

Job Stress and Employee Performance: A Case Study of Civil Servants Working in Ministry of Health, Thimphu

Rinzin Pema Zangmo Indraman Chhetri⁺*

Abstract

Work-related stress is a major issue for both the employees and organisation. Unresolved job stress will not only hamper the performance of the employees but also affects the overall productivity of the organisation. This study examines the main causes of job stress and its influence on the performance of the employees of the Ministry of Health, Bhutan. Census sampling was used to select the respondents and the research data was collected through a self-administered survey questionnaire. Findings showed that the civil servants working in the ministry experienced stress but not to an extreme level since only 32.6 percent of the respondents rated themselves in the high stress level category. Among the position categories, professional and management category employees experienced a higher level of stress compared to others. The workload factor is reported as the dominant cause of stress followed by time pressure and deadlines to complete the assignments, unpleasant work environment, role ambiguity and inequitable salary/incentive system. The results showed a negative correlation between job stress and job performance ($p < .10$). While work environment and incentive indicated positive influence, workload and role ambiguity showed a negative influence on the performance of the employees. Findings showed that the ministry does not have proper facilities and systems in place to manage stress as confirmed by 96.24 percent of the respondents. However, some of the common ways of managing stress among the employees are positive thinking towards stress, time management and entertainment while coaching and mentoring are reported minimal. Employees have higher expectations from the organisation to facilitate stress management through provisions of training and development, career development, a performance appraisal system, open communication and counselling.

Keywords: Civil servants; Employees; Factors; Performance; Workload; Work stress

* Anti-Corruption Commission, Thimphu, Bhutan. Corresponding author: pemazangmorinzin@gmail.com

⁺ Royal Institute of Management, Thimphu, Bhutan

Introduction

Globally, approximately three billion people employed in organisations face stress, which affects their performance (Nabirye, 2010; Riyadi, 2015; Selye, 1987). In the case of management, workplace stress has come to the centre of research as adversity to organisations and employees (Arshadi & Damiri, 2013; Webster et al., 2010). Researchers concur that occupational stress is a serious problem in numerous organisations (Cooper & Cartwright, 1994; Ornelas & Kleiner 2003; Varca, 1999). According to Sarmiento et al. (2007), employee performance in an organisation depends on various factors such as the nature of the job, compensation packages and benefits, motivation, role conflict, workload and stress level. Stressed employees are most probably unhealthy, poorly motivated, less productive and less safe at work (Goswami, 2015; Lopes & Kachalia, 2016; Park, 2007).

The frequently cited implications of workplace stress include low job performance and high turnover intention (Arshadi & Damiri, 2013), lack of motivation and ill health (Farler & Broady-Preston, 2012) as well as burnout (Ahmad et al., 2012). Keshavarz and Mohammadi (2011) added low morale, poor product quality, low output, increased overtime payment, and organisational disruption to the list of negative effects of workplace stress. Additionally, Krausman, Crowell and Wilson (2002) reported the finding of physiological arousal measures that corresponded to a decrease in both the perception of exertion and cognitive performance. Osipow and Spokane (1987) cited in Prasad, Vaidya and Kumar (2015) described six work roles that they felt were stressful irrespective of an individual's actual occupational choice. Role overload (RO) measures the extent to which job demand exceeds resources (personal and workplace) and the extent to which an individual is able to accomplish workloads (Osipow and Spokane 1987 cited in Prasad, Vaidya and Kumar 2015). Role overload can result in an employee experiencing anger and frustration toward persons believed to be responsible for the overload in work (Marini et al; 1995 cited in Prasad, Vaidya and Kumar 2015). Additionally, Menze (2006) revealed that job stress has become a challenge for the employer as it results in low productivity, absenteeism, alcoholism, drug abuse, hypertension and a host of cardiovascular problems. In Great Britain, job-related stress has resulted in an annual loss of 28 million work days, while in the USA, it has resulted in absenteeism and turnover with the monetary cost surpassing a billion US Dollars per year (Devonish et al., 2012).

Jafri (2011) reported that in Bhutan, bank employees are found to experience a moderate level of stress. Similarly, employees in the teaching profession experienced moderate levels of stress (Tashi, 2014). Wangmo et al. (2019) reported that in recent years, physicians leaving the healthcare system have

created stress in the workplace to deliver quality health care services. Stressful events are considered the second contributor to the increasing suicide cases in Bhutan (Tshedup, 2021). However, this does not specify the nature of stress in terms of whether it comes from the job or other sources.

It is essential to understand employee stress and its link to performance. Civil servants in Bhutan play a critical role in delivering public goods and services to the people. The general public looks upon civil servants as role models in society. Their obligation to society emanates from the fact that they are the servants of the state. In the process of discharging such an important responsibility, many would experience job stress. However, not many studies have been undertaken in Bhutan to understand the level of job stress, its main causes, consequences and its link to employee performance. It is also uncertain whether civil service organisations have proper systems and policies in place to manage job stress. This paper aims to analyse the relationship between job stress and employee performance besides assessing the effects of job stressors associated with job performance among the Bhutanese civil servants taking the case of employees working under the Ministry of Health (MoH), Bhutan.

Literature Review

Stress

The term “stress” was coined by Hans Selye in 1936, who defined it as the non-specific response of the body to any demand for change (Fink, 2017). It is a process by which people perceive and cope with environmental threats and challenges. It arises in diverse forms and results in irritability, nervousness, headache and insomnia among the employees (Tsai & Liu, 2012).

Employee Performance

Employee performance is referred to as the work result of an individual's achievement in performing one's job, yet the definition varies among various researchers. Job performance is perceived as an activity where an individual is able to complete the assigned task successfully (Ali et al., 2014). Pradhan and Jena (2016) asserted that employee performance is the quantity and quality of tasks that are accomplished by an individual or group of employees. Good employee performance is necessary for the organisation since the success of the organisation is dependent upon the employee's creativity, innovation, and commitment (Fonkeng, 2018).

Effects of Work Stress on Employee Performance

Blackwell (1998) cited in Shuwa (2021) stated that stress shows itself in a number of ways. For instance, an individual who is experiencing a high level of stress may develop high blood pressure, ulcers and other associated problems. These can be grouped under three general categories: physiological, psychological and behavioural symptoms.

Psychological Effects

These are the major consequences of stress. The mental health of employees is threatened by high levels of stress and poor mental health. Unlike the physical symptoms, psychological symptoms could also cause employees' work performance to deteriorate. Anger, anxiety, depression, nervousness, irritability, aggressiveness, and boredom result in low employee performance, a decline in self-esteem, resentment of supervision, inability to concentrate, trouble in making the decision and work dissatisfaction (O'Connor et al., 2000). Further, psychological symptoms of stress can lead to burnout. Work burnout is a prolonged withdrawal from work (Maslach et al., 2001) which makes the sufferer devalue his work and perceive it as a source of dissatisfaction (Shuwa, 2021; O'Connor et al., 2000).

Behavioural Effects

Behavioural signs of stress affect one's eating habits, and lead to cigarette smoking, use of alcohol and drugs, rapid speech pattern nervousness fidgeting with further consequences of absenteeism from work, job-hopping, and deteriorating performance (Shuwa, 2021).

Physiological Effects

Physiological effects of job stress include increased heart rate, blood pressure, back pains, migraine headaches, insomnia, heart disease, hypertension, diabetes and even cancer which affect employee performance. With this, the wear and tear on the body become noticeable and problematic (Shuwa, 2021).

Factors Associated with Stress and Its Relationship to Employee Performance

Khuong and Yen (2016) in their studies enlisted workload, role ambiguity and role conflict and work environment as the factors that cause job stress. Workload refers to the concentration of tasks an employee is responsible for at the workplace and is said to arise when the assigned work exceeds one's capability. It is one of the main causes of job stress. Longer duration of workload without any breaks exposes an individual to the risks of

occupational diseases, absenteeism and most importantly lowers job performance.

Role ambiguity is another factor that results in job stress. It refers to the lack of enough data and information that deals with powers and authority as well as duties to be performed by employees. Lack of clear and specific information regarding work role requirements results in low confidence among the employees. Such role ambiguity leads to role conflict i.e., the pressure to perform in two or more incompatible ways and thus, makes the employees feel stressed about the job.

A study by Ibrahim (2013), Massoudi and Hamdi (2017), and Sinnappan (2017) unveiled that an effective work environment motivates employees and enables them to work comfortably with less stress. This in turn allows the employees to give their full commitment and contribute to performing the given tasks resulting in effective performance. Therefore, the studies concluded that there is a significant relationship between the working environment and employee performance.

Correspondingly, Daniel (2019) asserted that an incentive package in the form of financial or non-financial is an instrumental drive towards employee motivation and performance as it has great benefits and the potential to motivate workers to put in their best in any given task. Therefore, organisations must ensure the use of incentives to accomplish the required results by their employees. Moreover, Khan et al., (2020) supplemented those employees enjoy work-related tasks more with less stress and when they are recognized and rewarded.

Job Stress Factors and its Relationship to Employee Performance

Innumerable models of job stress have been developed by researchers. Three of such models i.e., Person-Environment Fit Model, Job Characteristic Model and Demand Control Support Model are discussed below.

Person-Environment Fit Model

This model was developed by Amy L. Kristof in 1996 and it is one of the earliest interactional theories of work-related psychological distress suggesting that work-related stress arises due to a lack of fit between an individual's skill and abilities, and the demands of the work environment (Caplan, 1987). The basic rationale of the theory is, if the employees work in an optimally compatible environment, it will improve their work attitude and performance, and thereby reduce stress. Hence, according to this model, the

best way to reduce stress is to increase the degree to which people fit in their environment.

Job Characteristic Model

The job characteristic model of Hackman and Oldham (1982) emphasises essential aspects of job characteristics such as skill variety, task identity, task significance, autonomy and feedback. The model explains that the presence of the above attributes will reduce job stress and inspire them to perform better.

Demand-Control Support Model

The demand-control support model of Karasek (1979) proposed that employees with jobs characterised by high demand, low decision latitude and low social support have a higher risk of poor psychological well-being and biological problems. Further, the model illustrates that if the employees are equipped with sufficient liberty to decide the use of their skills, they will be able to adapt to active learning jobs in spite of high job stress thereby performing their best in the organisation (Mark & Smith, 2008).

Research Findings on Job Stress and Employee Performance

According to Sundaram and Kumaran (2012), Ojwang (2012) and Tashi (2014), the level of stress that employees experience is moderate. Vokić and Bogdanić (2008) and Dewa et al. (2011) asserted that middle managers were at greater odds of experiencing high job stress compared to low-level managers. However, Thanh (2014) claimed that employees at relatively lower occupational status are at greater risk of experiencing job stress.

A study by Yozgat et al. (2013) verified a significant negative correlation between job stress and job performance while Awadh et al. (2015) confirmed a strong positive correlation between job stress and employee performance. Equally, Muda et al. (2014) found that job stress has a partial effect on an employee's performance such that if the job stress was ignored then the employee performance would have a value of 9.355. Later, Shaikh et al. (2017) replicated the study and obtained the same results although the employee performance value changed to 1.890. Thus, both the findings concluded that job stress has an influence on employees' performance.

Several studies conducted have illustrated that job stress negatively affects employee performance considering various factors such as incentives, time pressure, organisational change, and workload. This has been confirmed by Ahmed and Ramzan (2013) where they exemplified a negative correlation between job stress and employee performance due to workload and time constraints. A study by Noor et al. (2020) highlighted that stress due to

workload has the strongest correlation towards job performance compared to stress caused by time pressure and skill discretion. The study found that employees faced less stress when they were given adequate work, a specific deadline to accomplish the task and had the correct set of skills to perform the task. This eventually improved their performance.

(Karatepe & Uludag, 2008) found that role ambiguity creates uncertainty which decreases the quality of employees' performance. A similar study by Ali et al. (2014) and Gharib et al. (2016) revealed that stress due to role conflict has a significant effect on job performance while stress due to role ambiguity does not have a significant effect on job performance. However, Hafeez (2018) revealed that there is a statistically significant positive effect of job stress on employee performance due to workload and role conflict while an insignificant relationship was shown by role ambiguity. Townley (2000) also asserted that overtime work and dealing with heavy workloads while meeting the production targets and deadlines resulted in high stress levels among the employees which caused a decline in their performance.

Khuong and Yen (2016) found that support and guidance from supervisors and colleagues can reduce stress. A study by Ashford et. al., (2011, cited in Ibrahim (2013) claimed that employees' performance tends to decrease when organisational changes like restructuring, merging, and downsizing occur as they feel stressed, nervous and lack assurance. Conversely, as per Murali et al. (2017), it is crucial to have a supportive and healthy work environment in an organisation to manage stress. With a healthy work environment, it will reduce stress and ultimately result in excellent employee performance.

An employee's performance not only depends on the external influence but also on internal factors such as personal issues and personality while at other times it depends on both (Ibrahim (2013). In the words of Nayab (2013), persons mentally disturbed from family problems cannot work with full capacity as their intelligence is affected by problems. Thus, the study proved that personal traits and personal problems of the employees affect their performance.

At a theoretical level, three different types of relationships are assumed to exist between the measures of job stress and job performance. First is a negative linear relationship when productivity decreases with stress. Secondly, a positive linear relationship occurs where productivity increases as a result of stress and third is a curvilinear relationship where at the initial phase the productivity increases, reaches the highest point and then declines (Ali et al., 2014).

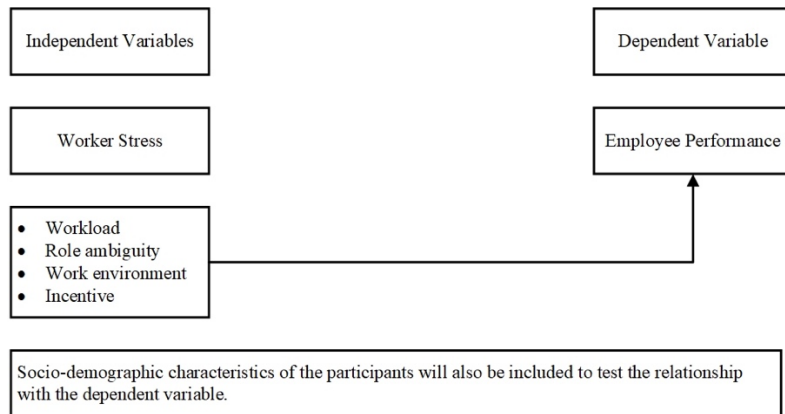
Methodology

Research Design

The study used an explanatory research design. The independent variables consist of job stressors such as workload, role ambiguity, work environment and incentives while employee performance is the dependent variable as shown in Figure 1. The key variables considered in workload include time pressure/deadlines and work overtime/excess responsibility while role ambiguity includes role conflict and lack of information and communication. In contrast, the work environment comprises organizational change, personality, work relationships and incentives. Similarly, the key variables considered under incentives are career development i.e., training, rewards and recognition. The study adopted a quantitative approach as this method allows for a broader study, greater objectivity, the accuracy of the results and enhancement of generalisation of the results.

Figure 1

The Variables for the Study



Sampling Method

The purposive method was used to select the MoH among the Ministries in Thimphu in alignment with the objective of the research paper. During the study period, MoH was going through difficult times due to the need to respond to the emergency health situation in the country. Unlike other ministries, most of the MoH staff were required to work round the clock. Therefore, selecting MoH was intended to come out with a good case study on job stress and its linkage with the performance of the employees.

Census sampling was used to select the respondents and determine the sample size for the study.

The Study Area

MoH is one of the ministries in Bhutan responsible for the management and delivery of health services in the country. The ministry consists of five departments, namely: Directorate Services, Department of Medical Services, Department of Medical Supplies and Health Infrastructure, Department of Traditional Medicine Services, and Department of Public Health. The data for this study were collected from the aforementioned five departments including the Policy & Planning Division, Quality Assurance & Standardization Division, Internal Audit Division and ICT Division.

The Study Population

MoH has a total of 223 employees. Of the total, 42 were out of the country either on long-term training or extraordinary leave. The remaining were either on maternity leave or engaged in COVID-19 duty. Therefore, at the time of this survey, 135 employees were available to participate wherein the response rate was 74.58%.

135 respondents were drawn from the Executive and Specialist Category (ESC), Professional Management Category (PMC) and Supervisory and Support Category (SSC). In Bhutan, civil service structure/position classification is a basic unit of an organisation and comprises duties and responsibilities to be performed by an individual. The positions included in my study are:

(i) Executive and Specialist Category (ESC)

This category consists of two sub-categories of positions, namely Executives (EX) and Specialists (ES). Executives have line functions in terms of carrying out executive roles including decision-making and influencing policy process while Executive Specialists are recognized as experts in their fields of work and entrusted generally with research, analysis and other high-level expertise functions.

(ii) Professional Management Category (PMC)

This category comprises professional and managerial employees who are responsible to implement decisions as determined by EX/ES, provide professional expertise, and recommend changes in policies and procedures.

(iii) Supervisory and Support Category (SSC)

This category comprises supervising and supporting employees who are required to implement decisions as determined by ESC and PMC.

Data Collection

The primary data were collected from the five departments of the MoH through a self-administered questionnaire survey consisting of semi-structured questions (a copy of the questionnaire is submitted in the annexure).

Instrument Reliability

A 5-point Likert Scale was used in the questionnaire to see the respondents' views on the effects of job stress on employee performance. Question 11, under Section C, of the questionnaire, has been assessed using the Likert Scale. Respondents were provided with options such as, "Strongly Agree", "Agree", "Neutral", "Disagree" and "Strongly Disagree."

Cronbach's alpha reliability test was performed to investigate whether the measurement instrument used in the questionnaire was measuring the same construct as well as to ensure the internal consistency of the measured items (Gay, Mills, & Airasian, 2012). According to Tavakol and Dennick (2011), the acceptable value of Cronbach's alpha ranges from 0.700 to 0.950. The Cronbach's alpha computed for the overall stress score derived from all the items was 0.818 and for the individual variables, the value of Cronbach's alpha varied from 0.715 to 0.904 as shown in Table 1. Thus, it indicates that the 20 items have relatively high internal consistency. Moreover, a pilot testing of the questionnaire was conducted with ten people working in the Royal Institute of Management (RIM) to see whether the respondents could understand the questions well or not as well as to collect feedback on the overall structure and contents of the questionnaire.

Table 1

Reliability Statistics for All Variables

Variables	Cronbach's Alpha	N of Items
Workload Factors	.715	5
Role Ambiguity Factors	.904	5
Work Environment Factors	.882	5
Incentives Factors	.763	5
Overall stress score	.818	20

Data Management and Analysis

Data collected was coded, entered and analysed using Statistical Package for Social Sciences (SPSS) and Microsoft excel. Both descriptive statistics and inferential statistics were used in analysing and presenting the data. In order to see the relationship between job stress and employee performance, a

correlation test was run as shown in Table 5. Further, in order to determine the relationship between the independent variables (workload, role ambiguity, work environment and incentives) and dependent variables (job performance), a regression test was run as shown in Table 7.

Results and Discussions

Respondents' Profile

Table 2 lustrates that 60 percent (81) of the respondents were males and the rest are females. The respondents' age ranged from 26 to 55 years and above. 42.2 percent (47), 63.7 percent (86) and 0.7 percent (1) of the respondents were in SSC, PMC and ESC level respectively.

Table 2

Demographic Profile of Civil Servants of Ministry of Health, Royal Government of Bhutan, Thimphu Interviewed for the Job Stress Survey

Variables	Categories	(n)	(%)
Gender	Male	81	60.0
	Female	54	40.0
Age	26 to 35 years	52	38.5
	36 to 45 years	56	41.5
	46 to 55 years	23	17.0
	Above 55 years	4	3.0
Position Level	Supervisory and Support Category	47	42.2
	Professional Management Category	86	63.7
	Executive and Specialist Category	1	.7
Department	Directorate Services	22	16.3
	Department of Medical Services	27	20.0
	Department of Public Health	28	20.7
	Department of Medical Supplies and Health Infrastructure	34	25.2
	Department of Traditional Medicine Services	13	9.6

Signs and Symptoms of Job Stress

The findings in Table 3 show the respondents' responses on the signs and symptoms of stress they experienced in their workplace. The majority of the respondents (56.3%, 76) feel irritated due to job stress while only 0.1 percent

(1) of the respondents feel moody, negative about everything and lose confidence when they face job stress. The remaining 3.7 percent (5) of the respondents specified that they experience other signs and symptoms of job stress such as headache and insomnia. The findings are in line with the existing literature where Tsai and Liu (2012) asserted that job stress results in irritability, nervousness, headache and insomnia among employees which was further proven by O'Conner et al. (2000) and Shuwa (2021). Thus, it can be concluded that although the signs and symptoms experienced by employees in MoH differ individually, the majority of the employees get irritated when they experience job stress.

Table 3

Signs and Symptoms of Job Stress Among the Employees

Signs and symptoms of job stress	Response (%)					Total
	Never	Rarely	Some-times	Most of the times	Always	
Moody	21.5	40.7	37.0	0.7	0.1	100
Irritability	10.4	31.1	56.3	2.2	0	100
Short-temper	21.5	34.1	40.7	3.0	0.7	100
Accelerated speech	25.9	31.1	37.8	4.4	0.8	100
Nailing-biting	73.3	13.3	9.6	2.2	1.6	100
Restlessness	22.2	35.6	32.6	8.1	1.5	100
Lack of confidence	12.6	37.0	44.4	5.9	0.1	100
Getting confused easily	16.3	41.5	38.5	3.7	0	100
Feeling negative about everything	40.7	36.3	20.7	2.2	0.1	100
Worrying	10.4	28.9	42.2	16.3	2.2	100

Stress Level Among the Employees

As shown in Figure 2, maximum respondents (41.48%, 56) rated their stress at a moderate level. Similar to the above findings, Sundaram and Kumaran (2012), Ojwang (2012) and Tashi (2014) also found that maximum respondents were under moderate stress levels. This shows that the respondents in MoH experience stress but not to an extreme level because only 32.6%, 44 (27.41% + 5.19%) of the respondents have rated themselves in the high stress level category.

Figure 2

Level of Job Stress Among the Employees

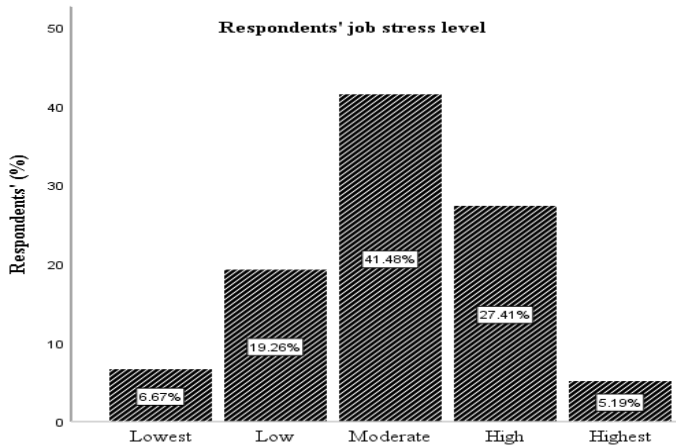
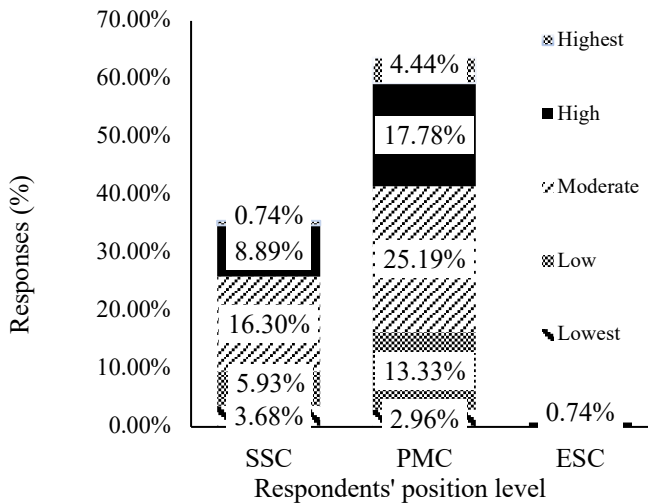


Figure 3

Stress Level According to Position Categories

In the case of stress levels across the position categories, PMC level respondents (22.22%, 30) reported high to highest stress levels (17.78% high + 4.44% highest) as illustrated in Figure 3 which is higher than other categories. These findings are correlated to the findings by Vokić and Bogdanić (2008) and Dewa et al. (2011) where the managers were reported at greater odds of experiencing higher job stress than clerical staff. However, the findings from this study contradicted the findings of Thanh (2014) who claimed that employees at relatively lower occupational status are at greater risk of experiencing job stress.

Job Stress and Employee Performance of Ministry of Health, Thimphu
Stress Level According to Position Categories

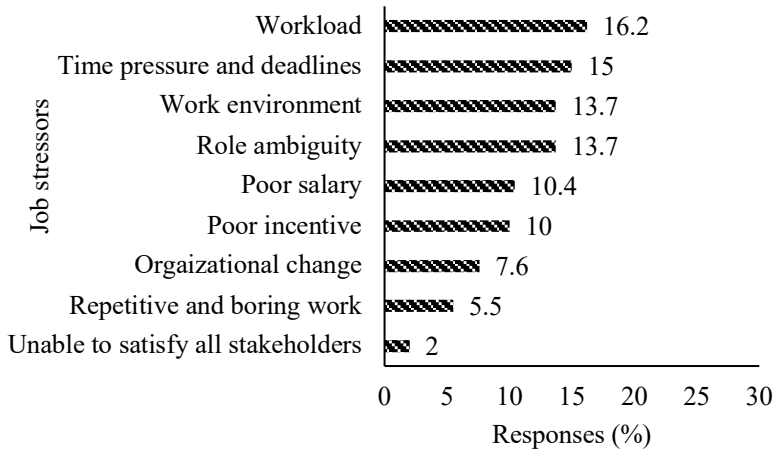


Factors Associated With Job Stress

The percentage of individual responses were compared to determine the main factors causing job stress by providing multiple response questions to the respondents. Findings illustrated in Figure 4 depict that workload (16.2%, 22) was the sturdiest factor causing job stress among the employees in MoH followed by time pressure/meeting the deadlines (15%, 20). Role ambiguity and work environment have the same percentage of respondents (13.7%, 18) indicating that employees find both these factors equally stressful. Poor salary and poor incentives account for 10.4 percent (14) and 10 percent (13) respectively. From this section, it can be concluded that the workload, time pressure, role ambiguity, work environment, poor salary and incentives are the major cause of job stress among the employees in MoH. These findings are upheld by the existing literature in which Khuong and Yen (2016) enlisted workload, role ambiguity, role conflict, and work environment as the factors associated with job stress.

Figure 4

Factors Causing Job Stress Among Employees



Further, 20 items of the questionnaire were compared individually as shown in Table 4. Item 2, under workload, had the highest response showing that 48.1 percent (65) of the respondents agreed that they undergo job stress when they are made to work on unsociable hours. From role ambiguity, 20 percent (27) of the respondents agreed with item 10 asserting that employees in MoH feel stressed when they are not given feedback on their performance. Under the work environment, with 14.1 percent (19) of the respondents agreeing on item 11, it shows that the organisation has unpleasant (e.g., noisy, dirty, poorly designed) physical working conditions. Similarly, 25.2 percent (34) of the respondents agreed that their pay and benefits are not attractive compared to other people doing the same or similar jobs (item 16). Hence, items 2, 10, 11 and 16 are agreed to be the sturdiest influence on job stress which in turn hamper their performance.

Table 4

Descriptive Statistics for Individual Items (Statements) Under Workload, Role Ambiguity, Work Environment and Incentives

Factors	Items	Percentage (%)			
		Agree	Neutral	Disagree	Total
Workload	I work longer than I choose to.	41.5%	23.0%	15.6%	100
	I work on unsociable hours (e.g., weekends, shift works, etc.)	48.1%	36.3%	15.6%	100
	I face unmanageable or excess responsibilities.	19.3%	45.2%	35.6%	100
	I face unrealistic deadlines.	19.3%	45.2%	34.8%	100
	I do not have enough time to do my job	12.6%	31.9%	55.6%	100
Role Ambiguity	My goals and objectives are not clear.	14.1%	72.1%	13.9%	100
	I am not clear of what is expected of me at work.	14.8%	26.7%	58.5%	100
	I cannot decide when to take a break.	14.8%	29.8%	55.6%	100
	I feel I am not informed about what is going on in the organization.	14.1%	30.4%	55.6%	100
	I am never given feedback on my performance.	20.0%	25.9%	54.1%	100
Work Environ-ment	My physical working conditions are unpleasant (e.g., noisy, dirty, poorly designed.)	14.1%	21.5%	64.4%	100

	My organization is constantly changing for change's sake.	10.4%	36.3%	53.3%	100
	I do not receive the support from others (superiors/colleagues) that I would like.	8.9%	31.9%	59.3%	100
	My relationship with colleagues is poor.	4.4%	15.6%	80.0%	100
	My work interferes with my home and personal life.	11.1%	28.9%	60.0%	100
Incentives	My pay and benefits are not as good as other people doing the same or similar work.	25.2%	35.6%	39.3%	100
	Others take the credit for what I have achieved.	13.3%	40.0%	46.7%	100
	I am never recognized for my work.	14.1%	40.0%	45.9%	100
	I am not adequately trained to do many aspects of my job.	19.3%	37.8%	43.0%	100
	My skills may become inoperable in future.	11.1%	37.8%	51.1%	100

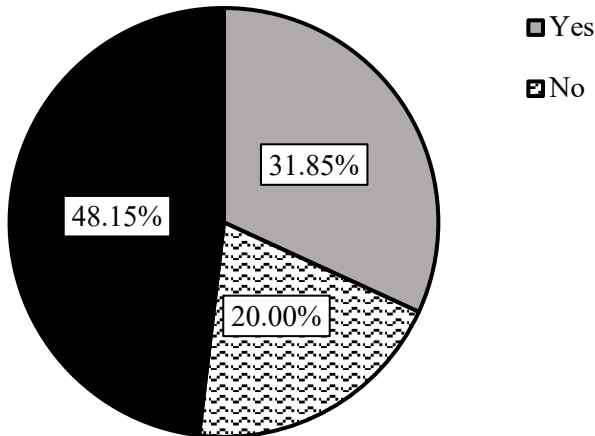
Influence of Job Stress on Performance

The respondents were asked the effect of job stress on their performance in order to determine whether job stress has any effect on employee performance. According to the details illustrated in Figure 5, 31.85 percent (43) of the respondents reported that job stress has an effect on their performance while 48.15 percent (65) of the respondents reported that job stress does not have any effect on their job performance. The remaining

respondents (20%, 27) stated that they don't have any clue about the effect of job stress on their performance. The finding is upheld by the existing literature by Muda et al. (2014) and Shaikh et al. (2017) where they declared that job stress has a partial effect or no significant effect on employee performance.

Figure 5

Effect of Job Stress on the Performance of Employees



Additionally, Figure 6 displays that the respondents who testified their performance to be affected by job stress reported reduced work effectiveness (28%, 38) as the major effect of job stress followed by low morale (21%, 28), reduced productivity (15.1%, 20), wastage of potential and skills (13.4%, 18), premature retirement plan (8.4%, 11), absenteeism (1.7%, 2) and others 1.7 percent (2). The findings did not support significantly that work stress leads to staff turnover and absenteeism as stated by Pandey (2020) since only 8.4 percent of the respondents indicated that stress could lead to premature retirement.

The respondents were further asked to specify whether job stress has a positive or negative effect on their performance. Findings from Figure 7 demonstrated that 67.41 percent (91) of the respondents perceived job performance to be negatively affected by job stress while 32.59 percent (44) respondents indicated otherwise.

Figure 6

Effect of Job Stress Among Employees

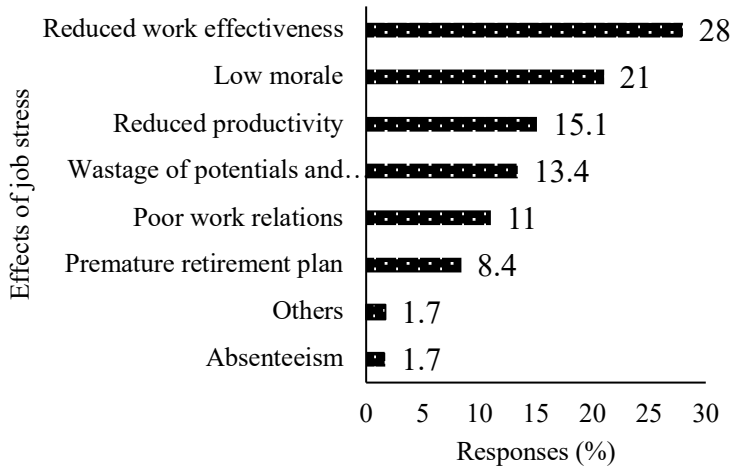
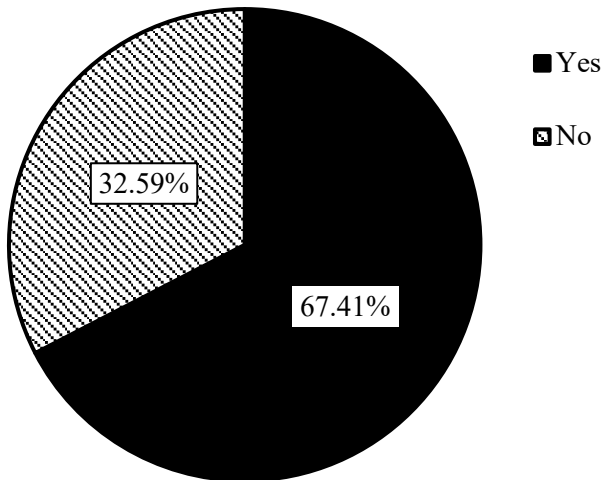


Figure 7

Implication of Job Stress on Employee Performance – Is It Positive or Negative?



Job Stress and Employee Performance of Ministry of Health, Thimphu

A correlation test (as shown in Table 5) was run to see the relationship between job stress and employee performance. The result showed that the significance level of job stress and job performance is greater than 0.05 which is statistically not significant. Therefore, there is a negative correlation between job stress and job performance. This indicated that job stress negatively affected the employee performance in MoH, $r = -.15$, $n = 135$, $p < .10$. This finding aligns with the research studies carried out by Yozgat et al. (2013) which reported a negative correlation between job stress and job performance. However, the findings contradicted the key findings of Awadh et al. (2015) which stated that job stress and job performance have a strong positive correlation.

Table 5

Correlation Between Job Stress and Employee Performance

Correlations		Rating respondent's job stress level	Job performance
Job stress among the employees	Pearson Correlation	1	-.151
	Sig. (2-tailed)		.080
	N	135	135
Job performance	Pearson Correlation	-.151	1
	Sig. (2-tailed)	.080	
	N	135	135

Multiple linear regression among the job stressors (workload, role ambiguity, work environment and incentives) and employee performance were run in order to determine whether all types of job stress affect performance. The findings are as follows:

According to Table 6, the R square is 0.51 which shows that 51 percent of the dependent variable is being explained by independent variables.

Table 6

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.226a	.051	0.22	.465
a. Predictors: (Constant), Incentive Factors, Workload Factors, Work environment Factors, Role ambiguity Factors				
b. Dependent Variable: How would you rate your performance under job stress?				

According to Table 7, the workload beta coefficient value is -.104 with a significant value of 0.047 which is lesser than 0.05. This indicates that workload has a negative significant influence on employee performance. Ahmed and Ramzan (2013), Hafeez (2018), and Townley (2000) reported similar results. Khuong and Yen (2016) further added that workload had a second direct impact on high stress levels compared to other factors and led to poor quality of job performance.

Role ambiguity's beta coefficient value is -.045 with a significant value of 0.032 which is less than 0.05. This means role ambiguity has a negative significant influence on employee performance. This supports the findings of (Karatepe & Uludag, 2008) and Khuong and Yen (2016) who reported that role ambiguity had significant and direct negative effects on employee performance. However, Ali et al. (2014), and Gharib et al. (2016) found that there were no significant effects for role ambiguity in job performance if employees know their roles well in the job.

Table 7

Beta Coefficient Among the Job Stressors and Employee Performance

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Workload factor	.099	.086	-.104	1.162	.047
Role ambiguity factor	-.042	.087	-.045	-.481	.032
Work environment factor	.040	.085	.043	.474	.017
Incentive factor	.027	.086	.028	.320	.049
Predictors (constant); Workload Factors, Role ambiguity Factors, Work environment Factors and Incentive Factors.					
Dependent Variable: Job Performance					
(*Significance at 5% level)					

The work environment's beta coefficient value in the result findings of the study indicated .043 with a significant value of 0.017 which is less than 0.05. This means that a poor work environment has a significant relationship with employee performance. The study by Khuong and Yen (2016), Massoudi and Hamdi (2017), and Sinnappan (2017) also claimed that negligence of the working environment on job stress leads to the behavioural disturbance that can specifically decrease job performance.

Incentive's beta coefficient value is .028 with a significant value of .049 which is lesser than 0.05. This means poor incentives have a significant influence on employee performance. Similarly, findings by Khan et al., (2020) indicated

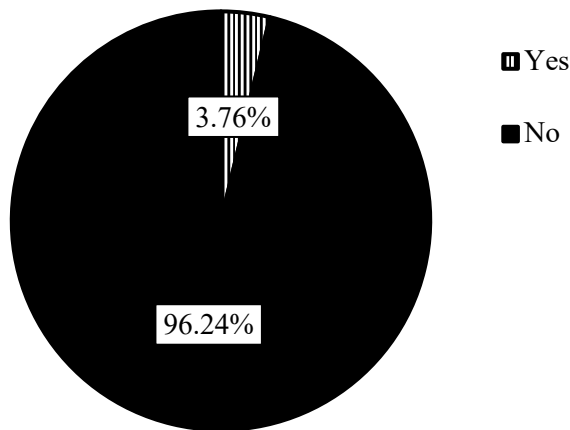
that careful implementation of incentives plans can significantly increase performance. In a nutshell, the test indicated that workload and role ambiguity have a negative significant influence on employee performance which means an increase in workload and role ambiguity leads to a decrease in job performance. On the other hand, work environment and incentive have a positive significant relationship with employee performance which show that a proper work environment and provision of incentives increase productivity.

Strategies to Reduce Job Stress and Improve Performance

Respondents were asked whether their organisation offers any stress management facilities or not to address stress. 96.24 percent (130) of the respondents confirmed (as depicted in Figure 8) that the organisation hardly offers any facilities in order to address stress among its employees.

Figure 8

Stress Reducing Facilities Offered by the Organisation



Respondents were asked whether they resort to some of the commonly used strategies to cope with their job stress and to rate how frequently (responses were categorised under 'always', 'most of the time', 'sometimes' and 'rarely' in the questionnaire) they use such strategies. The findings are presented in Table 8. Under the "Always" category, 20.7 percent (28) of the respondents reported having tackled job stress through positive thinking while 45.2 percent (61) of the respondents practised time management under the "Most of the Time" category. Under the "Sometimes" category, 55.6 percent (75)

of the respondents reported that they chose entertainment as a strategy to relieve their job stress whereas under the “Rarely” category, 23.7 percent (32) of the respondents reported having opted for coaching and mentoring to relieve stress. Besides, 68.1 percent (92) and 37 percent (50) of the respondents answered that they “Never” used medication/yoga and meditation respectively to manage their job stress. The respondents were also asked to specify whether they use other strategies to cope with their job stress apart from the options provided. The finding revealed that 97 percent (131) of the respondents used the aforementioned strategies while only 3 percent (4) of the respondents chose to do other things to deal with their job stress.

Table 8

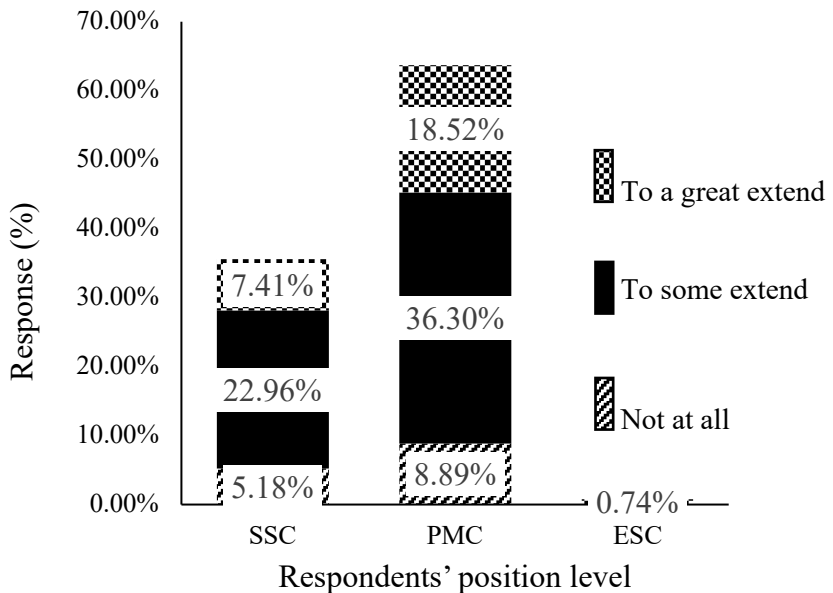
Job Stress Coping Strategies Practiced by Employees

Job stress coping strategies	Response (%)					Total
	Never	Rarely	Some-times	Most of the times	Always	
Yoga/meditation	37.0	23.7	23.7	14.1	1.5	100
Physical exercise	6.7	10.4	42.2	25.2	15.6	100
Entertainment	8.1	4.4	55.6	26.7	5.2	100
Keeping away from stressful environment	17.0	21.5	46.7	11.1	3.7	100
Sleep	14.8	21.5	43.7	15.6	4.4	100
Sharing stress with like-minded persons	10.4	17.0	49.6	19.3	3.7	100
Medications	68.1	20.0	8.1	2.2	1.5	100
Positive thinking	5.2	5.9	25.9	42.2	20.7	100
Time management	5.9	10.4	26.7	45.2	11.9	100
Coaching /mentoring	42.2	23.7	24.4	6.7	3.0	100

Figure 9 illustrates the extent to which respondents of different categories overcome stress. It was found that the PMC employees do overcome job stress to a greater extent as compared to the other two position categories. This is related to the findings as reported under Figure 3 above where PMC level employees are reported to have experienced a higher level of job stress compared to the other two position categories.

Figure 9

Extend to Which Respondents Overcome Stress Among Different Position Categories



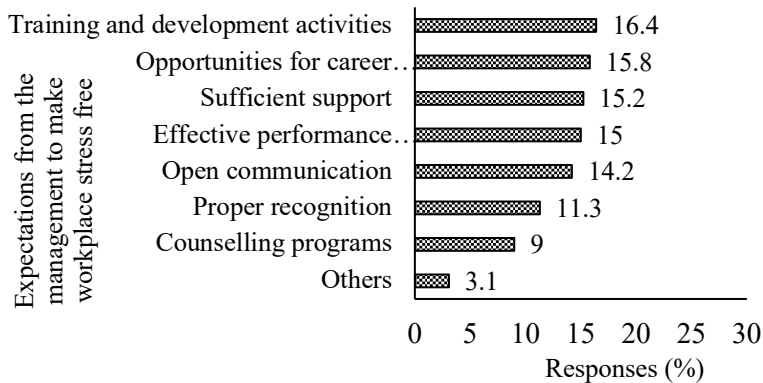
Social Support Expectations and Suggestions of Employees to Make Stress Free Workplace

Findings in Figure 10 the respondents' expectations from their organisation to make the workplace a stress-free workplace. 16.4 percent (22) of the respondents opted for training and development activities (from the options provided) as the most expected strategy from their organisation to make the workplace stress free followed by opportunities for career development (15.8%, 21), sufficient support (15.2%, 20) and effective management system (15%, 20).

Similar findings were reported by Nekzada and Tekeste (2013) where they claimed that ensuring employees' progress, providing proper training, and extending sufficient support will allow the employees to manage stress in a better way. Hence, it can be viewed that regardless of the nature of the organisation, the employees expect to have a supportive and encouraging workplace to create a stress-free environment.

Figure 10

Stress Reducing Mechanisms/Facilities Expected by the Employees from their Organisation



Conclusion

The civil servants working in the MoH experience stress but not to an extreme level because only 32.6%, 44 (27.41% + 5.19%) of the respondents have rated themselves in the high stress level category. Among the position categories, professional and management categories employees do face a higher level of stress compared to others. The workload factor is reported as the dominant cause of stress followed by time pressure and deadlines to complete the assignments, unpleasant work environment, role ambiguity and inequitable salary/incentive system. Both workload and role ambiguity have a negative impact on the performance while factors such as a better working environment and provision of incentives have a positive impact on the performance. The results showed that there is a negative correlation between job stress and job performance with the value of $p > 0.05$ which is statistically not significant. Significant (96.24%,130) of the respondents confirmed that the ministry hardly has proper systems and facilities in place to address work stress among its employees.

Recommendations

Through the findings, analysis and discussions on job stress and employee performance, the following recommendations are proposed for consideration:

Implementation of Equitable Incentives Systems

From the findings, it is evident that respondents feel that their pay and benefits are not as good as other people undertaking the same or similar jobs. Therefore, ensuring an equitable incentive system based on a fair and transparent performance appraisal process besides recognizing individual efforts and providing moral support would encourage employees to work with a better mindset. These would minimise job stress levels among employees and serve as an effective motivational package to create a win-win situation for the employees and organisation.

Provide Facilities for the Management of Job Stress

Findings confirmed that MoH hardly offers any facilities to manage stress in the workplace. Therefore, providing proper space and facilities such as yoga sessions, meditation exercises, indoor games, recreational activities and counselling programmes would help them deal with their job stress and thereby improve their job performance.

Enhance Coordination and Communication Skills

Research findings show a poor work environment as one of the job stressors affecting employee performance in MoH. Therefore, enhancing coordination and communication skills among the employees, inter-personal development activities, and having approachable superiors, transparent systems, and a supportive work environment will enable them to cope with their job stress.

Clear Delegation of Roles and Responsibilities

Employee performance in MoH is reported to be affected by the role ambiguity among the employees. This can be achieved through proper cascading of goals and targets from the top to bottom in the organisation and by ensuring clear responsibilities and accountability in the organisation. Periodic coaching and mentoring and a team approach to management can minimise role ambiguity in the organisation.

Limitations of the Study

The study was conducted only among the employees of MoH. Therefore, the findings of the study may not be generalised to the employees of other ministries or civil servants.

Acknowledgement: We are immensely indebted to the Ministry of Health. In particular, our appreciation goes to Sangay Thinley (Chief Human Resource Officer), Sonam Pelden (Deputy Chief Programme Officer) and all the

participants of the Ministry who rendered their support to make this study a success.

References

- Ahmad, E., Zarina, L., Nor Rima, M., Natasha, K., Normazwin, L., & Faridah, I. (2012). Workplace stress and behavior studies of other space: Commercial Complex. *Commercial Complex*, 36, 752-769. <https://www.econstor.eu/bitstream/10419/193846/1/econ-review-v13-il-p045-057.pdf>
- Ahmed, A., & Ramzan, M. (2013). Job stress on employees job performance: A study on banking sector of Pakistan. *Journal of Business and Management*, 11(6), 61-63. <https://doi.org/10.9790/487x-1166168>
- Ali, W. U., Raheem, A. R., Nawaz, A., & Imamuddin, K. (2014). Impact of stress on job performance: an empirical study of the employees of private sector universities of Karachi, Pakistan. *Research Journal of Management Sciences*, 3(7), 14-17.
- Arshadi, N., & Damiri, H. (2013). The Relationship of Job Stress with Turnover Intention and Job Performance: Moderating Role of OBSE. *Procedia-Social and Behavioral Sciences*, 84, 706-710. <https://doi.org/10.1016/j.sbspro.2013.06.631>
- Awadh, I. M., Gichinga, L., & Ahmed, A. H. (2015). Effects of workplace stress on employee performance in the county governments in Kenya: A case study of Kilifi county government. *International Journal of Scientific and Research Publications*, 5(10), 1-8.
- Caplan, R. D. (1987). Person-environment fit theory and organizations: Commensurate dimensions, time perspectives, and mechanisms. *Journal of Vocational Behaviour*, 31(1), 248-264.
- Cooper, C., & Cartwright, S. (n.d.). Healthy Mind; Healthy Organisation- A Proactive Approach to Occupational Stress. *Journal of Human Relations*, 47(1). <http://52.172.159.94/index.php/jmr/article/view/37582>
- Daniel, C. O. (2019). Effects of incentives on employee's productivity. *International Journal of Business Marketing and Management*, 4(1), 41-48.
- Devonish, D., Kouvonen, A., & Coyne, I. (2012). The justice-workplace health relationship: The mediating role of emotions. *International Journal of Workplace Health Management*, 5(2), 88-103. <https://doi.org/10.1108/17538351211239144>
- Dewa, C. S., Thompson, A. H., & Jacobs, P. (2011). Relationship between job stress and workers perceived responsibilities and job characteristics. *International Journal of Occupational and Environmental Medicine*, 2(1), 37-47.
- Farler, L., & Broady-Preston, J. (2012). Workplace stress in libraries: A case study. *Aslib Proceedings*, 64(3), 225-240. <https://doi.org/10.1108/00012531211244509>

- Fink, G. (2017) Stress: Concepts, Definition and History. In *Reference Module Inneuroscience and Biobehavioral Psychology*. Elsevier Inc., Amsterdam, 1-9. <https://doi.org/10.1016/B978-0-12-809324-5.02208-2>
- Fonkeng, C. (2018). *Effects of job stress on employee performance in an enterprise: A microfinance institution in Cameroon*. Thesis. Centria University of Applied Science. <https://www.theseus.fi/bitstream/handle/10024/145790/Celine%20pdf.pdf?isAllowed=y&sequence=1>
- Gay, L., Mills, G., & Airasian, P. (2012). *Educational Research: Competencies for analysis and applications*. Columbus, OH: Merrill: Pearson Education, Inc. Retrieved from https://yuliellearning.com/pluginfile.php/4831/mod_resource/content/1/Gay-E%20Book%20Educational%20Research-2012.pdf
- Gharib, M., Ahmad, M., & Ghouse, S. M. (2016). The impact of job stress on job performance: A case study on academic staff at Dhofar university. *International Journal of Economic Research*, 13(1), 21-29.
- Goswami, T. (2005). Job Stress and Its Effect on Employee Performance in Banking Sector. Indian. *Journal of Commerce & Management Studies*, 6(2), 51-57. <http://scholarshub.net/index.php/ijcms/article/view/145>
- Hackman, J. R., & Oldham, G. R. (1982). *Work design reading*. MA: Addison-Wesley.
- Hafeez, S. (2018). The impact of job stress on performance of employees: A study of social security hospital of district Okara and Sahiwal. *Journal of Neuropsychology & Stress Management*, 3, 4-12.
- Nurul Aini, Ibrahim (2013) The effects of worker stress on the job performance in electronic manufacturing. Faculty of Engineering Technology, Universiti Malaysia Pahang. <https://umpir.ump.edu.my/id/eprint/9162/>
- Jafri, H. (2011). Employees stress level: A Study on Bank Professionals in Bhutan. *Bhutan Journal of Business and Management*, 1(1), 7-110.
- Karasek, R. (1979). Job demands-control model: A summary of current issues and recommendations for future research. *International Journal of Social Research Methodology*, 18(4), 305-322 [https://doi.org/10.1108/S1479-3555\(2010\)0000008009](https://doi.org/10.1108/S1479-3555(2010)0000008009)
- Karatepe, O. M., & Uludag, O. (2008). Affectivity, conflicts in the work-family interface, and hotel employee outcomes. *International Journal of Hospitality*, 27(1), 30-41. <https://doi.org/10.1016/j.ijhm.2007.07.001>
- Keshavarz, M., & Mohammadi, R. (2011). workplace stress and Organizational performance, Case study: Iran. *Procedia - Social and Behavioral Sciences*, 30, 390 – 394.
- Khan, M., Daniyal, M., & Ashraf, M. Z. (2020). The relationship between monetary incnetives and job performance: Mediating role of employee

- loyalty. *International Journal of Multidisciplinary and Current Educational Research*, 2(6), 12-21.
- Khuong, M. N., & Yen, V. H. (2016). Investigate the effects of job stress on employee job performance: A case study at Dong Xuyen Industrial Zone, Vietnam. *International Journal of the Trade, Economics and Finance*, 7(2), 31-33. <https://doi.org/10.18178/ijtef.2016.7.2.495>
- Krausman, A. S., Crowell, H. P., & Wilson, R. M. (2002). The effects of physical exertion on cognitive performance. *Army Research Laboratory*. <https://apps.dtic.mil/sti/pdfs/ADA409534.pdf>
- Lopes, C., & Kachalia, D. (2016). Impact of Job Stress on Job Satisfaction of Employees Working in Banking Sector. *International Journal of Science Technology and Management*, 5(3), 390-394.
- Mark, G. M., & Smith, A. P. (2008). Stress models: A review and suggested *Journal of Occupational Health Psychology*, 111-144. <https://www.researchgate.net/publication/230595571>
- Maslach, C., Schaufeli, W., & Leiter, M. (2001). Job burnout. *Annual Review of Psychology*, 52, 397-422. <https://doi.org/10.1146/annurev.psych.52.1.397>
- Massoudi, A. H., & Hamdi, S. S. (2017). The consequences of work environment on employee's productivity. *Journal of Business and Management*, 19(1), 35-42. <https://doi.org/10.9790/487X-1901033542>
- Menze, M. N. (2006). The impact of stress on productivity of employees at the education and development practices: sector education and training authority. *International Journal of Social Science*, 2(12), 14-24.
- Muda, L., Rafiki, A., & Harahap, M. R. (2014). Factors influencing employee's performance: A study on the Islamic banks in Indonesia. *International Journal of Business and Social Science*, 5(2), 73-80.
- Murali, S. B., Basit, A., & Hassan, Z. (2017). Impact of job stress on employee performance. *International Journal of Accounting and Business Management*, 5(2). <https://doi.org/24924/ijabm/2017.11/v5.iss2/13.33>
- Nabirye, R., Brown, K., Pryor, E., & Maples, E. (2011). workplace stress, job satisfaction and job performance among hospital nurses in Kampala, Uganda. *Journal of Nursing Management*, 19(6), 760-768. <https://doi.org/10.1111/j.1365-2834.2011.01240.x>
- Nayab, H. (2013). Factors affecting the performance of employees at work place in the banking sector of Pakistan. *Middle East Journal of Scientific Research*, 17(9), 1200-1208. <https://doi.org/10.5829/idosi.mejsr.2013.17.09.12256>
- Nekzada, N., & Teketse, F. S. (2013). *Stress causes and its management at the workplace: A qualitative study on the causes of stress and management mechanisms at Volvo Trucks AB, Umea*. BA Thesis. DiVA, the Academic Archive Online,

- Sweden. <https://www.diva-portal.org/smash/get/diva2:693132/FULLTEXT01.pdf>
- Noor, N. M., Salleh, J., Rafil, A. N., & Johari, A. (2020). The impacts of employees' job stress on staffs' job performance at administrative office in Bahagian Samarahan, Sarawak. *Intellect Journal*, 15(1), 89-96. <https://doi.org/10.24191/ji.v15i1.7480>
- O'Connor, B., White, B., & Bundred, D. (2000). The effect of job strain on British general practitioners' mental health. *Journal of Mental Health*, 9(6), 225-240.
- Ojwang, H. A. (2012). *Prevalence of occupational stress among employees in the civil service in Nairobi and their perceived coping styles*. MSc Thesis. Clinical Psychology of the University of Nairobi.
- Ornelas, S., & Kleiner, B. (2003). New Development in Managing Job Related Stress. *Journal of Equal Opportunities International*, 2(5), 64-70.
- Pandey, D. L. (2020). Work stress and employee performance: An assessment of impact of work stress. *International Research Journal of Human Resource and Social Science*, 7(5), 124-134.
- Park, J. (2007). Work Stress and Job Performance. *Perspectives on Labour and Income*, 8(12), 5-17.
- Pradesh, K. D., Vaidya, R., & Kumar, V. A. (2015). A Study on Causes of Stress among the Employees and Its Effect on the Employee Performance at the Workplace in an International Agricultural Research Institute, Hyderabad, Telangana, India. *European Journal of Business and Management*, 7(25). <https://core.ac.uk/download/pdf/234626774.pdf>
- Pradhan, R. K., & Jena, L. K. (2016). Employee performance at workplace: COncceptual model and empirical validation. *Business Perspective and Research*, 5(1), 1-4. <https://doi.org/10.1177/2278533716671630>
- Prasad, K., Vaidya, R., & Kumar, V. (2015). A Study on Causes of Stress among the Employees and Its Effect on the Employee Performance at the Workplace in an International Agricultural Research Institute, Hyderabad, Telangana, India. *European Journal of Business and Management*, 7(25). <https://core.ac.uk/download/pdf/234626774.pdf>
- Riyadi, S. (2015). Effect of Work Motivation, Work Stress and Job Satisfaction on Teacher Performance at Senior High School (SMA) Throughout the State Central Tapanuli, Sumatera. *IOSR Journal of Humanities and Social Science*, 20(2), 52-57.
- Sarmiento, R., Beale, J., & Knowles, G. (2007). Determinants of performance amongst shop-floor employees: A preliminary investigation. *Management Research News*, 30(12), 915-927. <https://doi.org/10.1108/01409170710833349>
- Selye, H. (1987). *Stress without distress*. New York: Oxford University Press. <https://www.books.google.bt>

- Shaikh, M. R., Tunio, R. A., & Shah, L. A. (2017). Factors affecting employees' performance: A study of Islamic banks. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 7(1), 312-321. <https://doi.org/10.6007/IJARAFMS/v7-i1/2722>
- Shuwa, K. A. (2021). Work Stress and Employee's Performance in Central Bank of Nigeria. *World Journal of Management and Business Studies*, 1(2).
- Sinnappan, T. (2017). *Working Environment and Its Influence on Employees' Performance: A Case Study of an Oils and Gas Vendor Company in Malaysia*. Master dissertation/thesis, UTAR.
- Sundaram, M., & Kumaran, D. (2012). Demographic difference and occupational stress of police constable. *Asia Pacific Journal of Management and Entrepreneurship Research*, 1(2), 149-161. <https://doi.org/10.15740/HAS/ARJSS/7.2/175-181>
- Tashi, K. (2014). Occupational stress among Bhutanese teachers. *Asian Journal of Management Sciences and Education*, 3(2), 71-79.
- Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education*, 2, 53-55. <https://doi.org/10.5116/ijme.4dfb.8dfd>
- Thanh, P. T. (2014). Correlation between job stress and job satisfaction: A case of Joint Stock Commercial Bank Branch in Vietnam. Masters' Thesis. Department of Business Administration I-Shou University. <https://doi.org/10.6343/ISU.2014.00276>
- Townley, G. (2000). Long hours culture causing economy to suffer. *Management Accounting: Magazine for Chartered Management Account*, 78(6), 3. <http://connection.ebscohost.com>
- Tsai, Y. C., & Liu, H. C. (2012). Factors and symptoms associated with work stress and health promoting lifestyle among hospital staff: A pilot study in Taiwan. *BMC Health Services Research* 12, 199. <https://doi.org/10.1186/1472-6963-12-199>
- Tshedup, Y. (2021). Suicide cases on the rise. *Kuensel*. <https://www.kuenselonline.com/suicide-cases-on-the-rise/>
- Varca, P. (1999). Work Stress and Customer Service Delivery. *Journal of Services Marketing*, 13(3), 229-241. <https://doi.org/10.1108/08876049910273853>
- Vokić, N. P., & Bogdanić, A. (2008). Individual differences and occupational stress perceived: A Croatian survey. *Zagreb International Review of Economics & Business*, 11(1), 61-79. <https://hrcak.srce.hr/en/78599>
- Wangmo, C., Kim, S., Palzang, T., & Quick, R. (2019). A cross-sectional job satisfaction survey of physicians in Bhutan to address the problem of retention. *Bhutan Health Journal*, 5(2), 28-36. <https://doi.org/10.47811/bhj.86>

- Webster, J., Beehr, T., & Christiansen, N. (2010). Toward a better understanding of the effects of hindrance and challenge stressors on work behavior. *Journal of Vocational Behavior*, 76(1), 68-77.
- Yadav, R. K., & Yadav, S. S. (2019). Impact of work life balance and stress management on job satisfaction among the working women in public sector banks. *International Letters of Social and Humanistic Sciences*, 26, 63-70. <https://doi.org/10.18052/www.scipress.com/ILSHS.26.63>
- Yozgat, U., Yurtkoru, S., & Bilginoglu, E. (2013). Job stress and job performance among employees in public sector in Istanbul: Examining the moderating role of emotional intelligence. *Procedia - Social and Behavioral Sciences*, 75, 518-524. <https://doi.org/10.1016/j.sbspro.2013.04.056>