



A STUDY ON EFFECT OF STRESS ON EMPLOYEE PERFORMANCE AND RETENTION IN IT SECTOR.

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Abstract- *Now-a-days everyone talks about that most of the employees are under continuous stress at their jobs due to work pressure and unrealistic expectations in today's competitive world. The stress affects the performance of employees resulting into poor health of employees and lower productivity. Hence, it is important to understand stress, types of stress, causes of stress, effects of stress, ways to overcome stress and the importance of managing the stress at professional and personal level.*

This research paper aims at knowing the stress and its effect on the employee performance and hence their retention. The first part of the paper discusses about the concept of stress and then the effect of stress on employee performance especially in IT sector has been discussed. This paper also explains the reasons of stress and how it effects the retention of the employees.

Key words- *Stress, Employee Performance, Productivity, IT Sector.*

INTRODUCTION

1. Now-a-days everyone talks about that most of the employees are under continuous stress at their jobs due to work pressure and unrealistic expectations in today's competitive world. The stress affects the performance of employees resulting into poor health of employees and lower productivity. Hence, it is important to understand stress, types of stress, causes of stress, effects of stress, ways to overcome stress and the

importance of managing the stress at professional and personal level.

2. Stress can be defined as your body's response to anything that needs your attention or action to environmental situations. Stress can also be defined as a response to change or a process to any perceived threat. The stress can cause physical, physiological, emotional or behavioral changes. Different persons may react in different ways to the situations caused by stress.

3. Features of Stress.

(a) Stress may cause physical deviation, psychological deviation and behavioral deviation. Deviation means that a person is not following the normal course of action under stress.

(b) Stress can be classified as eustress (positive stress) and distress (negative stress). Eustress is defined as a positive stress and it is generally considered that optimal amount of stress may be required to excel in work, as it is believed to motivate a person to work towards in completing the task. Whereas, distress is a negative

stress which affects the performance of a person. There are various reasons which cause distress or negative stress.

(c) Stress can occur only for a temporary period or for a long term and the impact of stress can be mild or severe.

4. Causes of Stress.

(a) The stress may take place due to a number of reasons. The reasons or conditions responsible for causing stress are known as stressors. There is a possibility that stress is caused by only a single stressor or by a combination of stressors.

(b) Stressors can be identified at personal level, interpersonal level and organizational level.

(c) At personal level, stress can take place due to changes in life and career,

personal characteristics and personality type.

(d) At interpersonal level, stress can take place due to interaction among employees on critical issues, lack of unity, varied aspirations and conflicts arising out of different perceptions.

(e) At organizational level, stress can occur due to policies, hierarchy, culture and working environment.

(f) Other reasons for the stress include unemployment, long working hours, financial insecurity, job insecurity, work overload, lack of social support, health issues and family related issues.

(g) External environmental issues are also cause of the stress in employees.

5. **Effect of Stress.** The effect of stress can be as follows:-

(a) It affects the performance of an employee resulting into loss of productivity for the organization

(b) It may cause prolonged fatigue, anxiety, irritation, depression, weight gain, dizziness, headache, poor concentration and heart related problems.

(c) It may create physical problem.

(d) It results into burnout.

(e) It causes psychological problem.

(f) It may cause behavioral problem.

6. In today's competitive global market, organizations put lot of pressure on employees to achieve the targets, unrealistic expectation and tight deadlines for project completion, which result into stress.. Consequently, stress affects the performance of an employee and may be a reason for quitting the job in case of excessive stress .Performance of an employee in IT sector is also affected by stress and possibly a reason behind the quitting due to excessive stress. Therefore, it is very important to find the reasons, which cause stress for an employee in IT sector, and finding ways to eliminate or reduce the stress will

go a long way in improving the performance of an employee and retaining the work force.

7. **Methods to Overcome Stress.** Several methods have been found useful to overcome the stress. The methods are as under:

- (a) To provide better working environment.
- (b) Maintain better work life balance.
- (c) Equal division of work
- (d) Yoga, meditation and physical exercise
- (e) Financial security
- (f) Job security.
- (g) Social support.

CHAPTER : 2 OBJECTIVE OF THE STUDY

1. To know the effect of stress on employee performance and retention in IT sector.
2. To find the ways and techniques to reduce the stress in IT sector.
3. To recommend the best technique to deal with stress in IT sector.

CHAPTER : 3 HYPOTHESIS

- H 1** There will be an effect of stress on employee performance and retention in IT sector.
- H 2** There will be some technique to reduce the stress in IT sector.
- H 3** There will be a best technique to deal with stress in IT sector.

CHAPTER : 4 SIGNIFICANCE OF STUDY

Stress plays a critical role in life of an employee whether it is at professional or personal level. A person under stress deviates from his normal course of action and behavior and performs in a way, which is not his or her original way of functioning. It has been observed over a period that stress affects the performance of an employee in an organization and the employee does not perform well during under stress. It has also been noticed that stress also plays an important role in retaining an employee. Due to stress, employees tend to quit the job or start thinking about quitting the job and search for other opportunity.

In today's competitive global environment, IT sector is undergoing a rapid technology change and innovation. Therefore, there is a lot of stress on employees in IT sector due to constant organizational pressure to perform at the highest level, which may cause stress in minds of the employee. The stress affects the performance of employees and may lead to employee quitting the job and search for other opportunities. There is also a possibility that organization may terminate the employee from the job due to not meeting their desired results/targets.

Therefore, it is pertinent to find the reasons and conditions, which cause stress and to find the methods to overcome the stress. Therefore, this study will help in finding the reasons for stress in IT sector and then find the ways to overcome it.

CHAPTER : 5

LITERATURE REVIEW

1. RG Ratnawat and Dr PC Jha (2014) conducted a study on impact of job related stress on employee performance. The objective of the study was to find the occupational stress inducers and their impact on employee performance. Occupational stress inducers were categorized into job specific factors, role related factors, career factors, organizational factors, relationship factors and miscellaneous factor. They have proposed a model to establish the relationship among these factors and job performance.

2. Prakash B Kundaragi and Dr AM Kadakol (2015) in their research paper, work

stress of employee. They have conducted a study to understand the effect of stress on employee. They have concluded when stress is managed properly then it helps in a productive and constructive way. However, when it is in form of distress, it affects the performance of an employee and it destroys the positive attitude of an employee.

that time pressure and role ambiguity reduce the employee performance.

3. MDVS Mendis and WAS Weerakkody (2017) researched on ‘The impact of work life balance on employee performance with reference to telecommunication industry’.

Based on the research, they have recommended that a better work life balance will enhance the performance of employee. Training programs should be conducted to highlight the importance of work life balance. Training programs such as timemanagement and personal effectiveness, effective workload management, personal and professional development training courses can be used to

impart the training. Stress management can help the organization in improving the performance of an employee.

4. A study on impact of job stress on the employee performance was undertaken by Sharmilee Bala Murali, Abdul Basit, Zubair Hassan(2017). They have researched to analyze the impact of job stress on the performance of employees in an organization. It was found out

5. Mathangi Vijayan (2018) researched on impact of job stress on employees’ performance. Workload was found to be the main reason for the stress as per the study and it affects the performance of an employee. Management must initiate measures like counseling, incentives and meditations to mitigate the stress factors in an organization.

6. Samuel Ajayi (2018) conducted a study on effect of stress on employee performance and job satisfaction in Nigerian banking industry. The study was aimed to analyze the impact of job related stress on employee performance and job satisfaction. Stress factors such as lack of administrative support, excessive work load, customers problematic relations and work life balance were examined during the study. It was found that these factors negatively affect the performance of an employee. The study recommended that employer should take measures to minimize the stress.

7. Anu Jossy Joy and Dr GS Gireesh Kumar (2018) conducted a study on Impact of job stress on employee performance. The study was conducted to evaluate the parameters that cause job stress among software professionals in Kerala. The study highlighted that job stress was found to be inversely related to the employee performance. The study also

found out that role ambiguity, safety and workload played a role in deciding the job stress..

8. Dr Chandra Sekhar Patro and Dr K Sudesh Kumar (2019) carried out a study on effect of workplace stress management strategies on employees' efficiency. The purpose of the study was to find the relationship between work stress and employee efficiency in private enterprises. According to the study, stress management strategies tend to influence the performance of employees. Stress management training, yoga, meditation and seminar on job burnouts were found to be useful in handling the stress.

9. Mrs Vijayalakshmi Urs K and Dr PSV Balaji Rao (2019) conducted a study on turnover intentions among employees working in software industry. They have carried out a study to find the reasons for the turnover intentions among the IT employees. The main factors responsible for turnover intentions are work life balance, salary and other benefits, training, growth & development and culture and process. These issues are required to be studied in detail with reference to IT employees for further research.

10. Haque AU and Oino (2019) I conducted a study on 'Managerial challenges for software houses related to work, worker and workplace

. Excessive control, long hours, pressure and distraction were the main reasons of stress for an employee and stress also caused depression, other health issues, losing concentration and frustration.

RESEARCH METHODOLOGY

1. The research was carried out in two phases. In phase-I, study conducted through exploratory research and in phase-II, it was conducted through descriptive research.

2. Research Design.

(a) **Data Collection Method.** The primary data was collected through a questionnaire.

(b) Sampling Design.

(i) Software professional represent sample unit and sample size was 58 x respondents

(ii) Software professional at all levels were used as sample group.

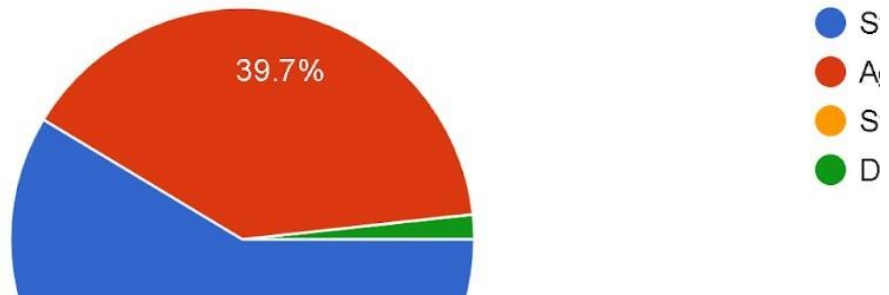
(iii) Parametric and non-parametric methods were used to evaluate the data. RESEARCH GAP

Several studies have been conducted to understand the impact of stress in employee performance and to determine the causes of stress. However, there is less information available on impact of stress on employee performance and retention especially in IT sector. Therefore, a research on impact of stress on employee performance and retention in IT sector will help in understanding the causes of stress and determining the ways to overcome it.

DATA ANALYSIS AND INTERPRETATION

1. Does work stress affect performance of an employee?

58 responses



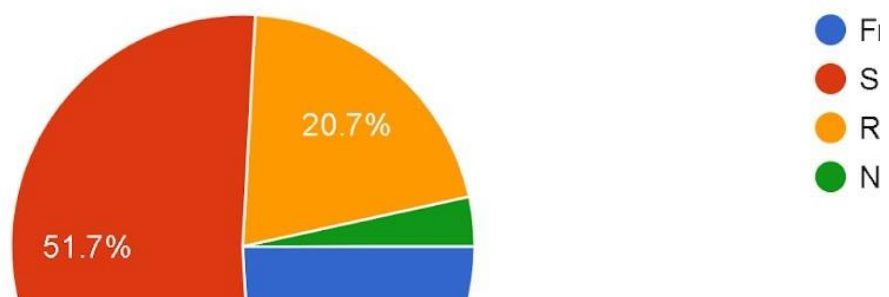
Strongly Agree	34
Agree	23
Strongly Disagree	-
Disagree	01
Total	58

Interpretation. Out of 58 respondents, 34 respondents strongly agree and 23 respondents agree with that work stress affects the performance of an employee.

Therefore, it can be interpreted from the responses received on the above question that work stress affects the performance of an employee.

2. How often do you feel highly stressed from your work?

58 responses



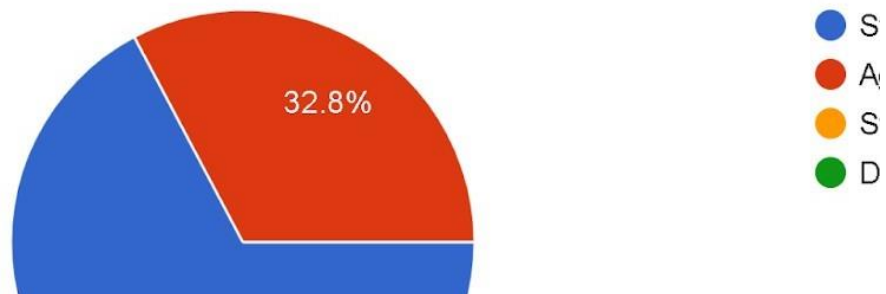
Frequently	14
Sometimes	30
Rarely	12
Never	02
Total	58

Interpretation. Out of 58 respondents, 30 respondents sometimes feel highly stressed from work and 14 respondents frequently feel highly stressed from work. 12 x respondents rarely feel highly stressed from work.

Therefore, it can be interpreted from the responses received on the above question that employees feel stressed from work.

3. Does unhealthy working environment cause work stress?

58 responses



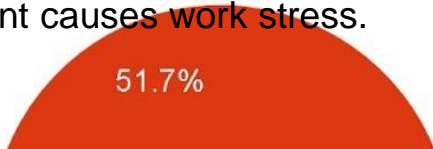
Strongly Agree	39
Agree	19
Strongly Disagree	-
Disagree	-
Total	58

Interpretation. Out of 58 respondents, 39 respondents strongly agree and 19

respondents agree with that unhealthy working environment causes work stress .
 5. Is poor management the reason for work stress ?

58 responses

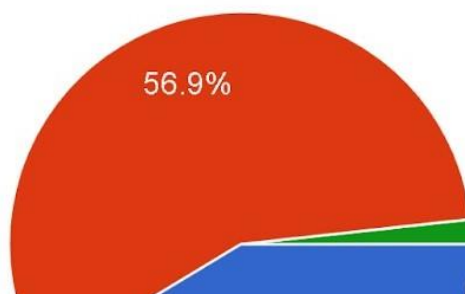
Therefore, it can be interpreted from the responses received on the above question that unhealthy working environment causes work stress.



- S
- A
- S
- D

4. Do conflicting demands and unclear performance expectations

58 responses



- S
- A
- S
- D

Strongly Agree	24
Agree	33
Strongly Disagree	-
Disagree	01
Total	58

Interpretation. Out of 58 respondents, 24 respondents strongly agree and 33 respondents agree with that conflicting demands and performance expectations cause work stress.

Therefore, it can be interpreted from the responses received on the above question that conflicting demands and performance expectations cause work stress.

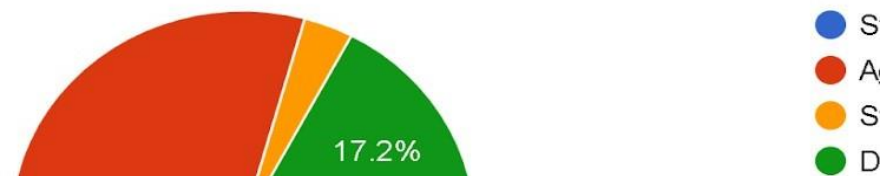
Strongly Agree	25
Agree	30
Strongly Disagree	-
Disagree	03
Total	58

Interpretation. Out of 58 respondents, 25 respondents strongly agree and 30 respondents agree with that poor management is the reason for work stress.

Therefore, it can be interpreted from the responses received on the above question that that poor management is the reason for workstress.

6. Is financial insecurity the reason for work stress ?

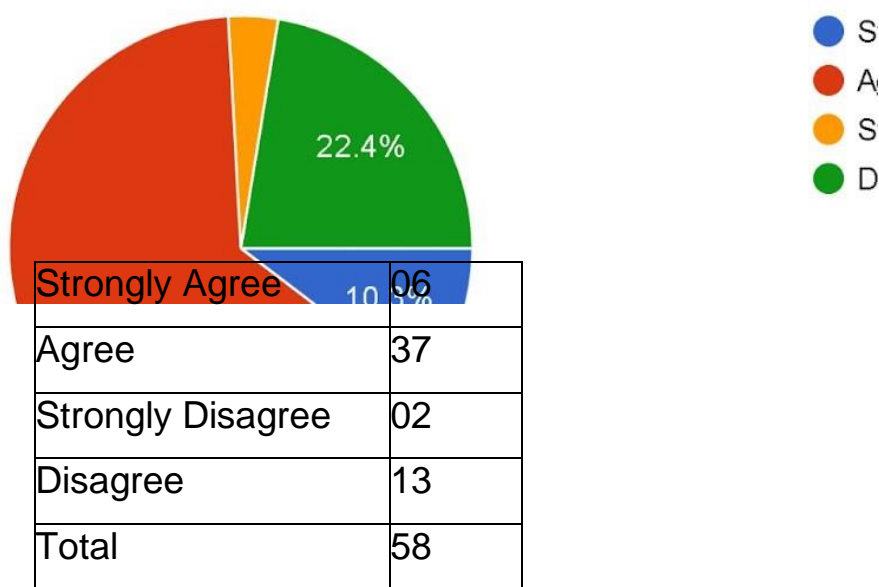
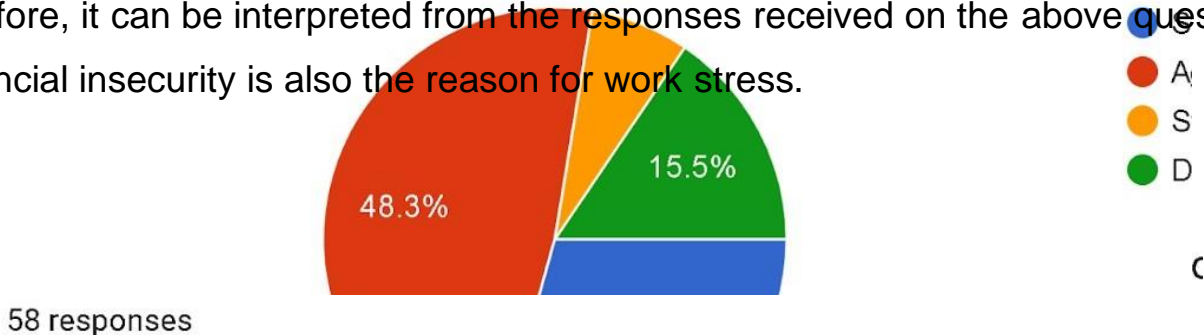
58 responses



Strongly Agree	14
Agree	32
Strongly Disagree	02
Disagree	10
Total	58

Interpretation. Out of 58 respondents, 14 respondents strongly agree and 32 respondents agree with that financial insecurity is the reason for work stress, whereas only 02 x respondents strongly disagree and 10 respondents disagree with the above question.

Therefore, it can be interpreted from the responses received on the above question that that financial insecurity is also the reason for work stress.



Interpretation. Out of 58 respondents, 06 x respondents strongly agree and 37 x respondents agree with that lack of opportunity and growth in company is the reason for work stress, whereas only 02 x respondents strongly disagree and 13 x respondent disagree with the above question.

Therefore, it can be interpreted from the responses received on the above question that that lack of opportunity and growth in company is the reason for work stress.

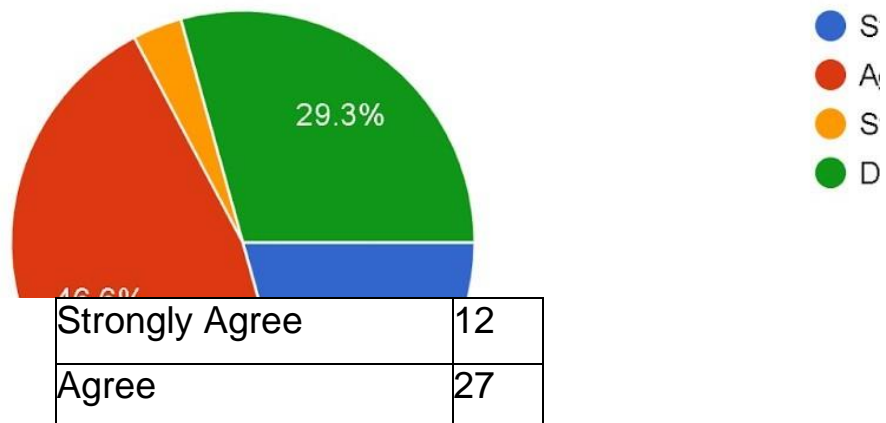
Strongly Agree	17
Agree	28
Strongly Disagree	04
Disagree	09
Total	58

Interpretation. Out of 58 respondents, 17 x respondents strongly agree and 28 x respondents agree with that job insecurity is the reason for work stress, whereas only 04 x respondents strongly disagree and 09 x respondents disagree with the above question.

Therefore, it can be interpreted from the responses received on the above question that that job insecurity is the reason for work stress.

9. Is non-recognition at work the reason for work stress ?

58 responses

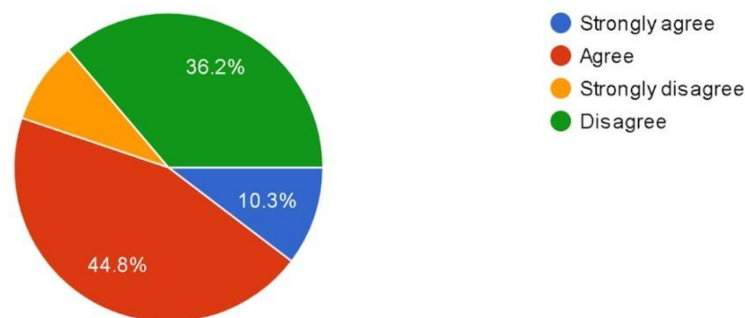


Strongly Disagree	02
Disagree	17
Total	58

Interpretation. Out of 58 respondents, 12 x respondents strongly agree and 27 x respondents agree with that non-recognition at work is the reason for work stress, whereas only 02 x respondents strongly disagree and 17 x respondent disagree with the above question .

Therefore, it can be interpreted from the responses received on the above question that that non recognition at work is the reason for work stress.

10. Do you think that lack of freedom in decision making is the reason for work stress?
58 responses



Strongly Agree	06
Agree	26
Strongly Disagree	05
Disagree	21
Total	58

Interpretation. Out of 58 respondents, 06 x respondents strongly agree and 26 x respondents agree with lack of freedom in decision making is the reason for work stress, whereas 05 x respondents strongly disagree and 21x respondent disagree with the above question.

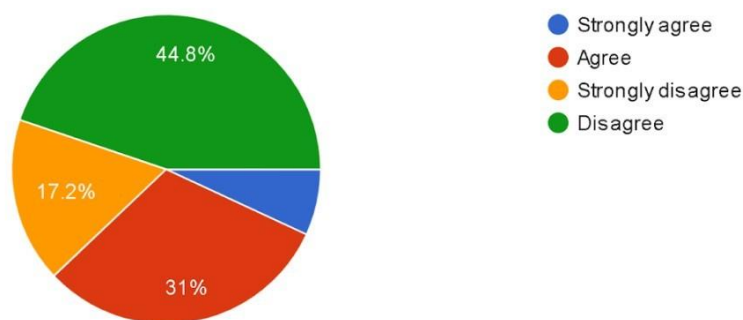
Therefore, it can be interpreted from the responses received on the above question

that that lack of regular decision making at work may be the reason for work stress.

58 responses

11. Do you think that regular need of keeping yourself updated with latest technology is the reason for work stress?

58 responses



Strongly Agree	04
Agree	18
Strongly Disagree	10
Disagree	26
Total	58

Interpretation. Out of 58 respondents, 04 x respondents strongly agree and 18 x respondents agree with that regular need of keeping yourself updated with latest technology is the reason for work stress, whereas 10 x respondents strongly disagree and 26 x respondent disagree with the above question.

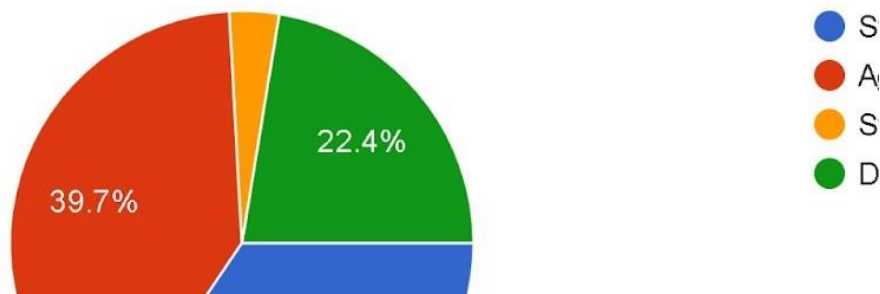
Therefore, it can be interpreted from the responses received on the above question that that regular need of keeping yourself updated with latest technology is not the reason for work stress.

Strongly Agree	16
Agree	22
Strongly Disagree	03
Disagree	17
Total	58

Interpretation. Out of 58 respondents, 16 x respondents strongly agree and 22 x respondents agree with that regular overtime work requirement makes you feel over-stressed., whereas 03 x respondents strongly disagree and 17 x respondent disagree with the above question. Therefore, it can be interpreted from the responses received on the above question that that regular overtime work requirement may make you feel over-stressed.

13. is excessive workload the reason for job stress ?

58 responses



Strongly Agree	20
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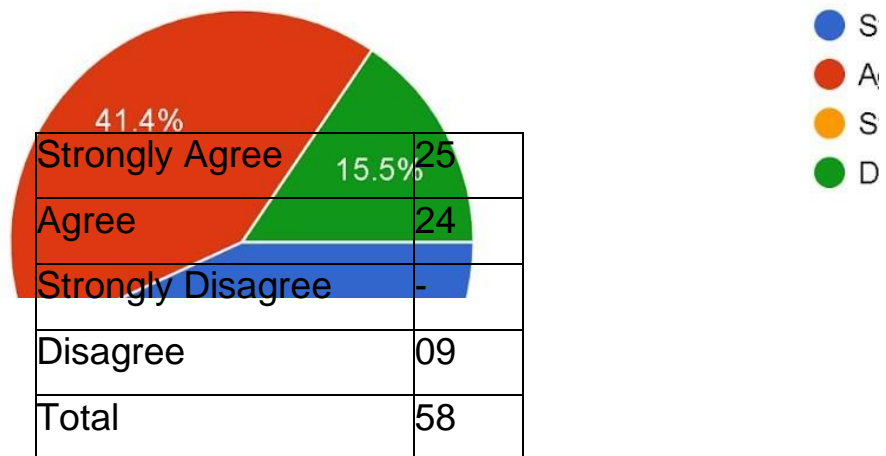
Agree	23
Strongly Disagree	02
Disagree	13
Total	58

Interpretation. Out of 58 respondents, 20 x respondents strongly agree and 23 x respondents agree with that excessive workload is the reason for work stress, whereas 02 x respondents strongly disagree and 13 x respondents disagree with the above question.

Therefore, it can be interpreted from the responses received on the above question that that excessive workload is the reason for work stress.

14. Does work stress cause prolonged fatigue?

58 responses

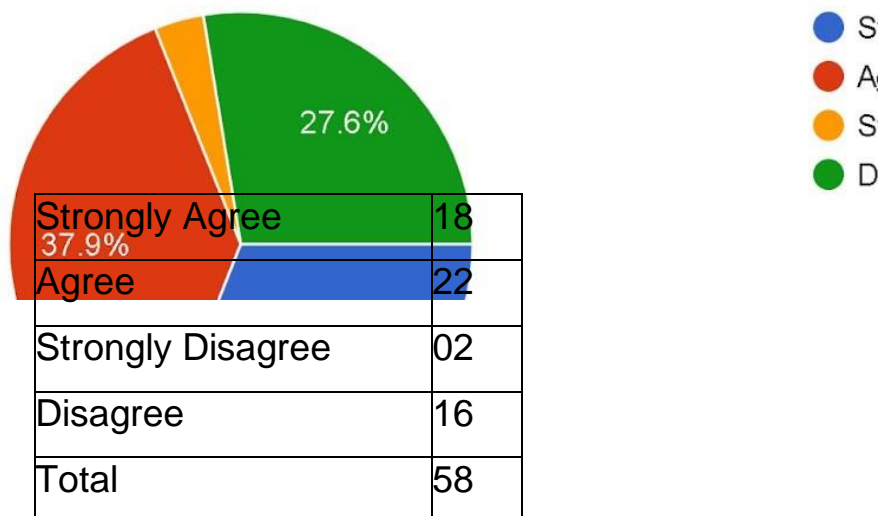


Interpretation. Out of 58 respondents, 25 x respondents strongly agree and 24 x respondents agree with that prolonged fatigue causes work stress, whereas 09 x respondents disagree with the above question.

Therefore, it can be interpreted from the responses received on the above question that prolonged fatigue causes work stress

15. Does work stress cause depression?

58 responses

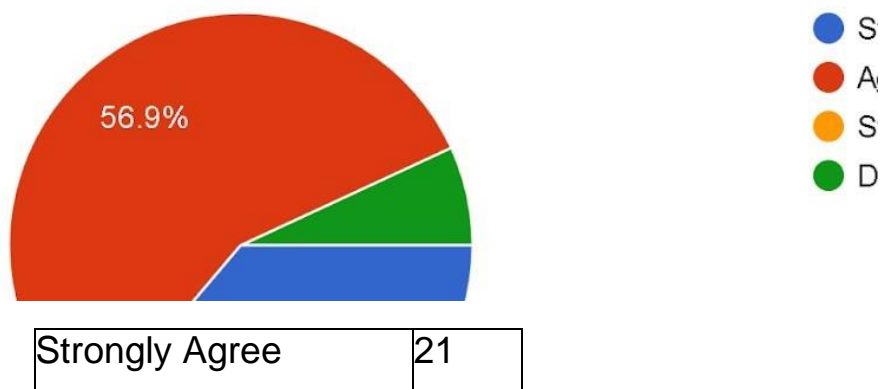


Interpretation. Out of 58 respondents, 18 x respondents strongly agree and 22 x respondents agree with that work stress causes depression, whereas 02 x respondents strongly disagree and 16 x respondents disagree with the above question.

Therefore, it can be interpreted from the responses received on the above question that work stress causes depression.

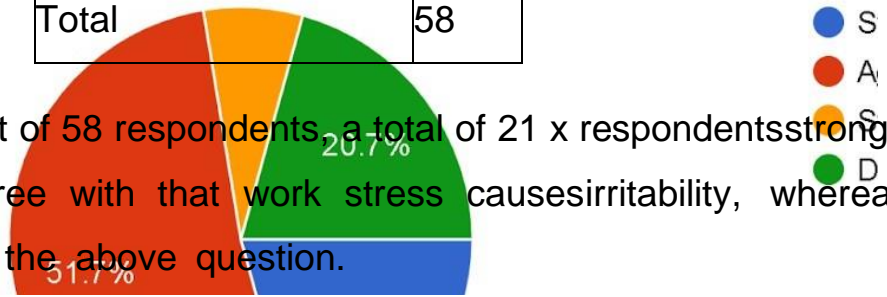
16. Does work stress cause irritability?

58 responses



18. Do you think that certain level of stress is required to excel in v
58 responses

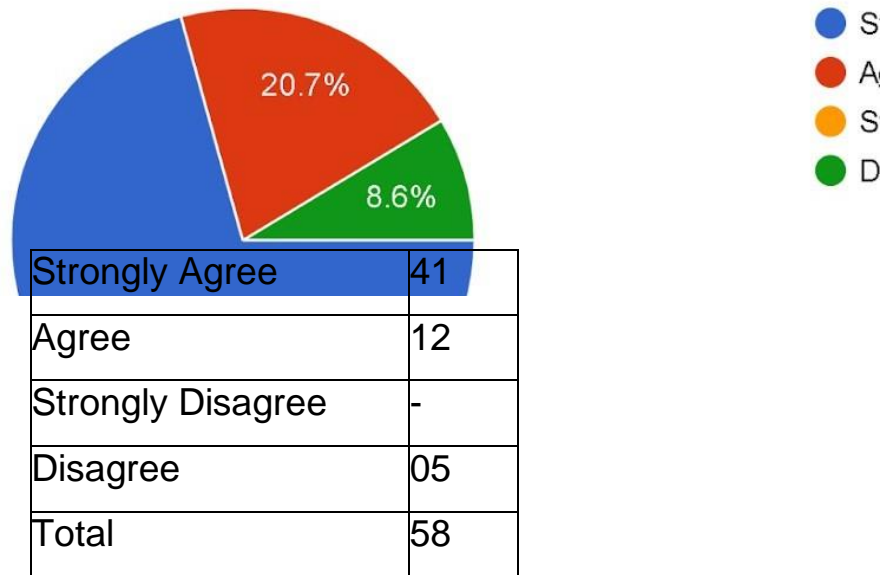
Agree	33
Strongly Disagree	-
Disagree	04
Total	58



Interpretation. Out of 58 respondents, a total of 21 x respondents strongly agree and 33 x respondents agree with that work stress causes irritability, whereas 04 x respondents disagree with the above question.

Therefore, it can be interpreted from the responses received on the above question that work stress causes irritability.

17. Do you think that stress free work environment will enhance the
58 responses



Interpretation. Out of 58 respondents, 41 x respondents strongly agree and 12 x respondents agree with that stress free work environment will enhance the performance of an employee, whereas 05 x respondents disagree with the above question.

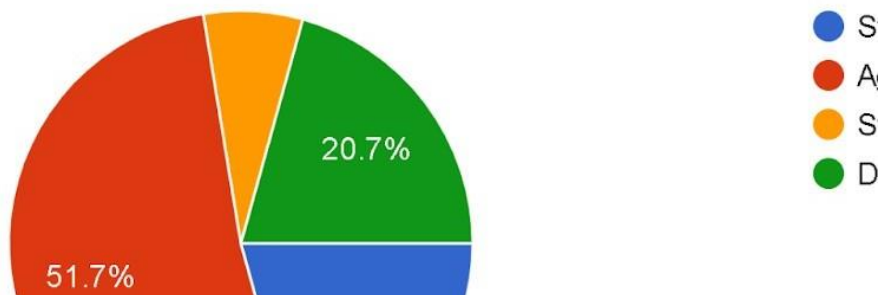
Therefore, it can be interpreted from the responses received on the above question that stress free work environment will enhance the performance of an employee

Strongly Agree	12
Agree	30
Strongly Disagree	04
Disagree	12
Total	58

Interpretation. Out of 58 respondents, 12 x respondents strongly agree and 30 x respondents agree with that certain level of stress is required to excel in work, whereas 04 x respondents strongly disagree and 12 x respondent disagree with the above question.

Therefore, it can be interpreted from the responses received on the above question that that certain level of stress is required to excel in work

18. Do you think that certain level of stress is required to excel in v
58 responses



Strongly Agree	06
Agree	26

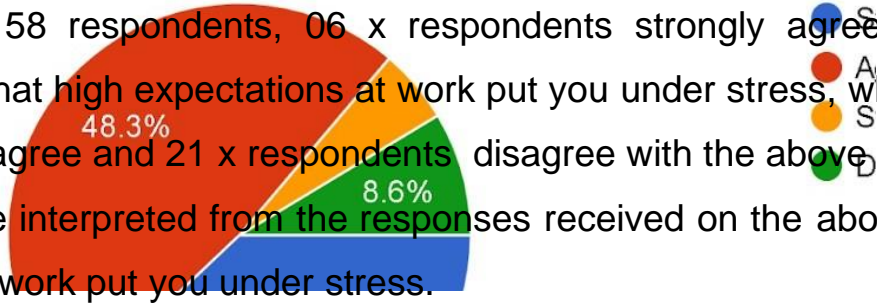
21. Does work stress affect your personal life?

58 responses

Strongly Agree	05
Disagree	21
Total	58

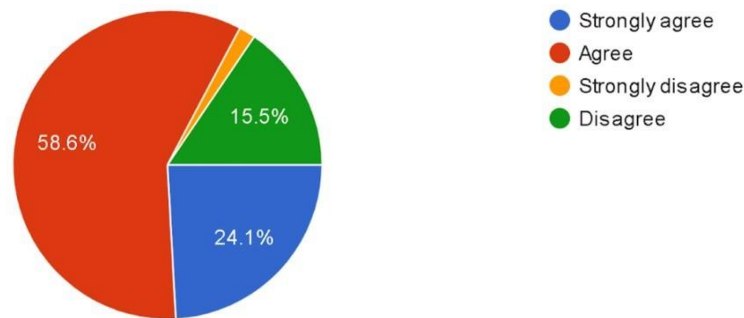
Interpretation. Out of 58 respondents, 06 x respondents strongly agree and 26 x respondents agree with that high expectations at work put you under stress, whereas 05 x respondents strongly disagree and 21 x respondents disagree with the above question.

Therefore, it can be interpreted from the responses received on the above question that high expectations at work put you under stress.



20. Do you think that lack of job opportunity alternatives forces a person to work in his present organization despite the high level of stress at work?

58 responses



Strongly Agree	14
Agree	34
Strongly Disagree	01
Disagree	09
Total	58

Interpretation. Out of 58 respondents, 14 x respondents strongly agree and 34 x respondents agree with that lack of job opportunity alternatives forces a person to work in his present organization despite the high level of stress at work, whereas only 01 x respondent strongly disagrees and 09 x respondent disagree with the above question.

Therefore, it can be interpreted from the responses received on the above question that lack of job opportunity alternatives forces a person to work in his present organization despite the high level of stress at work.

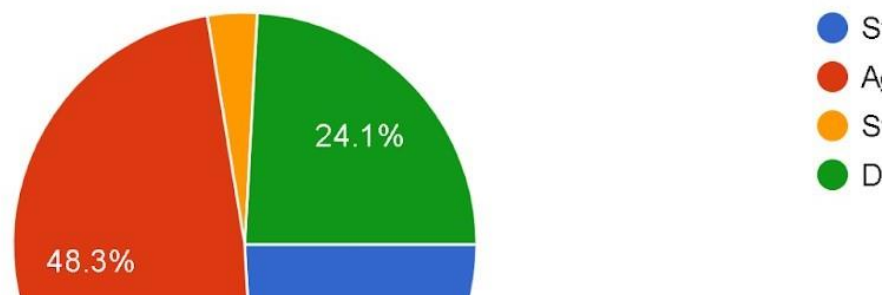
Strongly Agree	22
Agree	28
Strongly Disagree	03
Disagree	05
Total	58

Interpretation. Out of 58 respondents, 22 x respondents strongly agree and 28 x respondents agree with that work stress affects the personal life, whereas 03 x respondents strongly disagree and 05 x respondents disagree with the above question.

Therefore, it can be interpreted from the responses received on the above question that work stress affects the personal life.

22. Does work stress result into higher staff turnover?

58 responses



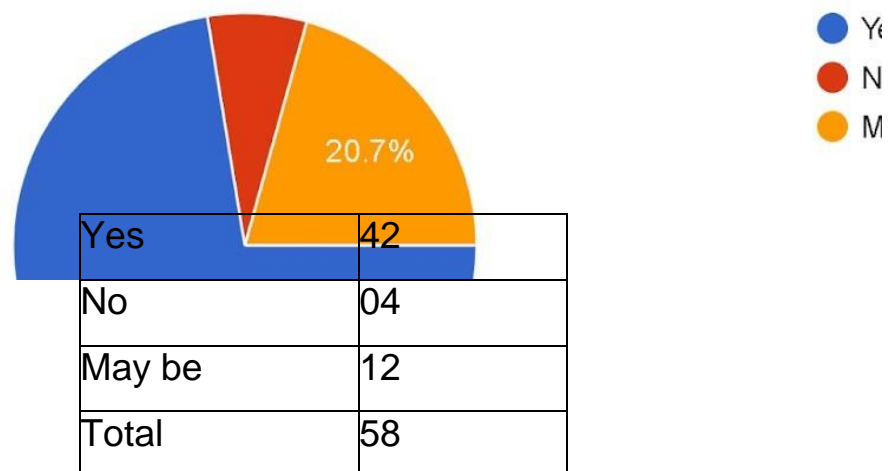
Strongly Agree	14
Agree	28
Strongly Disagree	02
Disagree	14
Total	58

Interpretation. Out of 58 respondents, 14 x respondents strongly agree and 28 x respondents agree with that work stress results into higher staff turnover, whereas 02 x respondents strongly disagree and 14 x respondents disagree with the above question.

Therefore, it can be interpreted from the responses received on the above question that work stress results into higher staff turnover.

23. According to you, do eustress(positive stress) and distress(n organization?)

58 responses

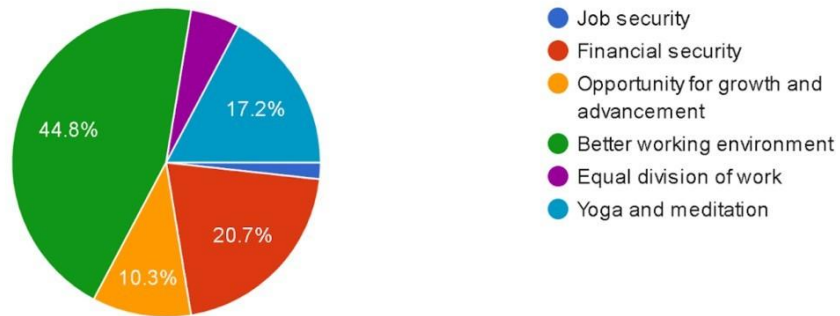


Interpretation. Out of 58 respondents, 42 x respondents agree with the above question and 04 x respondent do not agree with the above question.

Therefore, it can be interpreted from the responses received on the above question that that eustress and distress both exist in the organization.

24. If there is distress, which of the following is the best way to overcome it?

58 responses

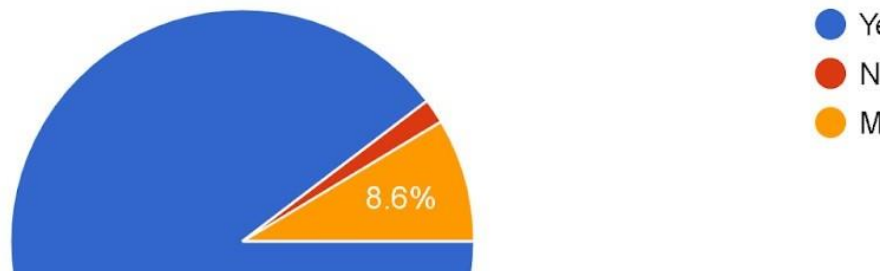


Job security	01
Financial security	12
Opportunity for growth and advancement	06
Better working environment	26
Equal division of work	03
Yoga and meditation	10
Total	59

Interpretation It can be interpreted from the responses received on the above question that better working environment is the best way to overcome the distress.

25. If you agree with any of the above mentioned methods , should HR policy?

58 responses



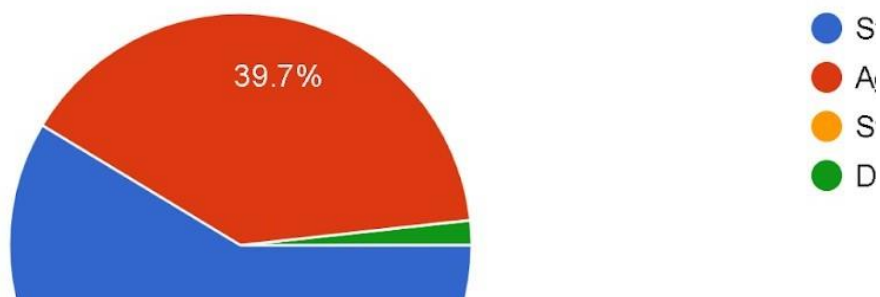
Yes	52
No	01
May be	05
Total	58

Interpretation. Out of 58 respondents, 52 x respondents agree with the above question that the recommended method should be incorporated in HR policy. **HYPOTHESIS TESTING**

H 1 There will be an effect of stress on employee performance and retention in IT sector.

1. Does work stress affect performance of an employee?

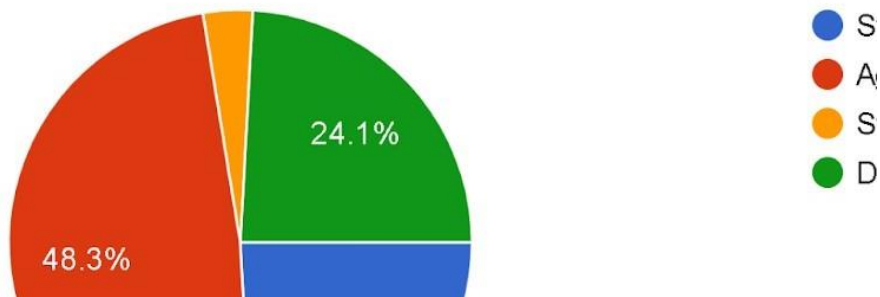
58 responses



Strongly Agree	34
Agree	23
Strongly Disagree	-
Disagree	01
Total	58

22. Does work stress result into higher staff turnover?

58 responses



Strongly Agree	14
Agree	28
Strongly Disagree	02
Disagree	14
Total	58

Interpretation.

1. Out of 58 respondents, 34 respondents strongly agree and 23 respondents agree with that work stress affects the performance of an employee. 98.3 % respondents are of the view that work stress affects the performance of an employee.

2. Out of 58 respondents, 14 x respondents strongly agree and 28 x respondents agree with that work stress results into higher staff turnover.

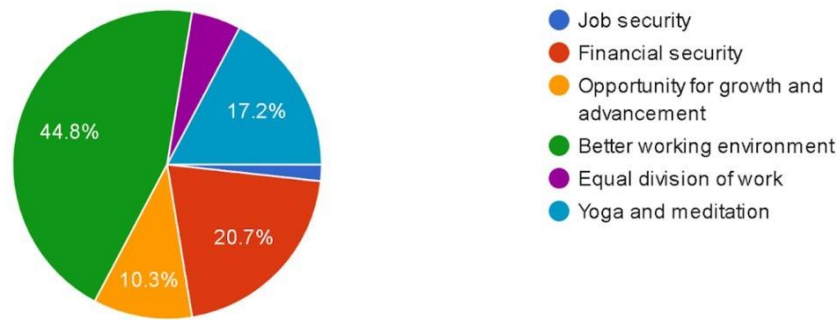
62.4 % respondents are of the view that work stress results into higherstaff turnover.

Hence H 1 hypothesis accepted.

H 2 There will be some technique to reduce the stress in IT sector.

24. If there is distress, which of the following is the best way to overcome it?

58 responses



Job security	01
Financial security	12
Opportunity for growth and advancement	06
Better working environment	26
Equal division of work	03
Yoga and meditation	10
Total	58

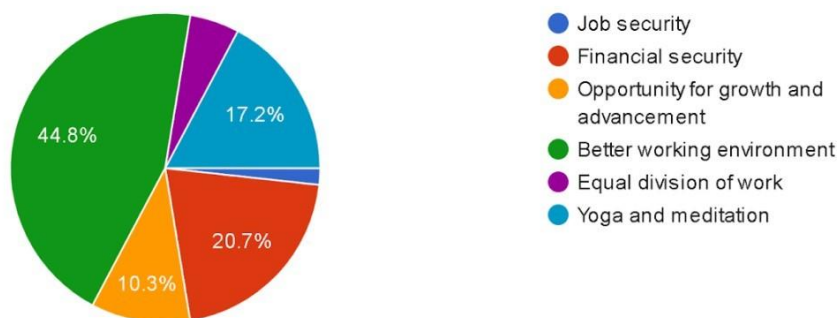
Interpretation Better working environment (26 x respondents), financial security (12 x respondents), yoga and meditation (10 x respondents), , opportunity for growth and advancement (06 x respondents), equal division of work (03 x respondents) and Job security (01 x respondent) are some of the methods to overcome the stress.

Hence, Hypothesis 2 accepted.

H 3 There will be a best technique to deal with stress in IT sector

24. If there is distress, which of the following is the best way to overcome it?

58 responses



Interpretation It is evident from the responses received that betterworking environment is the best way to overcome the stress in IT sector.

Hence H 3 hypothesis accepted.

CONCION

- 1.A questionnaire-based survey was carried out for the purpose of study and the questionnaire was forwarded to respondents working in IT industry and consequently, 58 responses were received.
- 2.Out of 57 respondents, 57 respondents are of the view that work stress affects the performance of an employee. Therefore, it is evident fromthe responses received that stress plays a critical role in an organization. Therefore, stress management is must in order to improve the well-being ofan employee and to improve the performance of an employee. In order to overcome the stress in the organization, it is necessary to find the factors, which cause stress in the organization.
- 3.Unhealthy working environment, conflicting demand and unclear performance expectations, poor management, financial insecurity, job insecurity, lack of opportunity and growth in company, non-recognition at work, lack of freedom in decision making, ,regular over time and ,excessiveworkload are the reasons for the work stress in IT sector
- 4.Work stress causes prolonged fatigue, depression and irritability. In addition, work stress results into higher staff turnover.

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