

## **Stress Management in Job and its Impact on Employee Performance: A case of the Hotels and Restaurants in Surkhet, Valley**

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### **Abstract**

*The main objective of this paper was to study the causes of stress on the hotel and restaurant employees in Surkhet valley. In addition to this, it focuses on the techniques of stress management and its impact on employee performance. Descriptive research design was applied in this research and primary data was collected through the questionnaire, which includes the personal interview, mail questionnaire, telephone interview and Google Form. There were 150 respondents. among them 83 were from hotel and 67 were from restaurants. The finding of the study concluded that unhealthy working environment was the primary causes of the stress in hotel and restaurant industry. To overcome such stress majority of the respondents, prefer to listen music and this study also find that there is an inverse relationship between stress and the employee performance.*

**“Keywords:”** stress management, employees, work performance, hotel, restaurant

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### **1. Introduction**

Stress is a condition or feeling of the employees in the industries, when they are unable to meet the exceeding demands. In a medical or biological context, stress is a physical, mental, or emotional factor that causes bodily or mental tension. Stress can be either external, i.e., from the environment, psychological, or social situations or internal due to the causes of illness, or from a medical procedure (William, C. et.al (n.d). According to Clevelandclinic (n.d), stress is a normal reaction the body has when changes occur. It can respond to these changes physically, mentally, or emotionally. stress is not a useful term for scientist because it is such a highly subjective phenomenon that has no single definition. It is always seen from a physicist and psychological perspective. Stress came from Latin word “stringer” which means 'to draw tight' and it was used in the 17th century to describe hardships and afflictions. By 18th century stress denoted force, pressure strain or strong efforts referring primarily to an individual producing strain. Profounder of these views indicate that an

individual's stress level can be measured the same way we can measure physical strain upon a machine. Stress based on this perspective looks at stress as an outside stimulus.

Another school of thought defines stress as a person's response to a disturbance. Stress produces numerous symptoms which vary according to persons, situations, and severity. These can include physical health decline as well as depression. According to Bhushan (2018) employees are the biggest assets in the hotel industry; they work 24 hours in different departments and in various shifts. It has become very important to maintain work balance and stay healthy. Nowadays, stress management is the need of industry.

According to St. Louis psychologists and counseling information and referral, the process of stress management is one of the keys to a happy and successful life in modern society. Although life provides numerous demands that can prove difficult to handle, stress management provides a number of ways to manage anxiety and maintain overall well-being. Despite stress often being thought of as a subjective experience, levels of stress are readily measurable using various physiological tests, similar to those used in polygraphs. According to the National Institutes of Health, "people who feel more in control at their jobs tend to feel less stressed out." While executives and senior leaders have more control of their work, they manage people who feel like they have less control, which makes them stressed out. Employees in general are feeling more anxious and stressed. They're worried about lay-offs, wage freezes, and reduction in benefits (Ajaganandam, 2013).

### **Objectives of the Study**

1. To find out the causes of stress on employees of hotels and restaurants in Surkhet valley;
2. To excavate the techniques of stress management in the employees;
3. To explore the impact of stress management in employee performance.

### **Significance of the Study**

Due to the causes of stressful activities every sector of the world is being affected. Human life is again shifted to the backward direction due to negative impact of the stress in every industry. Economic, health condition and so on is affected. Among many fields the employee including labor to manager of hotel, restaurant industries suffering from stressful life and that stress should be managed. That's why this type of study is relevant to provide the method to overcome the stress using different technique and it is also necessary to identify the real relationship between stressful job and its impact on employee performance in an organization. The technique given here to manage the stress is applicable for all types of employees in hotel and restaurant industry.

## **2. Literature Review**

Cannon (1930) studied the effects on animals and persons he found out more about the "fight or flight" response. Jones (2001) and Gibbons (2012) found out that animals and people in responding to this will choose either to stay and fight or try to escape when confronted with danger. Cannon observed that when his subjects experienced situation like fear and excitement, he decked physiological changes such as emergency adrenalin secretions. Jones (2001) described this individual as being under stress. Stress is subjective and relative, something that may be stressful for one person may not be stressful for another. Stress can affect the physical health, mental health and behavior. We cannot eliminate bad stress from our lives, we can only learn to avoid and manage it (Selye, 1974, 1983; Kobasa, 1982).

According to (Lazarus, 1999) stress is a condition or feeling experienced. When a person perceives that, demands exceed the personal and social resources, the Individual is able to mobilize. Likewise, Schafer (2018) defined stress as an adaptive response, moderated by individual differences that are a consequence of any action, situation or event that places special demands on a person, which perceives an imbalance between the level of demand placed upon them and their capability to meet those demands. As far as a conference report by Jennifer Smith of Canfield University school of Management is concerned, there are four different kinds of stress. They are: Eustress – It arises only in motivating & inspiring situations, also known as “Good Stress”, Distress – This is negative or harmful stress that causes us to constantly adopt or readjust. This may be acute stress that disappears quickly or chronic stress that can linger for no specific period. Hyper stress – This occurs when events pile up and stretch the limits of what people can deal with. Hypo stress – It occurs when people are bored or unchallenged. In other words, this is as insufficient amount of stress.

Stress as a response model, initially introduced by (Selye, 1956) describes stress as a physiological response pattern and was captured within his general adaptation syndrome (GAS) model describes stress as a dependent variable and includes three concepts: First, stress is a defensive mechanism, Second, stress follows the three stages of alarm, resistance, and exhaustion and Last, If the stress is prolonged or severe, it could result in diseases of adaptation or even death. Likewise, Steve (2011) mention that stress is resulted as a reaction of an employee when certain demands, pressures and professional aspects have to be faced at the work place which does not match their knowledge levels there by posing a challenge and threat to the capabilities of the employee which in turn would create a struggle for existence in terms of being employed in a place.

According to Giga and Hoel (2003) “spending many hours each day with people you hate can be very bad for your long-term health, specially, if an employee gets angry or resentful regularly it will badly affect to the health of the employee. Employees always should try to find ways of improving relationships with colleagues at work and reduce the risk of getting work place stress. Furthermore, Angweling (2014) researched on role stress and job satisfaction to investigate the relationship between role stress and job satisfaction. He found if the role stress is high the job satisfaction will be less.

Bano (2012) conducted a study on “organizational role stress among public and private sector employees”. The objective was to examine the difference in stress levels between public and private sector employees with the help of t-test, ANOVA test methodology, he identified that both public and private sector bank employees suffer lots in stress. Hotel industry is highly labor-intensive sector; hence there are many reasons of work-related stress. Kristensen et al., (2002) revealed that the hospitality industry faced various problems related to long working hours, night and evening shifts, repetitive work, low level co-ordination and lack of social support. Poor working conditions, low salary and overwork & demands of the organization are the main factors for stress in hospitality industry (Lo & Lamm, 2005; Ajgaonkar, 2008).

### **Conceptual Framework**

Stress management has been studied in different eras using different constructs in different countries. The main constructs frequently studied for measuring the stress management were family status, lack of social support, economic factor, loss of jobs, unhealthy ways of living, career concerns, occupational demand, work overload, poor working condition, low compensation, interpersonal conflict, rotating shifts, role ambiguity, lack of participation in decision making, lack of group cohesiveness and organizational changes etc. From the

literature, this study has selected working environment, personal problem, social problem and salary as an independent variable and employee performance has been taken as a dependent variable.

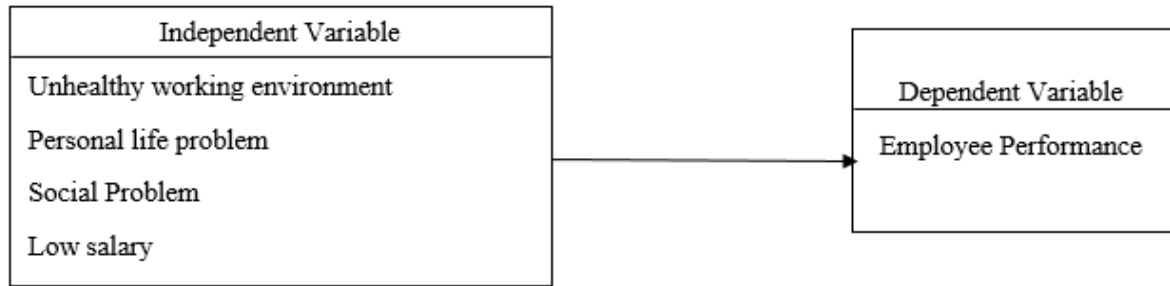


Figure 1 Conceptual Framework

### 3. Research Methodology

#### Data collection

This research was based on descriptive research design. The required primary data was collected through the questionnaire, which includes the personal interview, mail questionnaire, telephone interview and Google Form with the employees of different level of star and non-star hotel and restaurants of the Surkhet valley. Secondary data were gathered from the different research article, library search, internet, literatures of other researchers. Finally collected data were processed using SPSS software.

#### Sample size

The responses were collected from 150 respondents. Among them 83 were from hotel and 67 were from restaurants. The respondents were mixed up of different age and sex group from the different geographical locations of Surkhet. To choose the respondents convenience sampling method was used.

#### Targeted Population

Targeted population of this study was the whole employee including from low level management to top level management of hotel and restaurants of Surkhet valley that were from the different demography and different geographical locations.

### 4. Result and Discussion

#### Respondents Demographic Profile

In this research work among the total 150 respondents 40% were of the female employees and 60% were of the male employees. Where 65.33% were from outside the Surkhet district and remaining 34.66% were of the different places of Surkhet. 48.66% respondents were of the age group of 35-45 and 36.66% were lies in age below 35 and remaining 14.66% were above the 45. Among the respondents, 65% employees faced some kind of stress and remaining have feel free from tension or stress.

**Table 1**

Demographic profile of respondents

Category	Item	Frequency (Number)	Percentage (%)
Address	Surkhet	52	34.66
	Outside the Surkhet	98	65.33
Gender	Male	110	73.33
	Female	40	26.66
Age	Below 35	55	36.66
	35-45	73	48.66
	Above 45	22	14.66
Qualification	SEE and below	40	26.66
	+2 equivalent	74	49.33
	Bachelors	21	14
	Masters	15	10
Working Place	Hotel	83	55.33
	Restaurant	67	44.66

**Source:****Main stress factors for respondents**

For this, researcher can determine what is the main stress factor for the persons working in hotel and restaurants industry and what is its effect on the human body as well as on whole working mechanism of an industry. The result concluded that the 58% of the respondents were suffering from the stress due to the unhealthy working environment, 10% from the personal life problem, 12% from the social problem and remaining 20% from the low salary.

**Table 2**

Main stress factors of respondents

Main stress factors	Frequency	Percentage
Unhealthy Working Environment	87	58
Personal Life Problem	15	10
Social Problem	18	12
Low Salary	30	20
<b>Total</b>	<b>150</b>	<b>100</b>

**Source:****Stress Management Techniques**

In literature, different stress management techniques have been described. Different researcher has described differently. This survey questionnaire includes some of the following construct to measure the stress management. For example, yoga, time management for work, listening music, exercise, meditation, therapy, spa, playing with nature.

**Table 3**

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Stress management techniques of respondents

<b>Stress management</b>	<b>Frequency</b>	<b>Percentage</b>
Working Time Management	35	23.3
Listening Music	39	26.0
Yoga	23	15.3
Playing with Nature	15	10.0
Exercise	11	7.3
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Source:**

From the result presented in Table 3 it is found that 39 (26%) number of respondents listen music when they feel stress, 35 (23.3%) respondents manage the work time, 27 (18%) are in meditation, similarly 23 (15.3%) respondent does the yoga when they are in stress, 15 (10%) are enjoying with the Nature and at last 11(7.3%) respondents do the exercise. According to the questionnaire filled up by respondents' no one employees use the Spa, Therapy technique for the stress management in the hotel and restaurants of Surkhet valley.

**Correlation between Job stresses and employee performance**

This research work concludes that any kind of stress feel by employees due to the workload, role conflict, inadequate monetary rewards etc. in hotel and restaurants significantly decreased the performance of employees. Stress put the negative correlation between job stress and employee performance.

**Table 4**

Correlations between job stress an employee performance

		<b>Job Stress</b>	<b>Employee Performance</b>
Job Stress	Pearson Correlation	1	.802**
	Sig. (2-tailed)		.000
	N	150	150
Employee Performance	Pearson Correlation	.802**	1
	Sig. (2- tailed)	.000	
	N	150	150

**Source:**

The result of correlation shows strong correlation between job stress and employee performance at r=.802 tested at 0.05 level of significance. This would also mean the significant p-value of 0.000 (p<0.01) indicating the significant relationship between the two variables.

**5. Conclusion**

Stress is the reason of physical or mental strain. In the working environment, certain occupation has higher stress level than others and individual employees will react to the situation in different ways like in the case of hotel and restaurants management of higher level feel more stress than manager of lower lever due to their work load but in the case of lower-level management also feel some stress due to certain reasons which are discussed in this research. Pressure can also be a good thing leading to increased productivity. However, when this pressure becomes excessive, stress is caused. This research concludes the unhealthy working environment is

the main cause of the stress in hotel and restaurants of the Surkhet valley and to overcome the stress most of the employee listen the music and this research also researched that there is the negative impact of job stress on the performance of the employee in workplace.

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