONSHIP

Employee performance is assumed inversely proportional to work stress. The greater the stress, the lower would be the performance. Particularly in the FMCG industry, where the organization requires higher production, employees must work long hours and night shifts to achieve organizational goals. Hence, working long hours and night shifts is another factor of work stress. Consequently, employee performance is affected and is lower. Work stress can improve or harm performance, depending on its level. Its absence reduces job challenges and performance. However, stress helps employees find and use resources to meet job requirements, improving job performance. Productive stress (eustress) motivates workers to overcome job problems. At this level, stress is a fertilizer of creativity, encouraging the employee to work harder and boost production. Excessive stress (distress) affects an employee's ability to handle, make good decisions, or stay stable. When employees reach their limit, they get demoralized and no longer want to work. Therefore, performance decreases. This may result in absenteeism and employee resignation or termination.

Work stress negatively moves employee performance, especially job gratification. Recent studies (Ahmed & Ramzan, 2013) show that work stress negatively disturbs worker performance. According to Üngüren, E., & Arslan's (2021) study, workload, role

conflict, and low pay are significant stressors that lower employee performance. Furthermore, Jeyarai (2013) discovered that occupational stress makes instructors absent, more likely to give up and less likely to enter the teaching profession. Surprisingly, different organizational settings have different results.

The relationship among work stress and employee performance, highlighting the negative influence of work stress on performance. A study by Rahman and Azad (2018) found that effort pressure was a significant forecaster of reduced job satisfaction and job performance among healthcare workers. Similarly, a study by Hafiz, Elnaga, and Al-Mugrin (2018) found that work stress was related with reduced productivity and increased absence among bank workers.

In addition to reduced job performance, work stress has been related to lower levels of interest in work between employees. A study by Wu and Li (2020) found that work stress was negatively correlated with job engagement and work passion among employees in the hospitality industry. Similarly, a study by Ali, Al-Qahtani, and Ahmad (2019) found that work stress was associated with reduced job motivation among employees in the banking sector.

Stress in the workplace has been linked to a number of different issues, many of which have negative effects on employee performance. Long hours on the workplace have been linked to increased stress and, in turn, lower productivity, as demonstrated in research conducted by Kim, Kim, and Kim (2018). Workplace stress is linked to high workloads and time constraints, which in turn reduces productivity and increases absenteeism (Gandhi & Kumar, 2017).

Stress at work may also come from employees' interactions with their supervisors, therefore any problems there need to be addressed. A lack of feedback and support from managers is a major predictor of work stress among healthcare employees, which in turn reduces job satisfaction and employee outcomes, according to a research by Nugent, Lee, and Slocum (2018).

Among Korean hotel employees, Chung and Kim (2019) found that job stress was a major factor of desire to leave. Work stress was also shown to be a significant cause of higher absenteeism among Korean workers in a research by Kim, Kim, and Kim (2018).

Several methods exist that employers may use to reduce the impact of stress on employee performance. Decreases in work-related stress have been linked to initiatives like flexible scheduling and leave policies (Brough & O'Driscoll, 2010). Workplace stress may be mitigated by open communication, appreciation of employees' efforts, and

possibilities for career advancement (Mann & Holdsworth, 2003). Employees may better handle work-related stress if they have access to training and tools for stress management, such as mindfulness and relaxation methods (Cavanagh, 2016).

It's stressful when one gives in to the idea that the obstacles, they're up against are insurmountable. It's what happens when there isn't enough of anything available. Stress at work is increasing because modern organizations demand so much from their workers to be competitive. This has resulted in a proliferation of stressors, each of which adds to the difficulty and tension already present in people's lives.

Maneze (2005) claims that most businesses view stress in the workplace as a minor concern, despite the fact that it has a significant negative result on employee health and productivity. According to the results of Mead's (2000) research on the effects of stress at work, workers' productivity might suffer if their anxiety is not properly addressed.

According to Thompson and Hugh (1995), this occurs when there is a inconsistency between an individual's conduct and the stresses of their environment. Individuals' responses to and management of stress are as unique to them as their fingerprints, (Bowin and Harvey, 2001). Blumenthal (2003) claims that once stress levels rise over a certain threshold, performance peaks and then rapidly declines. He continues by saying that too much stress is bad for you since it disrupts your life and makes it harder to get things done. Table 2 provides an overview of various sources as well as a few examples of potential stresses.

Table 21 Summary of the recent research on the impact work stress on job performance

No.	Topic	Authors	Year	Variables	Findings
1	Impact of Stress on Employees Job Performance in Business The sector of Pakistan.	Laiba Dar, Anum Akmal, Muhammad Akram Naseem, Kashif Ud Din Khan	2011	Stress, Employee job performance	According to the study, which looks at demographic factors and employee performance, male employees are significantly more stressed than their female counterparts.
2	“Occupational Stress and Employees Productivity in the Workplace”	Job Ayodele Ekundayo	2014	Occupational Stress, Employee, Productivity, Workplace	It comes to the conclusion that stress is manageable despite the risks it poses.

3	“Impact of Job Stress on Employee Performance: A Study of Software Professionals in Kerala”	Anu Jossy Joy, Dr G.S. Gireesh Kumar	2018	Job Stress, Employee Performance	Companies in Kerala working to lessen the detrimental effects of workplace stress on software workers' performance. The study's findings show that staff stress was most caused by employment overload, which was preceded by a poor communication, lack of job security, and the type of work they did.
4	“Impact of Job Stress on Employees Productivity and Commitment”	Ekienabor E. E.	2016	Job Stress, Employees' Productivity, Employees' Commitment	Workplace stress had an effect on employees' commitment, which decreased their performance.
5	“The Impact of Work Stress on Employee Productivity: Based in the Banking Sector of Faisalabad, Pakistan”	Muhammad Ehsan, Kishwar Ali	Feb 2019	Work stress, Employee Productivity,	The results of this study showed a substantial correlation between employee efficiency and workplace stress in the banking industry.
6	“Work Stress and Employee Performance: An Assessment of Impact of Work Stress”	Dhruba Lal Pandey	2020	Work stress, Employees' performance, Work overload	The findings demonstrate that every aspect of stress greatly lowers their performance. Work Type, Job Insecurity, Salary Pay Scale, Lack of Management Support, Poor Communication, Work Overload, Lack of Motivation, and Bad Performance Assessment & Appraisal System are some of the factors that contribute to workplace stress.
7	“Stress and Its Impact on Employee	Dedi Iskanto	2021	Job Stress, Employee,	The performance of employees is significantly impacted by work stress.

	Performance”			Performance, Productivity	
8	“Stress and Employee Performance in Selected 5 Federal Universities in South East Nigeria”	Dr Dim Ethelmary1 , Angela Adaobi Nwankwo2, Gladys Nonyelum Aroh	2021	Role Ambiguity, Workload Pressure, Federal Universities, Employee Performance	"The findings demonstrate that both workload pressure as well as role ambiguity have a considerable detrimental affect on employee performance
9	“Impact of Work Stress on Employee Performance: A Study among the Executive Officers of State Universities in Sri Lanka”	S. A. S. Priyadarshani	2022	Work Stress, Role Ambiguity, Work Overload, Employee Performance, Underutilization of Skills, Personality Factors	"The study demonstrates a significant relationship between employee productivity and workplace stress."

2.7 HYPOTHESES DEVELOPMENT

Several studies show a significant relationship between workload and work pressure. Work-related stress is one of the main problems because it harms physical and mental health. (Lee et al., 2013). Erat S (2017) research indicates that the greater the workload, the greater the work pressure. Kokoroko and Sandra (2019) stated that workload positively affects stress at work. Another study conducted by Rizky and Afrianty (2018) shows a positive effect and significant relation between workers’ physical and mental workload. A project manager who feels stressed or unable to adapt to the job demands will negatively view his work environment as he is affected by physical exhaustion and morale. That is the so-called stressful work (Santoso, 2018). Thus, the following hypotheses were tested:

H1: Workload has a positive effect on employee’s work stress.

Social support from the supervisor is considered medicine for resolving work problems. This support helps reduce stress (Ray and Miller1994) and develops understanding among employees and their bosses. It helps improve adaptation outcomes

(Cutrona et al.1986). Social support from supervisors in the form of abundant information resolves hurdles in performing activities (AbuAlRub2004).

A study by Bakker et al. (2007) found that supervisor support was negatively related to job stress among healthcare workers. According to Jiang et al. (2019) found that supervisor support was negatively related to job stress among Chinese employees.

H2: Supervisor support has a negative effect on employee's work stress.

Mauladi and Dihan (2015) stated that work stress could have a negative impact on work performance. Work stress is generally considered one of the factors that can reduce the quality of employee performance. It can be concluded that employees with low workloads will have higher performance. In addition to work stress due to workload, work and family conflicts, fatigue, anxiety, dissatisfaction, etc., dramatically affects employee performance (Wartono, 2017). Thus, the following hypotheses were tested:

H3: Work stress has a negative effect on employee's job performance.

2.8 CONCEPTUAL FRAMEWORK

The figure below depicts the conceptual framework that labels the relationship among the independent variable and dependent variable. It shows how work stress is influenced by the independent variables, namely workload and supervisor support, and how they affect the effect of work stress on workers' performance within the company.

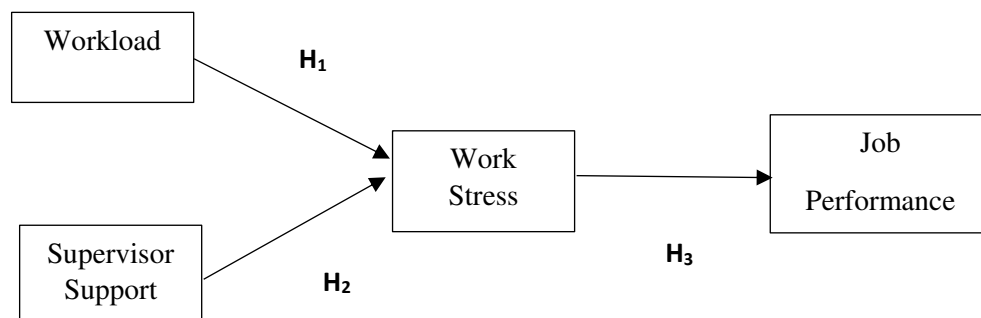


Figure 1 Conceptual Framework

2.9 PURPOSE

Nowadays, the competition between companies has increased compared to before, thus changing the working conditions for an employee. The employees have to adjust themselves to the changing needs. This phenomenon cause's stress during work, and due to this rapidly increasing and changing operational environment, the necessity has

increased to identify the factors causing stress. The purpose of this study is to investigate and understand the relationship between work stress and employee performance at Alokozay Group of Companies. The research specifically aims to achieve the following objectives:

- ✓ To understand job stress levels and causes among Alokozay Group of Companies employees in a competitive and fast-changing environment.
- ✓ The purpose of this study is to investigate how work stress impacts employees' performance.
- ✓ To investigate if workloads cause job stress and affect employee performance.
- ✓ To evaluate how supervisor support impact work stress and employee performance.

By reaching these objectives, the study aims to improve our knowledge of how work stress impacts employee performance, provide practical advice for the organization, and maybe even contribute to the improvement of Alokozay Group of Companies employees well-being and performance.

2.10 RESEARCH GAP

The relationship among work stress and employee performance has been extensively studied worldwide. However, there is a significant gap in the literature concerning the effect of work stress on employee performance in Afghanistan. Despite the high prevalence of work stress in the Afghan workforce, there has been no systematic investigation into how it impacts employee performance.

Previous research has primarily studied the impact of work stress on employee well-being, turnover intention and job satisfaction. Still, there is limited study on the relationship among work stress and employee performance in Afghanistan. This research gap is especially alarming in light of the major challenges Afghan employees' experience, such as political insecurity, financial instability, and high levels of violence.

Therefore, there is a clear need for research that precisely examines the impact of work stress on employee performance in Afghanistan. This study might give helpful information into those factors influencing poor employee performance in the nation, informing the development of effective efforts to supply the Afghan employees.

3 RESEARCH METHODOLOGY

3.1 INTRODUCTION

This section discusses the study's research methodology. The study's primary goal is to investigate work-related stress and its impact on employee performance. This chapter explains the methodological information of designing the statistical tool and producing the questionnaire and questionnaire distribution, data collecting and interpretation, and data statistics calculation. This research has been carried out in “Work stress and its impact on employees’ performance: a survey on Alokozay Group of Companies (AGC), Afghanistan.” The research plan of this study was expressive and survey in nature. Data were collected and results are obtained.

3.2 NATURE OF THE STUDY

The current study examines work stress’s influence on employees' workplace performance. The study explores the association between work stress and employee performance in a selected organization. Supervisor support and workload are identified as the precedent of the work stress.

3.3 RESEARCH DESIGN

The research design of the study is quantitative, as it aims to collect and analyze numerical data to address research questions. The study was using a cross-section survey design to gather data from employees of a selected organization. The survey is conducted using an organized questionnaire, and data is gathered from respondents through google form.

3.4 POPULATION OF THE STUDY

The populace of the study is 850 workers working in the selected organization. The model for the study was chosen from the population using a probability sampling technique, and the sample size was 330.

3.5 SAMPLES FOR THE STUDY

The study will use a purposive sample technique to select the members from the population. The inclusion criteria for the study will be employees who have been working in the organization for at least six months and have experienced work stress during their tenure. The type of sample will be non-random, as participants will be selected based on specific criteria.

3.6 RESEARCH INSTRUMENT

For the collection of facts, a questionnaire was established. A questionnaire with 25 item measuring construct with five-point Likert scale was used to collect data. The questionnaire can be found in the Appendix.

3.6.1 Tools of Research

The research was descriptive. A questionnaire was used as the tool of research for gathering data from the respondents.

3.6.2 Validity of The Tool

To certify the validity of the study tool several experts were asked to review the questionnaire. Following their comments and suggestions the final version of the questionnaire with 25 items were used in the study.

3.7 DEVELOPMENT OF THE QUESTIONNAIRE

The questionnaire was prepared after reviewing the related literature, studying the different articles, and having a discussion with the supervisor of the research. The questionnaire of the Alokozay Group of Companies (AGC), Afghanistan consisted of 25 items using a 5-point Likert scale to collect data from the respondents. Workload is measured with the Quantative Workload Inventory, QWI (Paul E. Spector and Steve M.Jex, 1998). Supervisor Support is evaluated with y items taken from the questionnaire developed by Hurst et al. (20120). Work stress is measured with 5 items chosen from Parker and Decotiis' job stress scale (1983). Finally, job performance is assessed with the short version of Self-Assessment Scale of Job Performance (10 items) (Andrade et al., 2020).

Item Number	Item	Source
1	How often does your job require you to work very fast?	Paul E. Spector & Steve M.Jex, 1998)
2	How often does your job require you to work very hard?	Paul E. Spector & Steve M.Jex, 1998)
3	How often does your job leave you with little time to get things done?	Paul E. Spector & Steve M.Jex, 1998)
4	How often is there a great deal to be done?	Paul E. Spector & Steve M.Jex, 1998)
5	How often do you have to do more work than you can do well?	Paul E. Spector & Steve M.Jex, 1998)
6	could be relied on when things got tough for me at work	Hurst et al. (2012)
7	was responsive to my requests	Hurst et al. (2012)
8	discussed career opportunities with me	Hurst et al. (2012)
9	respected me	Hurst et al. (2012)
10	appreciated the work I did	Hurst et al. (2012)
11	I have felt fidgety or nervous as a result of my job	Parker & Decotiis' Job Stress Scale (1983)
12	Sometimes when I think about my job, I get a tight feeling in my chest	Parker & Decotiis' Job Stress Scale (1983)
13	I frequently get the feeling I am married to the company	Parker & Decotiis' Job Stress Scale (1983)
14	I have too much work and too little time to do it in	Parker & Decotiis' Job Stress Scale (1983)
15	I sometimes dread the telephone ringing at home because the call might be job-related	Parker & Decotiis' Job Stress Scale (1983)
16	I perform hard tasks properly	Andrade et al.2020)

17	I try to update my technical knowledge to do my job	Andrade et al.2020)
18	I do my job according to what the organization expects from me	Andrade et al.2020)
19	I plan the execution of my job by defining actions, deadlines and priorities	Andrade et al.2020)
20	I plan actions according to my tasks and organizational routines	Andrade et al.2020)
21	I take initiatives to improve my results at work	Andrade et al.2020)
22	I seek new solutions for problems that may come up in my job	Andrade et al.2020)
23	I work hard to do the tasks designated to me	Andrade et al.2020)
24	I execute my tasks foreseeing their results	Andrade et al.2020)
25	I seize opportunities that can improve my results at work	Andrade et al.2020)

3.7.1 Data Collection

Data was gathered with a structured questionnaire that consisted of closed-ended questions. The survey is divided into five units; the first segment will focus on demographic information, the following section assesses work stress, the third section measures supervisor support, the fourth section evaluates work stress and the fifth section measures employee performance. The researcher delivered the questionnaire personally and through the administration of (A.G.C.) Companies. The respondent was given instructions. Three hundred thirty questionnaires were delivered to the company's employees. For this, however, continuous efforts were made to get the questionnaires filled in and returned and keep close liaison with the administration of AGC for getting permission in the Alokozay Group of Companies (A.G.C.), Afghanistan. After getting responses the questionnaires were collected back. Only 253 questionnaires were collected personally and through the Alokozay Group of Companies (A.G.C.), Afghanistan.

3.7.2 Procedure of Score

A 5-point Likert scale is used to collect responses. The Likert scale comprises of five various options and each option has a proper number. The survey was rated as:

Option	Value
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

3.8 ETHICAL CONSIDERATIONS

The study will ensure the ethical considerations of research. Participants were informed about the study's purpose, and their consent were taken before data collection. Participants' identities were kept intimate, and their info were used for research purposes only.

4 RESULTS AND ANALYSIS

In this section, a study of work stress and its effect on employees' performance is examined, along with the findings and analysis of the results. The aim of the study is to understand and investigate work stress and its impact on employee performance at the Alokozay Group of Companies. Data were collected from the employees of the Alokozay Group of Companies (A.G.C.) Afghanistan. The study had a sample size of 330 and received completed 253 responses, with 76.6% of participants completing and returning the surveys. Mugenda and Mugenda (2003) define an appropriate response rate as 50%, a good response rate as 60%, and an excellent response rate as 70% or above for analysis and reporting.

The of data gathering method is responsible for the high response rate; the data was gathered through a Google form questionnaire survey shared with the respondents. According to Groves, Fowler, Couper, Lepkowski, Singer, and Tourangeau (2009), implementing questionnaires rather than interviews has significant benefits. One benefit is that questionnaires are cheap and more straightforward to set up than personal interviews. Groves et al. (2009) indicate that email surveys provide information quickly and cheaply. The researchers regularly followed up with respondents to complete the surveys and collected the finished ones. Consistency is a severe aspect of research, particularly in quantitative soundings that need a greater focus on validity and reliability problems. Researchers should consider the accuracy of data collection and recall and the repetition, consistency, and dependability of the informant's reports (Seltiz, 1976).

4.1 DESCRIPTIVE SAMPLE STATISTICS

The investigators observed that gathering detailed info on the participants was crucial. This data was utilized in the learning to categorize the various answers based on the knowledge and replies of the respondent.

4.1.1 Gender of the Respondents

The frequencies of the male and female respondents are presented in table 4.1.

Table 4.1: Gender of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	231	91.3	91.3	91.3
	Female	22	8.7	8.7	100.0
	Total	253	100.0	100.0	

Table 4.1 demonstrates that the male applicants consist of 91.3 percent and female members consist of 8.7 percent.

4.1.2 Age of the Respondents

Table 4.2: Age of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	24-30 Years	143	56.5	56.5	56.5
	31-40 Years	92	36.4	36.4	92.9
	40-50 Years	17	6.7	6.7	99.6
	above 50 Years	1	.4	.4	100.0
	Total	253	100.0	100.0	

Table 4.2 shows that the majority of the respondents 56.5% are aged between 24-30 years, 36.4% are aged between 31-40 years, 6.7% are aged between 40-50 years, and minority of the respondent 0.4% are aged above 50 years.

4.1.3 Educational Status of Respondents

Table 4.3: Educational Status of Respondents

					Cumulative		
					Frequency	Percent	Valid Percent
Valid	High School degree or2						Percent
	Equivalent						
	Bachelor's Degree	179	70.8	70.8			71.5
	Master's Degree	62	24.5	24.5			96.0
	Doctorate	10	4.0	4.0			100.0
	Total	253	100.0	100.0			

Table 4.3 show that the majority of the respondents (70.8%) have a Bachelor's Degree, 24.5% have a Master's Degree, and 4.0% have a PhD.

4.1.4 Experience of the Respondents

Table 4.4: Experience of the Respondents

				Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 4 Years						
	5-10 Years	114	45.1	45.1			71.9
	11-15 Years	63	24.9	24.9			96.8
	Above 15 Years	8	3.2	3.2			100.0
	Total	253	100.0	100.0			

Table 4.4 shows that majority of the respondents experience 45.1% are 5-10 years, 26.9% are less than 4 years, 24.9% are 11-15 years and a minority of the respondent 3.2% are above 15 years.

4.1.5 Designation Level of the Respondents

Table 4.5: Designation Level of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Upper Level	19	7.5	7.5	7.5
	Medium Level	138	54.5	54.5	62.1
	Lower Level	96	37.9	37.9	100.0
	Total	253	100.0	100.0	

Table 4.5 shows that the majority of the respondents' designation level 54.5% are medium level, 37.9% are lower level, and a minority of the respondent 7.5% are upper level.

4.1.6 Salary Range of the Respondents

Table 4.6: Salary Range of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than \$500	85	33.6	33.6	33.6
	\$501-\$1000	104	41.1	41.1	74.7
	\$1001-\$2000	51	20.2	20.2	94.9
	Above \$2000	13	5.1	5.1	100.0
	Total	253	100.0	100.0	

Table 4.6 show that mainstream of the respondent salary range 41.1% are \$501-\$1000, 33.6% are less than \$500, 20.2 are \$1001-\$2000 and a minority of the respondent 5.1% are above \$2000.

FACTOR ANALYSIS:

The goal of factor analysis is to analyze data so that interactions and trends can be understood, as well as to arrange variables into a small number of groups based on common variance.

There are two primary methodologies for factor analysis.

- Exploratory Factor Analysis (EFA)
- Confirmatory Factor Analysis (CFA)

4.2 EXPLORATORY FACTOR ANALYSIS (EFA)

EFA identifies complicated trends by examining the data set and evaluating assumptions. So, our data set consists of several variables pertaining to the questionnaire from the respondents that can be reduced by observing factors. In order to present the output of EFA results, first present the Item-total statistics table, KMO and Bartlett's test.

Table 4.7: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.838
Bartlett's Test of Sphericity	Approx. Chi-Square	4048.217
	Df	465
	Sig.	<.001

Interpretation of the results:

Kaiser-Meyer-Olkin Measure of the sufficiency of sampling should be equal to or greater than 0.7, which means the sample is good. So, our results clearly show that the sample drawn from the group of respondents in AGC is appropriate as the value of KMO is 0.838. Then, we use Bartlett's Sphericity Test to see whether the correlation matrix really is an identity matrix., it means that variable is uncorrelated. We reject the null hypothesis at a level of significance of 0.05 or 5% and declare that variables related to each other. As the value is less than the benchmark and is significant so we can make useful factors.

Table 4.8: Communalities

	Initial	Extraction
WL1	1.000	.707
WL2	1.000	.803
WL3	1.000	.685
WL4	1.000	.533
WL5	1.000	.593
SS1	1.000	.673
SS2	1.000	.763
SS3	1.000	.638
SS4	1.000	.661
SS5	1.000	.520
WS1	1.000	.615
WS2	1.000	.627
WS3	1.000	.737
WS4	1.000	.749
WS5	1.000	.666
JP1	1.000	.680
JP4	1.000	.869
JP5	1.000	.872
JP10	1.000	.754

Extraction Method: Principal Component Analysis.

Interpretation:

Initial are the expected values and extraction are the real values so these are the correlation values that shows how much one variable has capacity to make group. As shown in the table, these are approximately 67% for supervisory support, 87% for job performance, 80 % for workload and 75% for work stress.

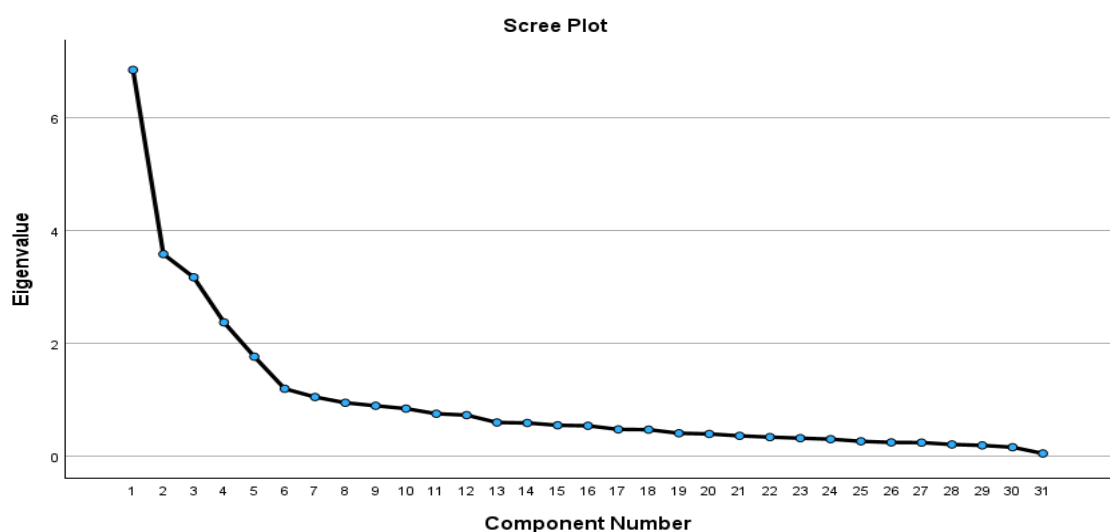
Table 4.9: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.856	22.115	22.115	6.856	22.115	22.115	5.765	18.596	18.596

2	3.58 9	11.576	33.691	3.58 9	11.576	33.691	3.18 0	10.257	28.853
3	3.17 7	10.248	43.939	3.17 7	10.248	43.939	2.72 2	8.780	37.633
4	2.37 8	7.671	51.610	2.37 8	7.671	51.610	2.63 0	8.483	46.117
5	1.76 9	5.707	57.317	1.76 9	5.707	57.317	2.47 4	7.981	54.098
6	1.20 0	3.873	61.190	1.20 0	3.873	61.190	2.10 4	6.788	60.886
7	1.05 4	3.399	64.589	1.05 4	3.399	64.589	1.14 8	3.703	64.589
8	.952	3.071	67.660						
9	.899	2.901	70.561						
10	.848	2.736	73.297						
11	.758	2.444	75.741						
12	.733	2.365	78.106						
13	.602	1.943	80.049						
14	.594	1.916	81.965						

Extraction Method: Principal Component Analysis

Interpretation: As shown in the table from the first column the Eigen value of all variables is greater than 1, so the factors can be made. The sum of squared loadings and total variance is significant as shown in the table in second column. There could be almost seven factors with squared loadings and variance from data set of 253 respondents obtained through questionnaires.



In the scree plot the graphical explanation of total variance explained represented by the dotted line indicating factors and clearly shows the Eigen values are greater than

1. It ranges from 1.769 to 1.054 after first four factors depicting the horizontal line across component number.

While reporting the results of Exploratory Factor Analysis (EFA), the most crucial and important is the Rotated Component Matrix and the results are shown below.

Table 4.10: Rotated Component Matrix

	Component						
	1	2	3	4	5	6	7
WL1		.787					
WL2		.789					
WL3		.741					
WL4		.692					
WL5		.684					
SS1				.743			
SS2				.815			
SS3				.589			
SS4				.758			
SS5				.596			
WS1					.557		
WS2					.742		
WS3					.592		
WS4					.592		
WS5					.683		
JP1	.786						
JP2	.601						
JP3	.690						
JP6	.632						
JP7	.765						
JP8	.827						
JP10	.823						

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.^a

Interpretation:

Rotated component matrix is most useful and gives lot of information about factor analysis. It has shown that all questions related to workload from WL1 to WL5 lies in one column and series and there are no cross loadings. So, indicates that all factors make one group. Similarly, from SS1 TO SS5 for supervisory support lies in one series indicating the questions related to supervisory support can make one factor. Likewise, work stress

forms another group. Therefore, there is no need to exclude any question from data set. However, the factors related to job performance there exists some cross loadings which are rectified by excluding the question no 4,5,7 and 9 from our data set. In this way, the rotated component matrix assists in forming reliable factors.

4.3 Confirmatory Factor Analysis (CFA)

In the next section, SEM (Structural Equation Modelling) is performed and the CFA (Confirmatory Factor Analysis) is presented first.

In the first, the measurement model is constructed in AMOS by using our data set to depict the factors for making the model and the correlation between them. Confirmatory factor analysis (CFA) is a statistical technique used to verify the factor structure of a set of observed variables. CFA allows the researcher to test the hypothesis that a relationship between observed variables and their underlying latent constructs exists.

The model constructed in AMOS software is given below:

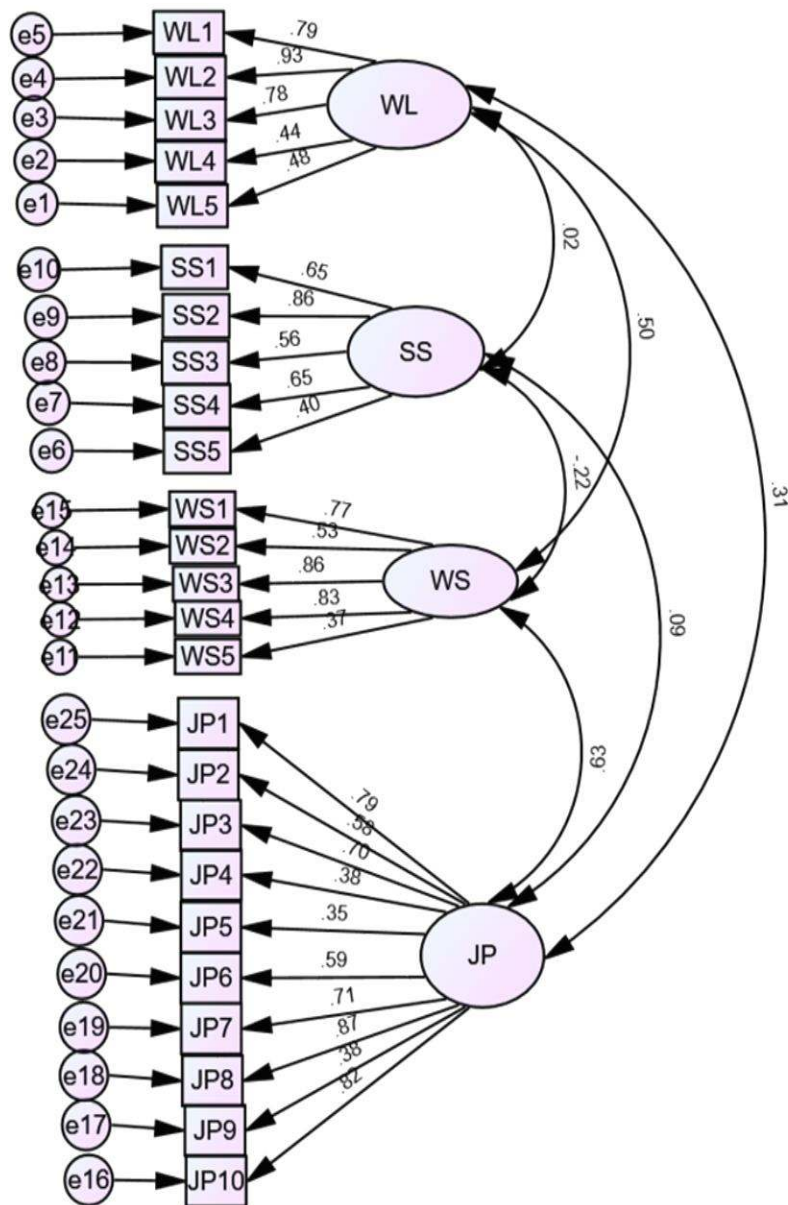


Figure 2: Path Diagram of CFA Representing The Factors of Work Stress.

Interpretation: The above estimates are performed in AMOS (V-26) by importing the data from SPSS and modelling the equation. As shown in the above diagram the value of coefficients and Betas shows the correlation between variables and its values should be (< 0.85). In our results the values are acceptable as all values are less than 0.85 otherwise

it shows multi-collinearity between variables. The values lie between cross directions of variables i.e. workload, work stress, job performance and supervisory support.

Next, the estimates section determined the regression weights and standardized regression weights. The results are shown below.

Table 4.11: Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
WS	<---	WL	.996	.177	5.623	***	
WS	<---	SS	-.501	.136	-3.677	***	
JP	<---	WS	.425	.042	10.236	***	
WL5	<---	WL	1.000				
WL4	<---	WL	.838	.150	5.586	***	
WL3	<---	WL	1.777	.233	7.642	***	
WL2	<---	WL	2.139	.267	8.022	***	
WL1	<---	WL	1.874	.244	7.672	***	
SS4	<---	SS	1.000				
SS3	<---	SS	1.743	.241	7.238	***	
SS2	<---	SS	2.832	.339	8.355	***	
SS1	<---	SS	1.724	.222	7.781	***	
WS2	<---	WS	.681	.083	8.217	***	
WS3	<---	WS	1.036	.067	15.482	***	
WS4	<---	WS	1.000				
JP1	<---	JP	1.000				
JP2	<---	JP	.783	.077	10.159	***	
JP3	<---	JP	.929	.069	13.407	***	
JP6	<---	JP	1.000				
JP7	<---	JP	1.008	.076	13.239	***	
JP8	<---	JP	1.000				
JP10	<---	JP	1.013	.055	18.556	***	
WS1	<---	WS	.860	.063	13.699	***	

Table: 4.12 Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
WS	<---	WL	.482
WS	<---	SS	-.241
JP	<---	WS	.661
WL5	<---	WL	.484
WL4	<---	WL	.444
WL3	<---	WL	.783
WL2	<---	WL	.930
WL1	<---	WL	.790
SS4	<---	SS	.563

			Estimate
SS3	<---	SS	.551
SS2	<---	SS	.959
SS1	<---	SS	.609
WS2	<---	WS	.513
WS3	<---	WS	.859
WS4	<---	WS	.837
JP1	<---	JP	.781
JP2	<---	JP	.577
JP3	<---	JP	.698
JP6	<---	JP	.665
JP7	<---	JP	.693
JP8	<---	JP	.855
JP10	<---	JP	.837
WS1	<---	WS	

Interpretation:

From the above two tables regression weights and standardized regression weights shows the dimensions and impact of variables. Uni-dimensionality represents that a set of variables only has one underlying dimension in common. The variables that have loadings (< 0.50) as WS5, JP9, JP4, JP5 and SS5 are excluded from the model and again run the model by eliminating the series one by one. All other variables have a high loading ($> .50$) and are significant (Critical Ratio C.R. = t-value > 1.96) determining the measurement model's overall fit (general quality).

Measurement model evaluation:

This study conducted a test CFA in AMOS (V.26) for model fitness. The model is modified through modification indices to ensure the output that would be under the threshold limits. Cheng (56) has suggested the values $\geq$ to 0.80 are acceptable for GFI and AGFI. The GFI (Goodness of Fit Index) should be better than 0.90, and the AGFI (Adjusted Goodness of Fit Index) should be greater than 0.80. The Tucker-Lewis (TLI) and Comparative Fit Index (CFI) should ideally be larger than 0.90. The RMSEA (Root Mean Square Error of Approximation) and the SRMR (Standardized Root Mean Square Residual) are two more indicators that are typically employed in assessing the overall fit of a SEM model. Hu and Bentler (1999) set the cut-off at 0.06, although Browne and Codeck (1993) claim that values less than or equal to 0.05 suggest a good match and values more than or equal to 0.08 indicate an adequate fit.

Table 4.13: Goodness of Fit Indicators of Model Fit

Model	Chi-square/df	RMSEA	CFI	NFI	GFI	AGFI	TLI
Cut-off criteria	≤ 5	< 0.08	>0.9	>0.9	>0.9	>0.8	>0.9
Model Fit Indices	2.281	0.89	0.96	0.98	0.92	0.89	0.95

Interpretation of Results:

The overall Cronbach's α CA for 253 items are found to be 0.96 that is acceptable. Likewise, the values for other components like Chi-square/df is below than 5 that is 2.281 which is under the cut-off criteria. The model fitness is determined by the Root Mean Square Error of Approximation (RMSEA) value of 0.03. The Comparative Fit Index (CFI) score is 0.96. The Goodness of Fit Index (GFI) and AGFI values is also significant i.e., 0.92 and 0.89 greater than the threshold values indicating the overall fitness of model. Similarly, NFI and Tucker -Lewis Index (TLI) are within the threshold values.

4.4 VALIDITY AND RELIABILITY

- 1. Internal Reliability:** Cronbach's alpha is a measure of internal consistency, or how closely linked a group of things is. It is regarded as a scale dependability metric.
- 2. Composite Reliability:** CR is defined as a "indicator of the shared variance among observed variables used as an indicator of a latent construct" (Fornell & Larcker, 1981).
Gaskin Statistical Model CR > 0.7
- 3. Convergent Validity:** Convergent validity indicates the relationship between two measures, albeit it is uncommon for any two measures to be convergent. The AVE of the Gaskin Statistical Model is greater than 0.5.
- 4. Construct Validity:** The construct validity of a test is used to examine how effectively it measures what it is designed to measure. CFI of 0.9 or RMSEA of 0.05-0.08
- 5. Discriminant Validity:** The extent to which a test or measure deviates from (i.e., fails to correlate with) another measures whose underlying construct is conceptually unrelated to it. Correlation coefficient between variables: 0.09.

Table 4.14: Reliability Statistics

Variable	CR	AVE	MSV	ASV
WL	0.938	0.504	0.25	0.078
SS	0.887	0.503	0.81	0.053
WS	0.911	0.609	0.24	0.090
JP	0.989	0.540	0.39	0.116
Cronbach's Alpha 0.824				

Interpretation of Results:

From the above table, the value of AVE determines the convergent validity and should be greater than 0.5. The results show that the variables WS, WL, JP and SS are valid as the values are 0.504, 0.503, 0.609 and 0.540 respectively.

Reliability must always be verified after convergent validity because a model may be reliable without being convergently valid. The internal reliability determined by value of Cronbach's Alpha executed in SPSS by reliability statistics and calculated as 0.824 showing the factors are reliable. Next, the CR determines the composite reliability and its value is greater than 0.7 and here we see that CR for all variables are greater than 0.7. When we compare composite reliability with Cronbach's alpha (EFA), it is usually slightly higher. Composite Reliability (C.R.) should be greater than AVE ($CR > AVE$) and the results showing it meets criteria.

The discriminant validity ensures that a construct or item has the strongest relationships with its own indicators. Discriminant validity is determined by the heterotrait-monotrait ratio of correlations (HTMT) value < 0.9 .

Table 4.15: Heterotrait-Monotrait Ratio of Correlations (HTMT)

Constructs	1	2	3	4
WL	0.08			
WS	0.06	0.04		
SS	0.06	0.05	0.04	
JP	0.04	0.03	0.02	0.02

Note: WL: Workload, WS: work stress, SS: supervisory support, JP: Job performance. All HTMT values less than < 0.9 criterion.

Interpretation of Results: As shown in the results, the correlation coefficient is below 0.9 that is under the cut-off criteria. Thus, the discriminant validity ensures the average correlation of constructs whose value < (0.9).

Fornell-Larcker Criterion:

Fornell and Larcker (1981) proposed the traditional metric and suggested that each constructs AVE should be compared to the inter-construct correlation as a measure of shared variance between constructs. In short, AVE should be greater than the variance between the construct and other constructs in the model.

First step, I calculated the following matrix in SPSS by analyzing, dimension reduction and then the estimates provide following results.

Table 4.16: Correlation between constructs

			Estimate
WL	<-->	SS	.020
WL	<-->	WS	.497
JP	<-->	WL	.310
SS	<-->	WS	-.224
JP	<-->	SS	.094
JP	<-->	WS	.627

Next, AVE is calculated in excel and the square root of AVE put for analysis in Fornell and Larcker Criterion.

Table 4.17: Fornell and Larcker's Criterion

Constructs	1	2	3	4
1. WL	0.707			
2. WS	0.02	0.646		
3. SS	0.496	-0.224	0.698	
4. JP	0.295	0.061	0.654	0.643

Note: All the value in the diagonal are larger than the values in table therefore, the discriminant validity of the scale is guaranteed.

Interpretation of Results:

As shown in the results, the diagonal values WL1, WS2, SS3, and JP4 are the square root of AVE values. The values should be greater than below correlation values showing discriminant validity. All the values below diagonal or square root of AVE should be

smaller otherwise states discriminant issue. Hence, correlation coefficient is under the cut-off criteria.

All is good to proceed with Structural Equation Modeling.

4.5 Structural Model Assessment:

Structural Equation Model is important as it deals with the multiple relationship analysis simultaneously with the latent variables. Thus, it improves statistical estimates with the help of modification indices.

SEM has two parts.

- i. Measurement Model/Confirmatory Factor Analysis
- ii. Structural Model.
 - Absolute fit measure (Chi-square <+RMSEA=between 0.05-0.08+GFI>0.8)
 - Incremental fit measure (CFI >0.9 or TLI >0.9 or NFI >0.9 or RFI >0.9)
 - Parsimonious fit measure (PNFI or AIC or Chi-square /df <5)

Table 4.18: Model Fit (Structural Equation Model)

Model	Chi-square	RMSEA	CFI	NFI
Cut-off criteria	≤5	<0.08	>0.9	>0.9
Model Fit Indices	2.98	0.089	0.867	0.94

Interpretation of results:

By reporting the model fitness results and CFA, the chi-square value is 2.98, which is less than the cut-off threshold. Similarly, the RMSEA (Root Mean Square Error of Approximation) score is 0.89, which is moderate fit. Bentler (1999) set the cut-off at 0.08; although Browne and Codeck (1993) claim that values less than 0.05 suggest a good match and values up to 0.08 indicate an adequate fit and 0.08 up to 0.09 moderate fit. Hence, the value of RMSEA is under the threshold. CFI (Comparative fit index) is 0.895 and NFI is 0.94. Overall, the result for CFA shows model for this study is considered as fit.

After all, the final model reconstructed in AMOS by eliminating the problematic constructs and depicting the relationship to state the findings of our hypothesis is presented.

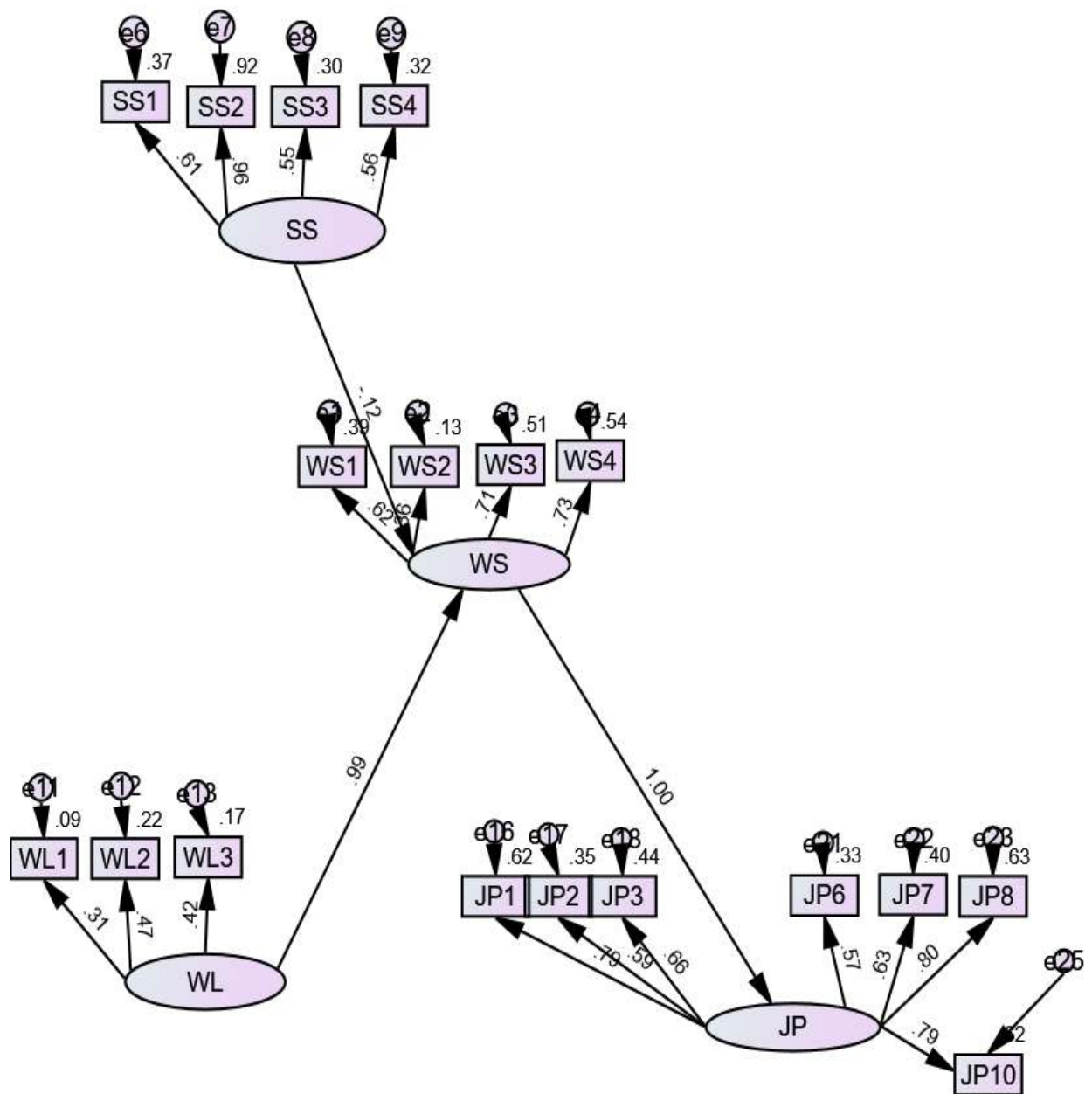


Figure 3: Structural Model

Path correlation	Beta Value	SE	p-value	Hypothesis	Result
WL → WS	.48	0.37	***	H1	Accept H1 Workload has significant and positive effect on work stress
SS → WS	-.24	- 0.56	***	H2	Accept H2 Supervisor support has significant and negative effect on work stress
WS → JP	.66	0.06	***	H3	Reject H3 Work stress has as significant and positive effect on job performance.

Note: p-values less than 0.01 or closer to 0 are highly significant and represented by *** whereas p-value greater than 0.5 are insignificant

Interpretation of Results:

The values of coefficients show the significant relationships with C.R. values greater than 1.96 and significant p-values. Standardized regression weights show whether the influence is positive or negative. The factors that have loadings (< 0.50) as WS5, JP4, JP5, JP9, SS5, WL4 and WL5 are excluded from the model and again run the model by eliminating them.

The beta value for impact of workload on work stress shows that 1% increase in workload raise the work stress by .48 %. The value of standard error is 0.37 and p-value is significant at 1% level of significance. Hence, workload has significant and negative relationship with work stress so H1 is accepted indicating the impact of workload on work stress. The findings supports the literature as the World Health Organization defines work stress as people's reactions to conflicting employee objectives and challenges that test their ability to change.

The coefficient of SS shows that 1% increase in SS reduces the work stress by 0.24% and their relationship is significant as shown by p-value. Therefore, accept H2 concludes that Supervisor support has significant positive effect on work stress. Comparable to this, Rolfe (2005) discussed the importance of work stress and how organizations may control and reduce it by giving clear directions. These include managing work-life balance, a balanced workload, good communication, and developing a healthy work environment.

The coefficient of WS shows that 1% increase in work stress increases job performance 0.66% and their relationship is significant as shown by p-value. Hence, we accept H3 and concludes that there is correlation between work stress and job performance, the moderate stress levels can be beneficial for job performance as long as one succeeds to keep the stress levels of the employees under control by means of stress management programs. Work stress affects performance, according to numerous studies;

(Elovainio, Kivimaki, & Vahtera, 2002). It's like a chronic sickness caused by workplace conflicts that reduce productivity. Employees usually react in unpleasant ways, but on the positive side according to our findings, it may also give one the strength to overcome challenges. If this is the case, it will be helpful because it may allow an employee to improve their performance, which will boost worker motivation at work and encourage innovation and problem-solving. According to Deshpande (2007), eustress, or "good stress," is the term that refers to the positive effects of stressful situations that motivate people to confront challenges and succeed in life. Stress can only be controlled to a specific level before it affects an employee's performance.

Our findings of the study states that workload has significant effect on work stress for the employees working in AGC. The data collected from questionnaires of 253 respondents crucially put for analysis in SPSS software for performing EFA and making reliable factors and model. Then the AMOSv.26 has been used for structuring the model for CFA and SEM. The phenomenon causes stress during work, and due to this rapidly increasing and changing operational environment, there is need to identify the factors causing stress. This quantitative analysis comprehends and investigates the impact of WL on WS, SS on WS and over all its impact on employee job performance.

5 CONCLUSION, RECOMMENDATIONS AND LIMITATIONS

5.1 CONCLUSION

The present study examines work stress and its impact on employees' performance at Alokozay Group of Companies (AGC) Kabul-Afghanistan.

The study's findings come up with that workload negatively impact the work stress, as workload comes up, work stress increases. This suggests that higher workloads are linked to higher levels of work stress. Organizations should be extra careful of the possible effects of high workloads on employee's stress levels, and organizations should think about ways to manage and distribute duties more efficiently. A study by KC (2009) resources found that, workload has negative impacts on work stress, which leads to decline in employees' performance. Silla et al. (2011) workload was identified to be associated with employee stress. Similarly, according to research by Jones et al. (2013), medical professionals who have an extensive workload are more likely suffer from stress on the job.

Supervisor support has a negative effect on employee's job stress. A study by Bakker et al. (2007) found that supervisor support was positively related to job stress among healthcare workers. According to Jiang et al. (2019) found that supervisor support was positively related to job stress among Chinese employees. Jas Bahadur Gurung, Nyayika Bastola (2020) stated that supervisor support is the contribution leaders make in order to support their employees. Supervisor support can be an effective strategy for reducing job stress among employees. Organizations should encourage supervisors to

support employees efficiently to ensure positive work environments can be created and stress will be reduced.

Job stress has a positive effect impact on employee's job performance. A study by Podsakoff et al. (2007) found that job stress was positively related to job performance among employees. Kim et al. (2018) found that job stress was positively related to job performance among Korean nurses. Organizations have to manage work stress sources and adopt stress management strategies to improve overall efficiency and employee performance.

Overall, the findings suggest that workload negatively influences work stress, while supervisor support positively influences work stress. Work stress, in turn, positively affects job performance.

These findings contribute to the understanding of the relationships between workload, supervisory support, work stress, and job performance in the context of Alokozay Group of Companies. They highlight the significance of managing workload, providing effective supervisor support, and keeping work stress to a certain level to enhance job performance and employee well-being. These findings have practical implications for employers and managers in creating healthier and more productive work environments.

5.2 RECOMMENDATIONS

Based on the findings of the study, the researcher recommends the following for the management of Alokozay Group of Companies:

AGC should consider implementing stress management programs that train employees on how to manage their stress levels, one way that many employers try to reduce workplace stress by providing EAP (Employee Assistance Program), an EAP provides free short-term counselling for personal or work-related problems as well as crisis counselling.

AGC should prevent workload; unmanageable workloads can be a source of stress. Improve communication channels to bring up a better work environment, reduce workload and also AGC Management should support their employees by work-life stability through various possible strategies such as allow them for flexible hours, hybrid working and providing Gym or fitness club membership in order to fresh their minds also helps them stay healthy and fit.

5.3 LIMITATIONS

In the process of conducting this study, the researcher encountered several limitations. Firstly, the focus of this study was work stress and its impact on employees' performance in the Alokozay Group of Companies. Therefore, it is advised that future studies focus on addressing similar topics using sectors such as healthcare, service, or mining industries.

Though all precautions were taken to avoid common method bias, it might have occurred because the same informants provided information on the dependent and independent variables. Additionally, subjective performance measures were used in the study; hence, the investigation can be replicated with objective performance measures, such as sales figures, in further research.

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