

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF APPLIED ECONOMICS
MASTER OF PUBLIC ADMINISTRATION PROGRAMME**

**A STUDY ON STRESS MANAGEMENT AND EMPLOYEE
PERFORMANCE AT THE GENERAL ADMINISTRATION
DEPARTMENT**

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MPA- 45 (22nd BATCH)

JULY, 2025

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DEPARTMENT OF APPLIED ECONOMICS
MASTER OF PUBLIC ADMINISTRATION (MPA) PROGRAMME**

**A STUDY ON STRESS MANAGEMENT AND EMPLOYEE
PERFORMANCE AT THE GENERAL ADMINISTRATION
DEPARTMENT**

A thesis submitted in partial fulfillment of the requirements for the degree of
Master of Public Administration (MPA)

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MASTER OF PUBLIC ADMINISTRATION (MPA) PROGRAMME

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ABSTRACT

The study aims to examine the effect of stress management on employee performance in General Administration Department. Descriptive method and multiple linear regression analysis are used in this study. The primary data is collected from 350 government employee of General Administration Department by using simple random sampling method. The secondary data is collected from relevant books, international journals, articles and official data from General Administration Department. The study focus on stress management techniques such as psychological support, job redesign, and employees' welfare programs, excluding other stress management techniques. This study represents the association of stress management techniques and employee performance among the Administrative Officers Grade -1, Administrative Officers Grade -2, and Administrative Officers Grade -4 (Assistant Director) of the General Administration Department excluding other staffs and departments. The survey period is from March to May 2025. The findings was that the stress management; psychological support, job redesign, and employee welfare programs has a strong positive effect on employee performance. This study suggests that investments in stress management are not only costs but strategic investments that improve employee performance of General Administration Department.

ACKNOWLEDGEMENTS

First and foremost, I would like to express my deepest gratitude to Professor Dr. Tin Tin Htwe, Rector of Yangon University of Economics, for allowing me to attend Online Master of Public Administration Program.

I am also grateful to Professor Dr. Cho Cho Thein, Pro-Rector of Yangon University of Economics, and Pro-Rector, Professor Dr. Tin Tin Wai, for their invaluable guidance and assistance.

My deepest gratitude goes to my supervisor, Professor Dr. Su Su Myat, Program Director and Head of the Department Applied Economics at Yangon University of Economics, for her constant support, guidance, and motivation throughout the writing of my thesis.

Furthermore, I would also like to acknowledge all my teachers at Yangon University of Economics, who generously shared their knowledge and practical experience during the course period. Their support has played a vital role in the development of both my academic and career path.

In additions, I am particularly indebted to my officers U Saw Naing (Director), for his encouragement to join this programs and writing a recommendation letter. After that, I also want to convey my appreciation to U Hein Latt (Staff Officer), for his unwavering support, and constructive feedback during the course of this study. Furthermore, I would like to thank all the respondents who participated in the survey for their time and cooperation, which made this research possible.

Lastly, I am deeply grateful to my family, friends, and colleagues for their unwavering support, and understanding throughout the course of my study. Their encouragement and belief in my capabilities have been a constant source of motivation.

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LIST OF ABBREVIATIONS

GAD	=	General Administration Department
SAC	=	State Administration Council

CHAPTER (I)

INTRODUCTION

1.1 Rationale of the Study

ASEAN and Myanmar are no exception to the global stress epidemic. When job demands exceed worker abilities, resources, or needs, stress results in undesirable physical and emotional responses (Maxwell, 2004). These days, employees are generally working longer hours because they have more responsibilities, and they need to work harder to keep up with what's expected of them. Employees constantly strive to improve their skills and meet their professional goals. So, they face pressure and this pressure can lead to significant stress when these goals are not achieved.

In addition, fast economic growth has made competition violent. This has led to people working longer hours, which makes stress worse. Also, because of cultural differences, like strong respect for officers, some workers find it hard to speak up or ask for help, which can increase their stress. Having a mix of workers with different education and skills can also cause problems with communication and teamwork, adding to the stress. Especially, employee in Myanmar faces extra challenges with stress because of political and economic problems. This makes people worry about their jobs and money. As a developing country, Myanmar has fewer resources to help workers, like mental health services. Lots of young people are joining the workforce, making competition for jobs. Everyone feels pressure to do well. This leads to a lot of stress.

Stress can negatively impact employee health, attitude, and job satisfaction (Shchuka, 2010). Stress also leads to more people being absent from work, higher medical costs, and less work getting done (Atkinson, 2004). However, it is important to acknowledge, as Sapra and Saxena (2013) point out, that stress is not an inherently negative phenomenon and its impact is significantly mediated by individual perception. Stress can often manifest as a feeling of lost control and a sense of helplessness in the face of challenging circumstances. Notably, workplace stress has a direct and often significant impact on employee performance. While a moderate level of stress can sometimes serve as a stimulus, encouraging employees to exert greater effort and

effectively overcome obstacles, exceeding a certain level leads to a bad outcome where increased stress no longer enhances performance. Instead, excessive stress becomes a damaging force, precipitating a decline in an individual's ability to perform effectively. Under such pressure, individuals may experience a lower capacity to cope with demands, impaired decision-making abilities, and the manifestation of inconsistent and unpredictable behavior (Martin, 2014). The sustained experience of high levels of stress can ultimately culminate in a state of zero performance, marked by employee disengagement, a significant increase in absenteeism, and, in the most severe cases, the unfortunate loss of employment (Akrani, 2011).

Employees represent an invaluable asset for any organization, an emotion that holds particular significance for public service entities where individuals serve the community and engage with the public on a daily basis. Healthy and content employees are demonstrably more inclined to deliver exceptional service, exhibiting greater helpfulness and kindness, and their positive manner often reflects favorably on the entire organization. Conversely, employees who are unhappy and experiencing significant stress are more likely to provide substandard service, potentially creating a negative impact not only on their own well-being but also on the overall reputation and effectiveness of the organization. Therefore, proactively addressing and effectively managing work-related stress is not merely a matter of employee welfare but a fundamental imperative for any organization aspiring to achieve sustained success and cultivate a thriving and productive work environment.

Stress management has become vital in today's world, characterized by a distracted step of life, global challenges, and societal pressures. The modern individual faces a constant attack of demands, from the pressures of work and family to the anxieties of economic uncertainty and social media comparisons. This constant state of heightened stress can have deep negative impacts on both physical and mental well-being. Chronic stress can cause confusion on the body, increasing the risk of various health problems. It can contribute to cardiovascular issues like high blood pressure and heart disease, weaken the immune system, and disturb sleep patterns. Furthermore, the psychological harm of unmanaged stress can be significant. Anxiety, depression, and difficulties with concentration and memory are common consequences. Stress can also damage personal

relationships, leading to increased irritability, conflict, and withdrawal.

The workplace is an additional ground where the importance of stress management is necessary. High-pressure environments, demanding deadlines, and the constant job of productivity can lead to burnout, decreased job satisfaction, and even workplace dispute. Effective stress management techniques can help employees handle these challenges, improve their performance, and maintain a healthy work-life balance. Recognizing the damage effects of chronic stress, individuals and organizations are increasingly seeking effective coping mechanisms. Techniques such as psychological support, welfare programs, and mindfulness meditation have been shown to reduce stress levels and enhance overall well-being. Stress management is no longer a luxury but a necessity in those day. By doing stress-reducing techniques into daily life, individuals can safeguard their physical and mental health, improve their relationships, and enhance their overall quality of life.

In Myanmar, General Administration Department (GAD) handles critical tasks such as land administration, excise tax collection, and village and township administration. These responsibilities are complex and affect the daily lives of public. Land administration involves resolving arguments, registering ownership, and ensuring equality. Mistakes in this area can cause serious problems for individuals and communities. Excise tax collection requires enforcing rules, managing compliance issues, and facing with resistance from taxpayers. Township and village administration requires working with communities, solving conflicts, and managing public expectations. These tasks often create stressful situations for GAD staff. High workloads, tight deadlines, and public pressure add to the stress. If stress is not managed, it can hurt employees' mental and physical health. It can lead to burnout and poor decision-making. This directly impacts the quality of services GAD provides. For example, unresolved land disputes or delays in tax collection can cause block among citizens. Over time, stress among staff can weaken public trust in GAD, which is key for maintaining order and development in Myanmar.

Effective stress management helps GAD employees achieve better in their roles. It keeps them focused, calm, and efficient, even in difficult situations. With lower stress

levels, staff can handle disputes, enforce policies, and communicate with the public more effectively. Managing stress also improves teamwork and workplace morale. Healthy and motivated employees are more likely to work together and solve problems creatively. In the long run, stress management benefits not only GAD staff but also the communities they serve. A well-supported workforce ensures efficient service delivery and good governance. It strengthens public trust in GAD and enhances the department's ability to meet its responsibilities. Therefore, stress management is essential for GAD to succeed in its role of maintaining order and delivering services to people across Myanmar. It ensures that the department remains a reliable pillar of administration in the country.

1.2 Objectives of the Study

The objectives of the study are as follows:

- (1) To identify the stress management of General Administration Department,
- (2) To examine the effect of stress management on employee performance in General Administration Department.

1.3 Methods of Study

Management and General Administration Department employee performance are examined in this study. The study population was 2825 General Administration Department employees, and 350 were sampled. The sample size was calculated using Taro Yamane's statistical technique (Yamane, 1967) with a 0.05 margin of error and 95% confidence.

The study collects data using simple random sampling. Study data is analyzed using descriptive and inferential statistics. The study uses descriptive statistics including mean, standard deviation, frequencies, and percentages. The study uses correlation and linear regression for inference. 350 government employees complete a five-point Likert scale questionnaire for primary data. Secondary data comes from relevant textbooks, General Administration Department data, international journals and theses, website facts and figures, and previous research papers.

1.4 Scope and Limitations of the Study

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1.5 Organization of the Study

This research has five chapters. Chapter one includes the rationale, problem statement, objectives, method, scope, and limitations, and organization. Second chapter: literary reviews. Chapter three highlights the General Administration Department. Chapter four examines stress management and General Administration Department staff performance. Chapter five presents findings and suggestions.

CHAPTER II

LITERATURE REVIEW

This chapter covers stress, stress management, and employee performance theories. The chapter opens with definitions, theories, and conceptual methods to comprehend stress management and employee performance.

2.1 Concept of Stress

The prevalence and detrimental effects of workplace stress are further underscored by Henary and Evans (2008), who highlight the medical consensus regarding its significant negative impact on employee productivity. A work environment characterized by high levels of stress can substantially delay an employee's ability to perform their duties effectively, reducing their overall output and potentially leading to errors and decreased quality of work.

Workplace stress, a common issue in modern professional environments, can be comprehensively understood as a multifaceted response activated by perceived challenges or threats within the organizational context. Drawing upon various scholarly perspectives, stress manifests as a complex interaction of psychological, physiological, and behavioral reactions. Arnold and Feldman (1986) defined that stress is a response of a person via to a new or hostile situation in a working environment. When faced with unfamiliar tasks or an unsupportive team, individuals frequently experience a sense of anxiety and heightened tension.

Stress is a person's adaptive response to a demanding or frightening environment (Mcshane & Hurrell, 2001). Stress is subjective, so what one person considers stressful may not be to another. According to Bamba (2016), stress is the negative psychological and bodily effects an individual experiences due to job expectations. This shows how stress affects mental and physical health. Both biological and psychological factors cause stress. It occurs in risky or tough situations. Stress affects our physical, mental, and mood health (Yu et al., 2018). Stress causes the release of cortisol, which inhibits the immune, digestive, and reproductive systems (Joy, 2020).

2.2 Stress Management

Organizations need good stress management to boost productivity since it improves concentration, memory, immunity, and blood pressure (Elmadag & Ellinger, 2018). These strategies include a range of interventions implemented by both individuals and organizations to preventively address potential stressors before they negatively impact employees (Cooper, 1998). As an addition approach, process, or set of actions, stress management aims to relieve or eliminate the factors that contribute to organizational stress, thereby safeguarding the overall well-being of the organization and its workforce (Lumley & Provenzano, 2003).

From a broader perspective, stress management can be viewed as the deliberate creation and maintenance of a psychologically supportive and conducive work environment. Such an environment empowers employees with the necessary resources, tools, and support systems to effectively navigate and cope with the inherent pressures and demands of their professional lives (Boss et al., 2016). Expanding on this, Dar et al., (2011) characterizes stress management as a diverse and extensive display of techniques and interventions specifically targeted at minimizing the detrimental consequences of stress within organizations of all sizes and across various industries. Consequently, the practical application and specific manifestations of stress management initiatives can exhibit significant variability from one organization to another, reflecting their unique cultures, structures, and challenges.

As highlighted by Cotton & Hart (2003), tangible examples of stress management in practice can include the provision of confidential workplace counseling services, offering a supportive outlet for employees facing personal or professional difficulties. The underlying principle is that the judicious implementation of such constructs can demonstrably contribute to a reduction in overall stress levels within the organization. However, Ajala (2012) observes that stress management is entirely dependent on individual organization and techniques used are not universally standardized. Instead, effective stress management necessitates an appropriate approach that considers the unique stressors and characteristics of each individual organization. Proud (1918) also suggests that stress in an organization can be managed through several strategies.

2.2.1 Psychological Support

Individual stress management techniques play a vital role in equipping employees with the personal resources to handle workplace pressures effectively. Practices like meditation, relaxation, and deep breathing help employees reach a calm state, reducing stress effects (Benson, 2005). For example, the practice of meditation focused attention on a specific thought, sensation, or object, thereby quieting the mental chatter that often accompanies stress. Relaxation therapy, on the other hand, involves a range of techniques aimed at consciously releasing muscular tension, which is a common physical manifestation of stress. Similarly, engaging in deep breathing exercises increases oxygen intake, which has a direct calming effect on both the body and the mind, helping to regulate the nervous system's response to stress.

Furthermore, there are two primary approaches to managing workplace stress. The first one is emotion-focused methods that help employees accept their feelings, and problem-focused strategies that teach them to address stressors (Bond & Bunce, 2000). In contrast, problem-focused strategies equip individuals with the skills and techniques to directly address the sources of their stress, empowering them to take proactive steps to modify or eliminate stressors. Journaling is another valuable individual stress management technique, where employees regularly write about their stressful experiences. This practice allows for the identification of recurring patterns, triggers, and emotional responses, ultimately facilitating the development of personalized action plans to better manage future stressors (Alford et al., 2005).

Beyond individual coping mechanisms, the perception of organizational support plays a significant role in employee well-being and empowerment. Research by Ali et al., (2010) has demonstrated a strong correlation between employees feeling genuinely supported by their organization and experiencing greater psychological empowerment. This sense of support is cultivated through the provision of necessary resources to perform their jobs effectively, the consistent recognition of their contributions and achievements, and the fostering of a strong sense of belonging within the workplace community. Essentially, when an organization actively raises a supportive environment where employees feel valued, equipped, and connected, their sense of confidence,

autonomy, and capability in their roles is significantly enhanced. Similarly, Patrick and Laschinger (2006) stated that a positive link between how much support employees feel from their organization and how empowered they feel. Both studies indicate that providing practical and emotional support directly helps employees feel more confident and capable in their jobs.

2.2.2 Job Redesign

Job redesign can reduce stress and improve motivation (Beehr & Newman, 1978). This process requires making fundamental changes to the structure and content of jobs to foster greater engagement among employees. Key elements of job redesign include empowering employees with a more substantial role in decision-making processes related to their work and proactively addressing issues such as excessive workload or conflicting demands that can contribute to stress (Beehr & Newman, 1978). Complementary to job redesign, the concept of job enrichment offers another powerful strategy for supporting employee motivation (Herzberg, 2015). Job enrichment involves intentionally providing employees with a wider range of tasks, granting them increased opportunities to exercise autonomy in making decisions about their work, and fostering a greater sense of ownership over their projects and responsibilities (Herzberg, 2015).

The implementation of job enrichment principles has been shown to make work inherently more interesting and intellectually stimulating, which in turn contributes to heightened levels of employee satisfaction and a corresponding reduction in experienced stress (Herzberg, 1998). Job enrichment is a technique to address repetitive and unfulfilling tasks by redesigning jobs to offer more challenge and autonomy. This approach combats boredom, lack of flexibility, and employee dissatisfaction (Robbins, 2005). This approach has its theoretical foundations in the creating work of Frederick Herzberg during the 1950s and 1960s and was subsequently further developed and refined by Hackman and Oldham's influential Job Characteristics Model in 1975. This model posits that enriching jobs by incorporating five core job characteristics – skill variety, task identity, task significance, autonomy, and feedback – leads to a flow of positive outcomes for employees, including increased fundamental motivation, enhanced job satisfaction, improved work performance, and reduced absenteeism and turnover (Robbins, 2005). By focusing on making work more meaningful, challenging, and under

the control of the employee, job redesign and enrichment initiatives represent proactive and effective strategies for fostering a healthier and more productive workforce.

2.2.3 Employee' Welfare Programs

Employee welfare programs are now a key part of how organizations operate, offering many benefits to improve employee well-being and performance (Tsauro & Tang, 2012). Smart organizations invest in these programs. They know that an employee's personal life affects their work. These programs offer a variety of services. Confidential counseling helps with legal, family, and emotional problems. Support is also available for issues like stress, anxiety, and depression. Furthermore, these programs commonly extend to provide specialized support and intervention for individuals grappling with substance abuse, acknowledging the significant impact this can have on both individual well-being and workplace productivity (Robbins, 2005).

Strategically using comprehensive employee welfare programs brings significant and varied benefits to organizations. For instance, a key positive result is often a noticeable decrease in employee absenteeism. When employees can access confidential support and resources for personal challenges that might otherwise require time off, they are better able to handle these situations and attend work consistently, boosting overall productivity and stability. Furthermore, organizations that prioritize employee well-being through strong welfare programs typically see demonstrably lower rates of employee turnover. This indicates that when employees feel supported, valued, and cared for by their employer, they become more loyal and are less likely to look for other jobs. Additionally, offering comprehensive welfare programs often leads to greater employee commitment and engagement. When individuals feel their organization invests in their overall well-being and provides real help for life's challenges, they tend to feel a stronger connection to the organization's goals and show more dedication and investment in their work.

To make sure employee welfare programs work well for a long time, organizations need to plan carefully how they set them up and manage them. One important thing is to always check if everyone knows about the programs. It's key that all employees know what help is available and how to get it easily and privately. It's also

really important that officers at all levels strongly support these programs. When leaders actively promote the programs and encourage people to use them, it makes employees trust the programs more. They also feel more comfortable asking for help when it's seen as a positive thing. These programs should not be perceived as isolated, add-on initiatives, but rather as an intrinsic component of the organization's core values and its fundamental commitment to creating a supportive, healthy, and thriving work environment (Mitchell et al., 2008). By focusing on clear communication, strong leader support, and making the programs a real part of the organization's culture, organizations can make sure their employee welfare programs are used well. This will help employees be healthier and happier, and it will also help the organization succeed in the long run.

2.3 Employee Performance

Employee performance is conduct connected to organizational goals or targets (Beltrán-Martín & Bou-Llugar, 2018). This concept extends beyond mere task completion, encompassing not only the specific actions, methodologies, and competencies demonstrated in the execution of job responsibilities but also the tangible outcomes, quality of work, and overall results achieved. It reflects the degree to which an employee effectively and efficiently fulfills the expectations and requirements of their role within the organizational framework (Jerome, 2013). From an organizational perspective, job performance is the conduct an individual exhibits as a member to meet the organization's expectations, requirements, or specified position needs (Campbell & Bramwell, 1900). Because high employee performance is essential, organizations must strategically examine and raise the factors that enable exceptional individual contributions, fostering sustained growth, innovation, and a strong competitive advantage (Abbas & Yaqoob, 2009).

Managers in all kinds of organizations always really care about making sure their employees work their best because they know that when each person does well, it makes the whole organization more productive and successful (Kelidbari et al., 2011). Employee performance serves as a vital benchmark for critical organizational decisions concerning professional growth, potential workforce adjustments, equitable distribution of rewards, consistent application of disciplinary measures, comprehensive performance evaluations,

and the establishment of appropriate compensation structures (Dong et al., 2012). This underscores the significant impact of individual performance not only on organizational outcomes but also on the individual employee's career route and overall employment experience.

Furthermore, employee performance includes not only their actions and results but also their thoughts and beliefs about their work and how they help the organization succeed (Ahmad & Shahzad, 2011). A more complete and well-rounded view of employee performance shows that it's not just about doing assigned tasks in a routine or distant way. Instead, performance is closely connected to many important factors that affect how employees approach their work and how much they get done. These factors include how engaged they feel with their job and the organization, what motivates them both from within and from outside, how satisfied they are with their role and work environment, and how committed and loyal they are to the organization's mission, values, and goals. Understanding these interconnected dimensions provides a richer and more accurate picture of what truly drives and constitutes employee performance within an organizational context.

2.3.1 Task Performance

Task performance is behavior related to organizational members projected, specified, or formal role commitments (Campbell, 1990). It represents the core activities people do to meet job requirements and support company goals. Campbell added two dimensions to this definition: job-specific task proficiency and non-job-specific task proficiency. Job-specific task proficiency is the technical skills, knowledge, and abilities needed to perform the core tasks and duties of a specific job. This dimension highlights the expertise needed to effectively execute the primary responsibilities associated with a particular position. In contrast, non-job-specific task proficiency encompasses broader skills and abilities that, while not unique to a single job, are nonetheless essential for effective performance across a range of organizational roles and contexts. These might include general problem-solving skills, communication abilities, or the capacity to adapt to different tasks and situations.

Building upon Campbell's framework, subsequent research by Borman and Motowidlo (1993) additionally clarified that task performance fundamentally involves behaviors that are directly tied to the completion of job duties. These actions typically rely on the application of technical skills and specialized knowledge to produce the goods or services that the organization is responsible for delivering. Critically, these performance behaviors are often formal requirements of the job, frequently explicitly detailed within job descriptions and serving as the basis for performance evaluations and expectations within the organizational structure. Therefore, task performance represents the foundation of an individual's contribution to the organization, reflecting their ability to effectively execute the core responsibilities and technical demands of their assigned role.

2.3.2 Contextual Performance

Contextual performance, in contrast to task performance, focuses on the actions employees take to support a positive work environment and help the organization run smoothly. This includes interpersonal behaviors that benefit the organization, even if they aren't formally mandated. Motowidlo et al., (2014) stated that these actions, while not always in job descriptions, are crucial for organizational effectiveness. He emphasized that while these behaviors might not always be directly tied to the core technical duties of a role, they are nonetheless of vital importance for overall organizational effectiveness. Examples of contextual performance behaviors include volunteering for tasks beyond assigned duties, showing a positive attitude toward work and the organization, cooperating and collaborating with colleagues, following rules and procedures carefully, and supporting the organization's goals and activities consistently.

Expanding on this understanding, Borman et al., (1983) also defined these behaviors as shaping the organizational, social, and psychological context that facilitates task activities. In essence, contextual performance acts as the supportive framework within which task performance can effectively occur. It fosters a positive and collaborative work environment, strengthens interpersonal relationships, and contributes to a shared sense of organizational commitment. Reinforcing this perspective, Dongrey, and Rokade (2022), contextual performance is not directly related to core tasks but helps

achieve organizational performance. Therefore, contextual performance is a vital element of organizational success, contributing to a positive social and psychological atmosphere that underpins and enhances the effectiveness of task-oriented work.

2.4 Theories of Stress Management

The transactional theory of stress and coping and preventative stress management will be studied. Science relies on theories to explain and forecast challenges.

2.4.1 Transactional Theory of Stress and Coping

According to Bodenmann, 1997, the Transactional Theory of Stress and Coping was created by Lazarus and Folk in the early 1980s to address workplace stress specifically and harmful stress in general. This theory aimed to provide a foundation for stress management studies, which had become a focus in both academic research and workplace practices. At the time, and even now, there was a belief that effective stress management could improve organizational performance, regardless of how performance is measured. For this reason, Lazarus and Folk developed the transactional theory of stress and coping, as cited by (Bodenmann, 1997).

According to the notion Lazarus and Launier (1978), controlling stress requires a two-way connection between employees. If one person displays indications of stress, another may notice and respond in a way that minimizes stress and helps the affected employee cope. According to Kirk-Brown & Wallace (2004), workplace counselors are responsible for controlling employee stress in modern firms (Lazarus & Launier , 1978). Stressful interactions with the environment.

Their main purpose is to assist people use their resources to alleviate workplace pressures. This hypothesis is useful for stress management and employee performance research. However, as Bodenmann (1997) notes, coworkers may not identify tension, which might raise job stress.

2.4.2 Theory of Preventive Stress Management

The Theory of Preventive Stress Management (TPSM), as explained by Cooper, (1998), was developed in 1979 by researchers and health experts like Nelson, Hurrell, and Quick. This theory focuses on reducing both workplace and personal stress, regardless of

whether someone is at work. According to Cooper (1998), employees and organizations are interconnected, and for organizations to succeed, employees must be supported, especially in maintaining their mental health. The theory emphasizes managing unhealthy stress rather than healthy stress experienced by employees.

The central idea of TPSM, according to Quick, et al., (1997) is that preventing stress before it occurs is more effective than treating it after the employee is already affected. This proactive approach contributes to improved employee performance and organizational success, regardless of the organization's size or location. However, as Cooper (1998) highlights, the theory faces challenges, particularly in identifying all potential stressors before they cause stress. This can be especially difficult in larger organizations, where uncovering every source of stress may not be practical.

2.5 Review on Previous Studies

Stress management techniques affected Ghanaian Public Service employee performance (Kihara & Mugambi, 2018). Participants were randomly selected from 21 Public Service ministries. Data was obtained using self-administered questionnaires and analyzed using SPSS 20. Stress management practices and employee performance were examined using a multiple linear regression model. Data was presented and interpreted using descriptive statistics like frequency distribution tables and percentages. Stress management solutions were tested to reduce stress's harmful effects on Ghanaian Public Service personnel performance. Effective stress management strategies have also been found to boost employee well-being and organizational performance.

Adim, et al., (2018) examined stress management and employee performance at Port Harcourt deposit money institutions. This study examined stress management and employee performance in Port Harcourt, Nigeria deposit money banks. For data analysis and hypothesis testing, the study employed descriptive statistics and Spearman's rank correlation. This survey includes workers of seven Deposit Money Banks in Port Harcourt, Rivers State, Nigeria. Sample size was 188. Stress management significantly affects employee productivity, according to this study.

Kenya Airways employee performance was examined in connection to stress management measures such workplace quality, workplace counseling, and flexible work

schedules (Abonyo, 2020). A cross-sectional study used questionnaires to obtain primary data. Descriptive and inferential statistics including mean, standard deviation, regression, and correlation were employed for data analysis. The article found that work place quality and flexible scheduling improved employee performance but not counseling.

Harry Joy (2020) examined stress management and employee performance. This study used qualitative methods. The role theory-based study examines how these stress and stress management practices affect employee performance. Role theory stresses the necessity of explicit roles and expectations in determining organizational behaviour and performance (Biddle, 1986). This study examines how stress management might reduce job ambiguity and conflict to better understand how stress affects employee performance in corporate situations. This study also found that stress management improves employee performance.

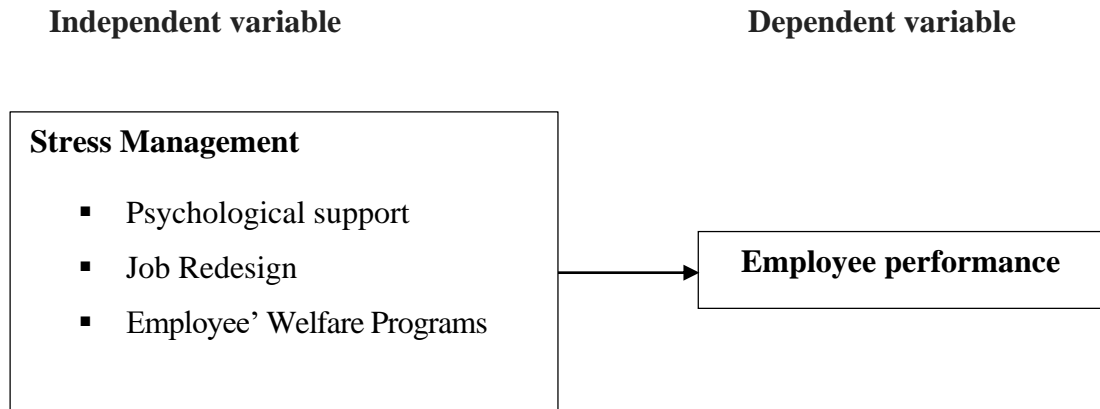
At the University of Cape Coast, Ghana, Assibey-Ankrah (2021) researched how stress management affects employee performance. The investigation was quantitative and descriptive. A systematic questionnaire with statistical tools including mean, SD, frequencies, percentages, and linear regression analysis was used for this investigation. The investigation used basic randomness. The study also found a considerable positive correlation between stress management and employee performance. Maw (2019) examined Myanmar Multinational Corporation women's stress management. Primary and secondary data were employed in the descriptive research. The goals are to research the main causes of personal and occupational stress and how to manage it. A random sample of 223 working women from Multinational Corporation in Yangon and Nay Pyi Taw was selected. The study found that childcare and family issues, workplace performance evaluation, and job positions stress all working women.

Hlaing (2020) examined how stressors affect job stress and employee performance at Yangon audit businesses. The study examined how stressors affect job stress and staff performance in Yangon audit businesses. To meet these goals, 222 auditors were randomly chosen, and secondary data came from relevant textbooks, worldwide research publications, academic papers, and Myanmar Union Auditor General Office data. Research used descriptive and quantitative methods. This study demonstrated that job stress significantly lowers employee performance.

2.6 Conceptual Framework of the study

Based on previous studies, the following conceptual framework is proposed in this study to meet the research objectives. Figure (2.1) shows conceptual framework of study.

Figure (2.1) Conceptual Framework of the Study



Source: Own Compilation

To examine the effect of stress management on employee performance in General Administration Department, this study used psychological support, job redesign, employee welfare programs as independent variables as well as employee performance as dependent variable. And then, regarding the analysis on the effect of stress management on employee performance, the study used stress management as independent variable and employee performance as dependent variable in this study.

CHAPTER (III)

OVERVIEW AND STRESS MANAGEMENT AT GENERAL ADMINISTRATION DEPARTMENT IN MYANMAR

3.1 Profile of the General Administration Department

The General Administration Department (GAD) stands as the backbone of Myanmar's administrative framework. Its presence is felt nationwide, creating a direct link between the central government and local communities. Essentially, the GAD acts as the primary administrative channel, ensuring that government policies are implemented and that essential services are delivered. The GAD part of the Ministry of Home Affairs, which is responsible for maintaining internal security and overseeing administrative matters. The GAD's responsibilities are broad and varied, encompassing critical areas such as tax collection, land management, and the processing of official documents.

To understand the GAD's current role, it's essential to consider its historical evolution. The General Administration Department (GAD) has a long and important history in the administrative system of Myanmar. During the time of Myanmar kings, the country was managed by local leaders appointed by the royal court. These leaders, such as mayors and governors, were responsible for tasks like collecting taxes, solving disputes, maintaining law and order, and protecting their local areas. The administrative duties were passed down from the central monarchy to local officials. This system allowed the monarchy to control the whole country through loyal and responsible officers. However, the system changed after Myanmar was colonized by the British. The British took over different parts of the country in three stages—in 1824, 1852, and finally in 1885. After fully taking control, the British introduced a modern administrative structure based on the colonial model. They divided the country into regions, districts, and townships and placed British officers in charge. The Ministry of Home Affairs under the British government took full control of local administration. This marked the beginning of modern civil service in Myanmar.

When Myanmar was separated from British India in 1937, it received its own governor and a more localized administration. This was a significant step in shaping

Myanmar's own administrative system. Even though the British still ruled the country, some responsibilities were transferred to local Burmese officials. After Myanmar gained independence on 4 January 1948, the democratic government continued to use the administrative system left behind by the British. The General Administration Department was placed under the Ministry of Home Affairs and was given the task of managing local administration across the country. GAD officers worked in townships, districts, and states, helping the government to manage land, maintain law and order, and provide essential services. In 1957, an important change occurred. The Secretary-General of the Ministry of Home Affairs was transferred to the Prime Minister's Office. As a result, the General Administration Office was formed. Later, in 1962, the Revolutionary Council took power and started a new system of governance. They created Security and Administrative Committees that combined both security duties and administrative duties at different levels of government.

In 1972, another reform took place. The government combined the Ministry of Home Affairs and the Ministry of Religious Affairs into one ministry. The General Administration Department became part of this combined ministry. The GAD had many responsibilities, including administration, rural development, local governance, checking publications, issuing household registration documents, and more. However, some duties that were previously part of GAD, such as judicial responsibilities, tax collection, and immigration control, were transferred to other ministries. Under the 1974 Constitution, the People's Council system was introduced. Even though this was a new system, GAD officers continued to play a vital role by supporting the work of these councils at different levels of government, such as townships, districts, and states. After the 1988 political events, when the State Law and Order Restoration Council (SLORC) came to power, the system changed again. The GAD was renamed and officially recognized as the General Administration Department. It celebrated its founding day on 7 November every year. The department expanded its offices across the country and became the main government body responsible for administration and service delivery.

Following the 2010 general elections, Myanmar began moving toward democracy under the 2008 Constitution. This new system created region and state governments, parliaments, and self-administered zones. The General Administration Department played

a very important role in supporting these new governments. GAD officers were assigned to work closely with these new bodies to ensure smooth administration. They helped organize meetings, record decisions, manage budgets, and provide reports. In 2018, a major administrative change occurred. The GAD was moved from the Ministry of Home Affairs to the Ministry of the Union Government Office. This was done to improve public administration and make the department more transparent and efficient. However, in 2021, the State Administration Council changed this decision and moved the GAD back under the Ministry of Home Affairs. This shows how important the GAD is in Myanmar's administration and how closely its structure is tied to the political system of the country.

Today, the General Administration Department is a strong and widespread organization. Its headquarters is located in Nay Pyi Taw, the capital of Myanmar. There are 14 region and state offices, 121 district offices, 330 township offices, and over 17,000 ward and village tract offices throughout the country. The department is deeply involved in public service. It works to ensure law and order, support social and economic development, manage land records, organize elections, and provide administrative support to local authorities. GAD officers serve as the main link between the people and the government. They are present in everywhere of the country and are often the first point of contact for the public when they need help from the government. The department also plays a key role in national events, disaster management, and coordination among ministries. Over time, the General Administration Department has become the backbone of Myanmar's administrative system. It continues to adapt and evolve as the country changes politically, economically, and socially. Its officers carry out their responsibilities with dedication and serve the nation by promoting stability, peace, and good governance.

3.1.1 Vision, Mission, Motto and Objectives of the General Administration Department

- (a) The vision statement of GAD is to create a people-centered administrative structure.
- (b) GAD aims to uphold the rule of law, promote community harmony, promote regional development, and serve the public interest.

(c) The GAD mottos are to respect state policy, adhere to basic principles, and follow procedures.

(d) GAD aims to uphold the rule of law, provide community peace and quiet, promote regional development, and serve the public interest.

3.1.2 Responsibilities of the General Administration Department

The President Office and Union Government allocate State policy, security, governance, and public administration obligations to the General Administration Department (GAD). The Ministry of Home Affairs' "Words Substitution Law (1988)" notification (2/89) tasked GAD with preventing rule of law and stability violations, addressing public nuisances, managing unlawful assemblies, facilitating crime investigation through postal services, authorizing prosecution under the Arms Act, restricting access to disputed immovable properties to maintain peace, issuing gambling house warrants, and handling conduct issues.

Furthermore, the principal functions of the General Administration Department encompass a range of crucial administrative duties. These include land administration, which involves the management and regulation of land-related affairs, and excise administration, concerning the control and taxation of specific goods. The department is also responsible for the collection of four kinds of tax, contributing to state revenue. Furthermore, the GAD plays a role in the systematic formation of villages and towns, likely involving urban and rural planning initiatives. Rural development falls under its purview, aiming to improve the quality of life and infrastructure in rural areas. The registration of associations in accordance with the law ensures the legal standing of various organizations. Finally, the GAD is involved in the process of conferring honorable titles and medals, recognizing individuals for their contributions, and addresses issues related to the Law on Restriction of Transferring the Immovable Properties.

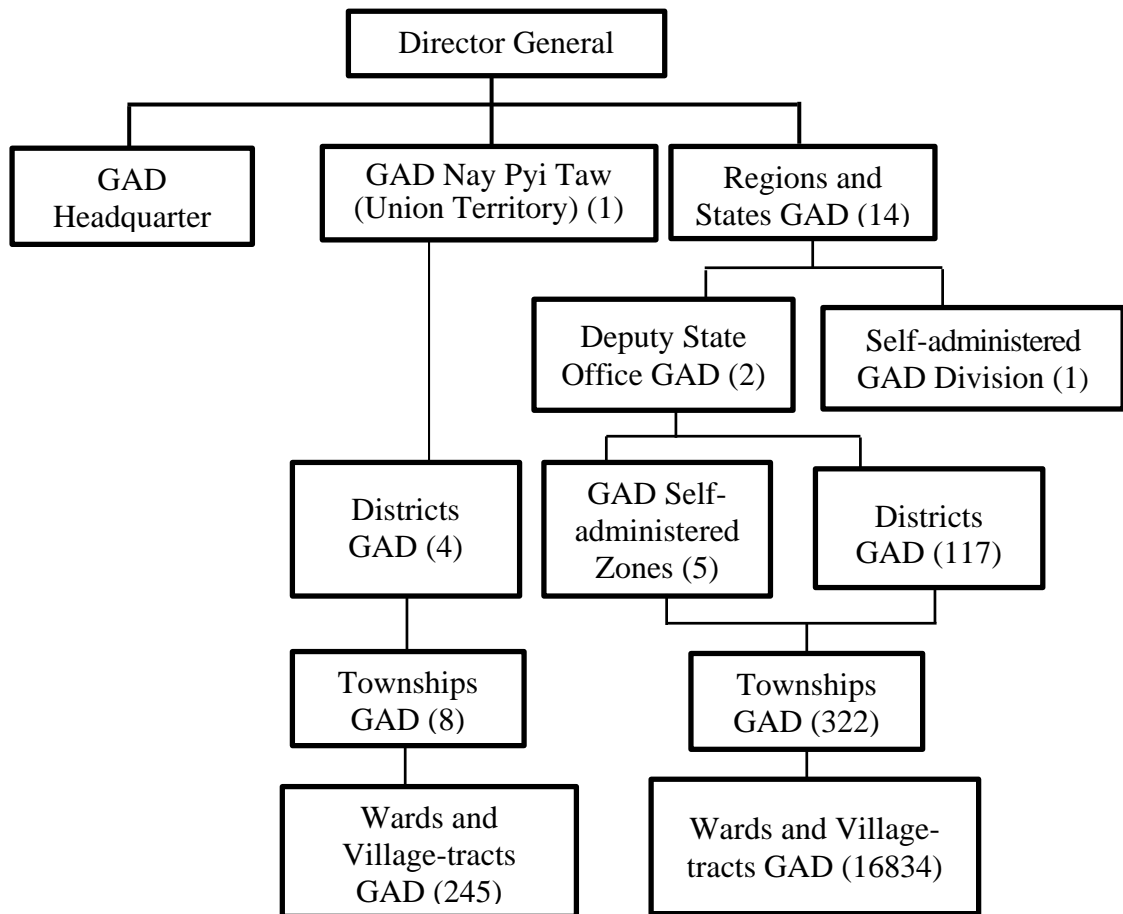
Other ministries outsource work to the General Administration Department, broadening its responsibility. The Department of Water Transport Administration, under the Ministry of Transportation and Telecommunication, assigns registration of smaller boats under 20 horsepower to GAD. Moreover, the Ministry of Social Welfare, Relief and Resettlement entrusts GAD with rescue and rehabilitation tasks, highlighting its role

in emergency response and social support efforts. This delegation of responsibilities underscores the GAD's capacity to support other government bodies and contribute to a wider range of public services.

3.1.3 Organizational Structure of the General Administration Department

The 2008 Constitution in Myanmar led to the establishment of 14 new state and region administrations. The General Administration Department (GAD) provides essential administrative and coordination roles for these regional and state governments. Additionally, the GAD supports the region/state legislature (Hluttaw), Union ministries, and state/region departments. The organizational structure of the GAD is illustrated in Figure (3.1).

Figure 3.1. Organizational Structure of General Administration Department



Source: 2024 Annual Magazine of GAD

3.2 Strategic Policy Roles of the GAD

The General Administration Department (GAD) plays a central role in Myanmar's public administration under the State Administration Council (SAC). As the administrative arm of the SAC, the GAD is responsible for implementing policies and maintaining state functions at all levels of government. It translates directives from the central government into local action and oversees daily administrative operations. The GAD is involved in managing personnel, allocating budgets, and ensuring the continuity of government services. In times of political instability, its role in maintaining public order and administrative stability becomes especially important.

The SAC has introduced key policy changes that expand its influence over both political and economic spheres. One example is the establishment of central and regional committees to oversee industrial zones. This move reflects a strategic effort to increase control over economic development and management. The SAC has also implemented the People's Military Service Law. This law strengthens military control over human resources and requires administrative support from the GAD to enforce its provisions.

The GAD is expected to play a major role in the implementation of the People's Military Service Law. This includes setting up systems to register individuals and coordinate their mobilization for national service. It also involves working with other ministries and local authorities to ensure compliance with the law and manage cases of non-compliance through legal procedures.

Economic policy is another area where the GAD has significant responsibilities. The Ministry of Planning and Finance issues fiscal policy statements that provide a framework for public finance management and transparency. Within this framework, the GAD supports the implementation of economic policies, including initiatives to increase domestic agricultural production. Priority sectors include sunflower oil, rice, and cotton. The GAD also helps administer financial support programs aimed at boosting these sectors.

Despite its wide-ranging responsibilities, the GAD faces several challenges. Myanmar's internal conflicts and the limited international recognition of the SAC create a difficult working environment. Resistance to SAC policies, such as the People's Military

Service Law, may arise, requiring the GAD to remain flexible and responsive. The department may also need to engage with international organizations to address humanitarian needs and contribute to peace building efforts.

Another operational challenge concerns the GAD's personnel deployment system. Currently, GAD staff are rotated every three years, moving from one township to another. These rotations are centrally controlled from Nay Pyi Taw. As a result, staff may struggle to understand and respond to local needs. There is a growing need to revise this rotation system. Possible improvements include allowing longer postings or giving staff the option to serve in areas where they can better connect with local communities. This would benefit both ethnic minority regions and the Bamar-majority central areas, which often face high levels of poverty.

3.3 Duties and Functions of the General Administration Department

The duties and functions of the GAD has six levels. The first one is Union Level, the second is State and Regional Level, the third part is Union Territory, the fourth is District Level, the fifth is Township level and the sixth or the last one is Ward and Village-tract Level.

3.3.1 Duties and Functions of GAD at Union Level

The Union General Administration Department (GAD) continues to focus on general administration. GAD policy lists eight main functions: land administration, excise administration, collection of four types of tax, structural settlement of villages and towns, rural development, formation and registration of organizations and associations, conferring honorable titles and medals, and immovable property transfer restrictions. As a central administrative entity, GAD follows government orders. Its policy guidelines list tasks allocated by the President's Office and the Union Government, Ministry of Home Affairs, its main activities, and other ministries. Given its many responsibilities, GAD's headquarters in Nay Pyi Taw has seven divisions: Administration, Personnel Affairs and Logistics, Land, Excise and Revenue, Budget and Accounts, International Affairs and Research, and Training and Teaching. Mingalardon Township, Yangon, has the seventh division, the Institute of Development Administration (IDA), a GAD civil service training facility. The headquarters had a Censorship/Registration of Press Division until

2004, when it was relocated to the Ministry of Information. From 2005 until 2012, GAD headquarters had five sections. To meet the growing need to connect with international stakeholders including UN agencies, donor organizations, and INGOs, the International Affairs Division was created in April 2011.

3.3.2 Duties and Functions of GAD at State/Regional Level

The 2008 Constitution added 14 state and regional administrations. These governments, the Region/State Hluttaw (legislature), Union ministries, and state/region departments rely on the GAD for administrative and coordination services. Each state/region has a Deputy Director General-level GAD administrator as its executive secretary. This administrator manages 283 GAD staff. These personnel staff the General Administrator, State/Region Government, and State/Region Hluttaw Offices. Even though states and regions vary in size, GAD support offices have the same tasks and personnel levels. Since 2016, General Administration Department officials responsible for state/region Hluttaw Office functions have been relocated there. Chief minister and nine state/region ministers compose the cabinet with administrative help from the GAD's Government Office. General Administrator Office oversees state/region administration. This involves managing finances and HR.

The executive arm of a state/region government relies largely on GAD for correspondence, administration, budget management, and general operations due to its 'horizontal' structure. The executive secretary reports to the GAD and the chief minister in the state/region government hierarchy. As stated in State and area Governments in Myanmar, this connection is unclear and may vary by state and area. GAD is crucial inside and beyond state/region governance institutions. State/Region Administrators have two purposes. It reports to GAD Headquarters' six divisions and handles GAD's "traditional functions." Tax collection, demographic data aggregation, intergovernmental communication, and registration and approval processes are examples. The State or Regional Administrator Office has two branches: one handles GAD regular tasks and the other assists state/region government administratively and financially.

3.3.3 Duties and Functions of GAD at Union Territory

We must analyze the GAD's involvement in Nay Pyi Taw. Nay Pyi Taw is constitutionally restricted, unlike states and regions. It has no elected Hluttaw or chief minister. The Nay Pyi Taw Council oversees it. This 10-person council manages Presidential Office No. 2 oversees it. The president chooses nine council members and the military picks a military officer.

GAD is crucial to Nay Pyi Taw government. As specified by the 2008 Constitution, this position is identical throughout states and regions. The constitution says the Head of the General Administration Department of Nay Pyi Taw is ex-officio Council secretary. General Administration Department is Nay Pyi Taw Council agency. The Nay Pyi Taw GAD administers the capital's two districts and eight townships.

Nay Pyi Taw's top civil official is the GAD's deputy director general executive secretary. A 204-person GAD office is managed by this secretary. District and township administrations and local development and management committees operate similarly to other places. All GAD taxes in Nay Pyi Taw go to the Union budget, not a local account. The Nay Pyi Taw Council also organizes huge President's Office events in the capital, requiring GAD engagement.

3.3.4 Duties and Functions of GAD at District Level

The subnational governance hierarchy places districts below states and regions. Each district has a GAD director. This person runs the District General Administration Office. Districts manage their townships. Myanmar's townships are essential to administration. Thus, districts are an administrative layer between state and regional administrations and townships. A deputy district administrator and two assistant directors assist the administrator. These people run the district office's two sub-departments. The 60-person district office staff is mostly clerks. The district office primarily coordinates and communicates with state and regional administrations. Aggregating data, planning, budgeting, and government decrees are the main tasks. District administrators typically settle land disputes or township or village tract administrator abuses. With the rise of local development funds and planning committees, the district GAD is crucial to basic administration. District administrators coordinate

their district's administration and development committees like township administrators. District authorities normally interface with companies by awarding alcohol store permits. Additionally, district officials grant land grants.

3.3.5 Duties and Functions of GAD at Township Level

Myanmar's public administration relies on its 330 townships. Most Myanmar citizens interact with the state through Township General Administration Offices (township offices). Township administrators oversee key government operations at the township headquarters. Land registration, population registration, and most tax collecting are examples.

Since 2011, states and regions have changed their government arrangements, but GAD township officials still rule. Townships lack elected representatives. The township office coordinates local government players, including Union ministry field offices. Township offices have many more functions. These include data gathering, aggregation, village administration, land management, local conflict resolution, and tax collection. Township administrators promote social and economic development by managing township affairs, implementing development projects, and collaborating with other government agencies.

Township administrators supervise 51 deputy directors in GAD offices. Township offices are the same size regardless of population, like other GAD offices. A staff officer, deputy township administrator, assists the administrator. Clerks and accountants work at this office managed by two officials. According to Subnational Governments and Business, the Township General Administration Office handles several local economic governance duties. The township level, where GAD interacts with micro and small companies, is crucial. GAD permits alcohol and real estate sales. GAD also recommends property transactions, construction permits, and operating licenses. It also boozes taxes and land.

In township governance, the GAD's position can be compared to municipal offices, another major government entity. The GAD coordinates and manages townships,

but municipal offices collect taxes and fees, issue business operating licenses and building permits, and provide services. Urban road maintenance, power, water, sewage, and rubbish collection are included. Some functions overlap. GAD and municipal authorities collect land taxes. Based on the business's location (rural or urban), municipal office personnel and the township GAD assess and collect these taxes annually. Though stronger, the township office cannot control the municipal office.

3.3.6 Duties and Functions of GAD at Ward and Village-tract Level

Village tract administration is similarly dominated by the GAD. The February 2012 Ward or Village Tract Administration Law reformed these tracts. Since late 2012, ward and village tract administrators are indirectly elected. GAD gives village tract administrators a small personal stipend instead of a wage. Not government personnel. Village tract administrators cannot be promoted by GAD since they are not employees. They can be fired for authority abuse, incompetence, or corruption by the GAD township administrator.

A GAD-employed village tract clerk assists each village tract administrator. Clerks can advance in the department and are paid. Village tract administrators matter. They are the main link between the central state and Myanmar's 80% rural population. Village tract administrators underpin GAD's vertical public administration responsibility. They operate under GAD's township administrator's supervision. Village tract administrators collect taxes, register land, and report demographics like before. Village tract officials may have to approve Myanmar Agricultural Development Bank loans for farmers. Village tract administrators only write license and permit recommendation letters for companies. Village tract clerks assist administrators and record administrative, economic, social, office processes, and security data on 33 standardized forms.

3.4 Stress Management of General Administration Department

General Administration Department provides many situations to reduce their employee's stress in working environment. It is suitable that GAD uses stress management programs. One important program is psychological support. This means offering help for employees' mental and emotional health. Employees benefit from counseling or stress management training. Another useful program is job redesign. This

involves changing job tasks or workload to reduce strain. Making jobs clearer and more manageable can decrease stress. Employee welfare programs are also important. These programs focus on the overall health and happiness of employees. This include things like wellness activities or better work-life balance policies. By using psychological support, job redesign, and employee welfare programs, GAD can actively work to reduce employee stress. These efforts can lead to a more positive and effective workplace for everyone.

3.4.1 Psychological Support in GAD

In today's work environment, employees spend a significant amount of their time at the workplace, often more than they spend at home. Because of this, it becomes essential for employees to develop good relationships with their colleagues. A positive and happy work environment not only improves employees' mood but also enables them to perform their tasks more effectively. Within the General Administration Department (GAD), officers work closely with their employees so that they can learn their tasks thoroughly and gain a clear understanding of how their department functions within the larger organization. Employees in GAD frequently receive recognition from both their peers and officers for their efforts, which further motivates them to maintain high performance.

Open communication forms the foundation of GAD's organizational culture. The department has established multiple channels so that employees can freely express their ideas, concerns, and suggestions. Not only are formal meetings held regularly to discuss work-related matters, but informal discussions are also encouraged to address issues promptly. This open communication ensures that problems are identified and resolved quickly, contributing to a more efficient work environment. Moreover, GAD promotes psychological safety so that employees feel comfortable discussing work-related stressors without fearing negative consequences such as criticism or job insecurity. For instance, the department encourages employees to maintain daily journals recording their work activities and reflections. Such reflective practices help employees become more self-aware and allow supervisors to detect potential problems early, thereby facilitating timely interventions.

The policies of GAD are designed not only to support employees in their professional roles but also to attend to their emotional well-being. The department provides opportunities for volunteering, vacation, and meditation sessions so that employees can manage stress effectively. By fostering a culture of empathy, GAD ensures that all employees feel valued and emotionally supported, which enhances their overall job satisfaction and commitment to the organization.

Teamwork is another key aspect emphasized within GAD to achieve organizational goals more efficiently. Employees are encouraged to collaborate and assist one another, especially when facing complex problems. Not only does this collective approach improve problem-solving capabilities, but it also increases job satisfaction and fosters a sense of accomplishment among staff. Work assignments are carefully aligned with employees' skills and knowledge so that tasks are completed efficiently and effectively. Such alignment not only optimizes productivity but also ensures that employees understand their individual and collective roles within the department, reducing confusion and enhancing accountability.

Leaders in GAD are expected to be responsive to both the emotional and professional needs of their team members. They provide guidance and support as necessary, ensuring that employees feel empowered and cared for. By being sensitive to the needs of their staff, leaders foster an environment of trust and psychological safety, which contributes to higher employee engagement and performance.

GAD's commitment to its employees extends beyond professional development to understanding and addressing individual challenges. Regular meetings and discussions are conducted to gain insight into the personal difficulties faced by staff members and to provide appropriate support. A concrete example of this commitment is the monthly 'Dabha' meeting, which serves as a platform for open communication and mutual assistance within the department. These meetings allow employees to share their concerns, exchange ideas, and offer help to one another, thereby strengthening the sense of community and collaboration.

By adopting practices that encourage collaboration, open communication, and empathy, GAD not only enhances employee satisfaction but also drives productivity and

innovation. Such a holistic approach ensures that employees are prepared to meet the demands of their roles and are also able to achieve personal and professional growth. The more employees feel supported and valued, the more motivated and committed they become, which benefits the organization as a whole. Through continuous dedication to these principles, GAD sets a standard for organizational excellence in the modern workplace.

Furthermore, the positive organizational culture within GAD contributes to reducing workplace stress and burnout. When employees feel psychologically safe and emotionally supported, they are less likely to experience exhaustion and disengagement. This, in turn, leads to lower absenteeism and turnover rates, which are critical for maintaining a stable and effective workforce. The department's emphasis on well-being initiatives, such as meditation and vacation, also plays a vital role in helping employees maintain a healthy work-life balance.

Effective communication within GAD is not limited to top-down directives but involves two-way interactions between officers and employees. This open dialogue allows for the exchange of valuable feedback and ideas, which promotes continuous improvement. Employees feel more involved in decision-making processes, which increases their sense of ownership and responsibility toward their work. The more employees participate in shaping their work environment, the more committed they become to organizational goals.

The culture of recognition in GAD is also noteworthy. Employees receive acknowledgment not only for major achievements but also for everyday contributions. This recognition can take various forms, including verbal praise, written commendations, and informal acknowledgments during meetings. Such practices reinforce positive behaviors and encourage employees to maintain high standards of performance.

Moreover, teamwork within GAD extends beyond internal collaboration to include coordination with other departments and divisions. This interdepartmental cooperation is essential for effective governance and public service delivery. The more employees work together across units, the more seamless and efficient service provision

becomes. This collaborative spirit helps the department respond more effectively to the needs of the public and adapt to changing circumstances.

Leaders in GAD play a crucial role in modeling the values of empathy, support, and open communication. Their responsiveness to employee needs creates a positive feedback loop in which employees feel safe to express concerns and seek help. This leadership style not only improves morale but also fosters innovation, as employees are encouraged to share new ideas without fear of criticism.

General Administration Department's focus on fostering strong interpersonal relationships, open communication, teamwork, and employee well-being creates a work environment that supports both individual and organizational success. By integrating these elements into its culture and practices, GAD ensures that employees are not only capable of meeting their job demands but also motivated to grow personally and professionally. Such a comprehensive approach to organizational culture serves as a model for other departments seeking to enhance employee satisfaction and improve overall performance in the modern workplace.

3.4.2 Job Redesign in GAD

Job redesign is a systematic and deliberate process aimed at improving the structure and content of job roles within an organization. In the context of the General Administration Department (GAD) in Myanmar, job redesign plays a crucial role in enhancing both employee performance and overall organizational effectiveness. The GAD actively facilitates job rotation, allowing employees to move between different departments. This practice not only broadens employees' skill sets and experiences but also prepares them to handle a variety of tasks more competently. The primary objective of job redesign in the GAD is to improve work processes so that the department can achieve better organizational outcomes and deliver more effective public services.

The process of job redesign in the GAD involves making several changes to the nature and scope of employees' work. One important modification is the encouragement of collaboration among employees. The GAD provides opportunities for employees to assist their colleagues, which fosters a supportive and cooperative work environment. This collaborative culture is essential not only for improving interpersonal relationships

but also for enhancing productivity. Furthermore, employees receive regular performance feedback from both their peers and supervisors. Such feedback is critical for professional development, as it helps employees identify their strengths and areas for improvement. The department also ensures that employees have access to the necessary resources and support to manage increased responsibilities effectively. By doing so, the GAD enables employees to take on more challenging tasks with confidence.

Another key aspect of job redesign in the GAD is encouraging employees to share their ideas openly. This practice promotes innovation within the department, as employees feel empowered to contribute suggestions that can improve processes and services. These changes reflect elements of job enrichment, where the depth and complexity of tasks are increased. Job enrichment not only makes work more meaningful but also motivates employees to perform better by providing them with greater autonomy and responsibility.

The nature of work in the GAD often requires frequent interaction and communication among employees. Job roles typically involve attending intermittent meetings, sharing information, and evaluating progress on various projects. Employees are expected to use a wide range of skills and abilities, which contributes to higher levels of job engagement. The GAD also mandates teamwork as a fundamental approach to achieving departmental goals. Effective teamwork requires coordination not only within the department but also with other divisions. Such coordination is vital for ensuring effective governance and the delivery of public services. These varied tasks and responsibilities demonstrate the principle of job enlargement, where the scope of an employee's duties is expanded. Job enlargement helps to reduce monotony and increase employee involvement by providing a broader range of activities.

Moreover, job redesign in the GAD places significant emphasis on employee involvement in organizational decision-making processes. The department offers opportunities for employees to participate in decisions that affect their work and the department as a whole. This involvement is important because it increases job satisfaction and motivation. When employees feel that their opinions matter and that they have a voice in shaping policies and procedures, they are more likely to be committed

and engaged. Additionally, employee participation leads to better problem-solving and improved organizational outcomes, as diverse perspectives are considered. Job redesign aims to optimize these elements so that the work environment becomes more dynamic, responsive, and adaptive to change.

Successful job redesign in the GAD requires careful and thorough planning. The redesign process must take into account the specific context in which the department operates, including the political, social, and economic environment of Myanmar. It is essential that job redesign aligns with broader administrative reforms that are underway within the government. These reforms often focus on capacity building, aiming to develop a civil service that is more efficient, effective, and citizen-centered. By integrating job redesign with these reforms, the GAD can contribute to the creation of a public administration system that meets the evolving needs of the country and its citizens.

Job rotation, as a key component of job redesign, not only broadens employees' skills but also helps prevent job boredom and burnout. The more employees are exposed to different tasks and departments, the more versatile and adaptable they become. This flexibility is particularly important in a dynamic work environment where demands and priorities can change rapidly. Job rotation also facilitates knowledge sharing across departments, which enhances organizational learning and cohesion.

In addition to job rotation, the GAD's approach to job redesign includes structured feedback mechanisms. Employees receive constructive feedback regularly, which helps them improve their performance and develop professionally. Not only does this feedback support individual growth, but it also aligns employee efforts with organizational goals. Supervisors play an active role in providing guidance and support, ensuring that employees are well-equipped to handle their responsibilities.

The inclusion of job enrichment strategies in the redesign process means that employees are given more control over their work and opportunities to develop new skills. Such enrichment makes jobs more engaging and fulfilling, which can lead to increased motivation and reduced turnover. Employees who find their work meaningful are more likely to invest effort and creativity in their tasks, benefiting the organization as a whole.

Communication and teamwork are also central to the redesign efforts in the GAD. Employees are encouraged to communicate openly and collaborate effectively. The more employees work together, the better they can coordinate their efforts to achieve common goals. Teamwork not only improves efficiency but also builds trust and a sense of community within the department. Coordination with other divisions ensures that the GAD's activities are aligned with the broader government objectives, promoting coherent and integrated public service delivery.

Employee involvement in decision-making is another critical factor that enhances job satisfaction. When employees participate in decisions, they develop a sense of ownership and responsibility. This involvement leads to higher motivation and better problem-solving, as employees bring diverse ideas and perspectives to the table. The GAD recognizes that such participation is essential for creating a responsive and flexible organization capable of adapting to new challenges.

Job redesign within the General Administration Department of Myanmar is a comprehensive process that seeks to improve work processes and organizational outcomes. By facilitating job rotation, promoting collaboration, providing feedback, encouraging innovation, and involving employees in decision-making, the GAD creates a more engaging and effective work environment. These efforts are carefully planned and aligned with broader administrative reforms aimed at building a capable and citizen-focused civil service. Through job redesign, the GAD not only enhances employee skills and satisfaction but also strengthens its capacity to deliver quality public services

3.4.3 Employee' Welfare Programs in GAD

Employee welfare is a key part of how Myanmar's General Administration Department (GAD) manages its staff. GAD understands that supporting employees is important. It leads to a productive and motivated workforce. GAD offers many welfare programs to its employees. These programs improve the well-being and job satisfaction of GAD staff. This helps GAD keep employees and creates a positive work environment. The programs address different parts of GAD employees' lives, both at work and outside of work. GAD recognizes that work and personal life are connected for its employees.

One of the key strategies employed by GAD to promote employee welfare involves organizing social activities that foster a sense of belonging and community among staff members. These activities include team-building events and celebrations marking departmental anniversaries. Such occasions serve not only to strengthen interpersonal relationships but also to enhance communication and camaraderie among employees. By encouraging participation in these social functions, GAD creates a supportive work environment where employees feel valued and connected. Moreover, these events provide formal recognition of employees' contributions, which in turn boosts morale and motivation across the department.

In addition to social engagement, GAD addresses the basic needs of its employees by providing essential food items such as rice, oil, and eggs. This provision ensures that employees have access to fundamental nutrition, which is especially beneficial for those with lower incomes or larger families. By alleviating some of the financial pressures related to food security, GAD enables its employees to focus more fully on their work responsibilities. This tangible support reflects the department's commitment to understanding and responding to the challenges faced by its workforce.

Financial assistance is another critical component of GAD's welfare programs. The department offers various forms of monetary support tailored to the diverse needs of its employees throughout different stages of their lives. For example, childbirth allowances are provided to new families within the department, helping to ease the financial burden associated with expanding households. Additionally, GAD offers educational grants that assist employees or their family members in pursuing academic opportunities. These grants not only facilitate access to education but also contribute to the long-term development of the department's human capital. Furthermore, training program grants are available to support employees in enhancing their professional skills and advancing their careers. This investment in employee development underscores GAD's recognition that financial support and capacity building must go hand in hand to foster a competent and motivated workforce.

Beyond direct financial and material assistance, GAD is dedicated to maintaining a conducive and supportive working environment for all its staff members. The

department's welfare policies are designed to create conditions that promote both physical and psychological well-being. This holistic approach acknowledges that employee welfare extends beyond tangible benefits to include factors such as workplace culture, stress management, and work-life balance. By fostering an environment where employees feel supported and respected, GAD enhances job satisfaction and encourages sustained commitment to organizational goals.

The more comprehensive and responsive the welfare programs, the greater the positive impact on employee morale and productivity. When employees perceive that their employer genuinely cares about their well-being, they are more likely to exhibit higher levels of engagement and loyalty. This relationship creates a virtuous cycle in which improved welfare leads to better performance, which in turn benefits the organization as a whole.

In the context of Myanmar's evolving public administration landscape, GAD's welfare initiatives align with broader efforts to modernize and professionalize the civil service. By addressing the diverse needs of its workforce, GAD contributes to building a resilient and effective administrative system capable of delivering quality public services. The department's focus on employee welfare reflects an understanding that human resources are the backbone of good governance and that investing in people is essential for sustainable development.

Moreover, GAD's welfare programs complement statutory benefits mandated by Myanmar's labor laws, such as social security coverage, paid leave, and maternity benefits. While these legal provisions establish a baseline of protection for employees, GAD's additional programs enhance this foundation by offering tailored support that responds to the specific circumstances of its staff. This combination of compliance and proactive welfare measures positions GAD as a leading example of employee-centered management within the public sector.

General Administration Department of Myanmar demonstrates a strong commitment to employee welfare through a multifaceted approach that includes social engagement, basic needs provision, financial assistance, and the creation of a supportive work environment. These efforts not only improve the well-being and job satisfaction of

GAD employees but also strengthen the department's capacity to fulfill its administrative responsibilities effectively. By continuously enhancing its welfare programs, GAD ensures that its workforce remains motivated, skilled, and dedicated—key factors for achieving organizational excellence in the public sector.

CHAPTER IV

SURVEY ANALYSIS

This chapter includes the survey analysis and findings from the structured questionnaires answered by 350 government employees of General Administration Department. It involves three parts and survey profile states firstly. Second part is survey designs and third part describes survey results.

4.1 Survey Profile

This study is mainly focused on the government employees who are currently working in GAD. The total population of this study is (2825) and the respondents are (350) administrative officers including administrative officers' grade (1), administrative officers grade (2), and administrative officers grade (4) from GAD. Google Forms and basic random sampling were utilized for the survey. A systematic questionnaire asking about demographics, stress management preferences, and employee performance. A questionnaire was accessible in English.

4.2 Survey Design

This investigation was quantitative. The survey examined how stress management affects General Administration Department staff performance from March to May 2025. There were 55 statements in three sections of the questionnaire. First, demographics including gender, marital status, age, education, position, job experience, and office were obtained. The second part focused on the stress management techniques of the GAD, which are eight statements of psychological support, ten statements of job redesign, and ten statements of employee welfare programs and has total of 28 statements. Last part, the third part involved employee performance with 20 statements.

4.3 Survey Results

This study was conducted at General Administration Department to attain its goals. This chapter, therefore, presents the results of the research conducted on 350 government employees from GAD. The survey results include characteristics of respondents, perception on stress management techniques of GAD, and employee performance. The data of the survey questionnaire is presented in tables in frequencies and percentages.

4.3.1 Demographic Characteristics of the Respondents

There are 350 responders who are currently working in GAD. Table (4.1) shows respondents' gender, age, marital status, education level, position, working experience, and office.

Table 4.1 Demographic Characteristics of the Respondents

Sr. No.	Demographic Characteristics	Categories of Variable	No. of Respondents	Percentage
1	Gender of the Respondents	Female	219	62.6
		Male	131	37.4
		Total	350	100.0
2	Age Group of the Respondents	Between 18 and 27	30	8.6
		Between 28 and 37	207	59.1
		Between 38 and 47	94	26.9
		Between 48 and 57	19	5.4
		Total	350	100.0
3	Marital Status of the Respondents	Married	172	49.1
		Single	178	50.9
		Total	350	100.0
4	Educational Level of the Respondents	Bachelor Degree	304	86.9
		Master's Degree	45	12.9
		Ph.D.	1	.3
		Total	350	100.0
5	Position of the Respondents	Deputy Staff Officer	225	64.3
		Staff Officer	94	26.9
		Assistant Director	31	8.9
		Total	350	100.0

Table 4.1 Demographic Characteristics of the Respondents (Continued)

Sr. No.	Demographic Characteristics	Categories of Variable	No. of Respondents	Percentage
6	Working Experience of the Respondents	Below 5 years	34	9.7
		6 - 10 years	132	37.7
		11 - 15 years	119	34.0
		16 - 20 years	24	6.9
		Above 21 years	41	11.7
		Total	350	100.0
7	Working Office of the Respondents(Location)	Township GAD	100	28.6
		District GAD	49	14.0
		Regional / State GAD	88	25.1
		Head Office of GAD	113	32.3
		Total	350	100.0

Source: Survey Data (May, 2025)

According to Table (4.1), the sample consists of 350 respondents, with a slight amount of females (63.6%) compared to males (37.4%). This suggests a moderate gender difference among the respondents, with a higher representation of females in the study. In addition, it can be seen that the number of female government employees is more than the number of male government employees in governmental job.

The most of the respondents are in the age group 28 to 37 years with the highest participation of 59.1 %. The age group over 48 to 57 years has the lowest percentage of 5.4%. According to the survey results, it can be seen that the middle-aged experienced officers are working under the GAD.

In terms of marital status, 49.1% of the total respondents are married and 50.9% are single. The result shows that the number of marriage officers is not greatly different from single officers.

Concerning educational levels, a considerable majority of respondents (86.9%) hold a bachelor's degree. Those with a master's degree account for 12.9%, while .3% have

a Ph.D. Thus, most of the GAD officers have only a bachelor's degree.

The position of respondents is categorized into three groups such as administrative officer (1), administrative officer (2), and administrative officer (4). The majority of respondents are administrative officers (1) with 64.3% of the total respondents. The number of administration officers (2) is 94 with 26.9% following the second rank and the number of administrative officers (4) is 31 with 8.9%. Therefore, it can be found that administrative officers (1) are highly contributed in the GAD administration body.

Regarding working experience, 9.7% of respondents have below five years of working experience, while 37.7% have six to ten years. Those with eleven to fifteen years of experience make up 34.0%, those with sixteen to twenty years constitute 6.9%, and those with above twenty-one years 11.7%. This range of working experience reflects that the six to ten year of working experienced officers are mostly working in GAD.

According to table 4.1, the majority of respondents (113 respondents) are working at the head office of GAD with the highest percentage of 32.3%. The number of officers from township GAD offices in this study is 100 with 28.6%. The number of officers from regional and district GAD offices are 88 with 25.1% and 14.0% respectively. Thus, it can be seen that the officers working at the head office of GAD are mostly participating in this study.

4.3.2 Reliability Analysis

The reliability test uses Cronbach's Alpha. The coefficient Cronbach's Alpha measures item dependability and internal consistency. Cronbach's alpha should be 0.7–0.8 for internal consistency. Between 0.8 and 0.9 is reliable, while over 0.9 is optimal. Table 4.2 displays Cronbach's alpha for all independent and dependent variables based on survey findings.

Table 4.2 Reliability Analysis of Variables

Sr. No.	Variables	No. of Statements	Cronbach's Alpha
1	Psychological support	8	0.812
2	Job Redesign	10	0.865
3	Employee Welfare Programs	10	0.910
4	Employee Performance	20	0.956

Source: Survey Data (May 2025)

In table 4.2, Cronbach's alpha values for independent variables like psychological support, job redesign, and employee welfare initiatives are good at 0.812, 0.865, and 0.910. The dependent variable with the highest dependability is employee performance at 0.956. Thus, all variables' Cronbach's alpha values are more than 0.7, indicating that all claims are acceptable, reliable, and consistent for this study.

4.3.3 Descriptive Analysis on Stress Management and Employee Performance

In this study, psychological support, job redesign, and employee welfare programs are considered as stress management of GAD was measured with twenty eight statements and employee performance was measured by twenty statements.

(a) Respondents' Perception on Psychological Support

To determine the psychological support, respondents are requested to answer the eight statements which are presented with five points Likert scale. Table (4.3) shows psychological support mean and standard deviation.

Table 4.3 Perception on Psychological Support

Sr. No.	Items	Mean	Std. Deviation
1	I receive recognition from my peers and officers for my contributions at work.	3.82	0.887
2	My organization ensures that the relationships between officers and subordinates is open and friendly	3.68	0.929
3	I feel comfortable discussing work-related stress with subordinates and officers.	3.60	1.020

Table 4.3 Perception on Psychological Support (Continued)

4	Journaling is a common practice among employees in my organization.	3.52	1.045
5	In my organization, we support each other when somebody needs help.	3.93	0.869
6	My organization allows me to participate in volunteering activities.	3.70	0.876
7	To release work-related stress, my organization allows me to join for vacation and meditation center.	3.21	1.185
8	My organization holds meetings and discussions to understand the personal difficulties of each staff member and to help.	3.99	0.981
	Overall Mean Value	3.68	

Source: Survey Data (May, 2025)

According to Table (4.3), the overall mean value for psychological support is 3.68, which indicates that employees perceive a moderately positive level of psychological support from GAD.

The majority of respondents expressed that GAD facilitates discussions to understand staff members' personal difficulties, as indicated by a high mean of 3.99. This determines a proactive and empathetic approach to employee welfare. Furthermore, a strong compromise exists regarding mutual support among colleagues, with a mean of 3.93. Thus, GAD has a collaborative and helpful work environment.

In addition, the practice of journaling daily work activities is less common, with a mean of 3.52. More especially, the lowest mean score of 3.21 pertains to the organization's allowance for employees to join vacation and meditation centers for stress release. This suggests that structured opportunities for stress reduction may be less emphasized, representing a key area for improvement in enhancing comprehensive psychological support.

(b) Respondents' Perception on Job Redesign

To identify the Perception on job redesign in GAD, respondents are requested to answer the ten statements. The mean and standard deviation values of job redesign in GAD are described in Table (4.4).

Table 4.4 Perception on Job Redesign

Sr. No.	Items	Mean	Std. Deviation
1	My job includes the opportunity for job rotation.	3.59	1.137
2	My job gives me the opportunity to help other people while I am doing my job.	4.19	0.817
3	I receive the feedback on my performance form my subordinates and officers.	3.83	0.852
4	I have the resources and supports to handle my increased responsibilities.	3.43	1.018
5	My job requires me to disclose my idea.	3.89	0.888
6	My job requires intermittently meeting, sharing, or evaluating.	3.94	0.838
7	My job requires me to use a variety of skills and abilities.	3.98	0.866
8	My job requires me to do in teamwork.	4.25	0.849
9	My job is significant to coordinate with other divisions.	4.25	0.842
10	In my job, there are opportunities to participate in decision making.	3.69	0.880
	Overall Mean Value	3.90	

Source: Survey Data (May, 2025)

According to table 4.4, employees strongly agree that the job requires teamwork and is significant for coordinating with other divisions, both with highest means scores of 4.25. This underlines a strong emphasis on collaboration and cross-functional integration. Therefore, they recognize that the tasks heavily involve both internal team collaboration and external departmental coordination.

On the other hand, the lowest mean score of 3.43 is for the statement concerning having the resources and supports to handle increased responsibilities. This indicates that employees may feel less adequately equipped or supported when faced with expanded job duties.

As a result, the overall mean value for job redesign is 3.90. This reflects that respondents generally view the overall design of employee jobs as moderately high. Thus, it can be concluded that while collaborative aspects of job design are strong, providing sufficient resources for increased responsibilities is an area where further enhancement could be beneficial.

(c) Respondents’ Perception on Employee’ Welfare Programs

Employee welfare programs of GAD was measured by asking of ten statements to respondents. The mean and standard deviation values of employee welfare programs in GAD are illustrated in Table (4.5).

Table 4.5 Perception on Employee’ Welfare Programs

Sr. No.	Items	Mean	Std. Deviation
1	My organization provides opportunities for social activities and team-building events like anniversary day celebration.	4.09	0.917
2	My organization provides basic foods like rice, oil, and eggs.	3.99	0.907
3	My organization provides childbirth allowance, grant for students, and grants for training programs.	4.06	0.854
4	The working environment of my organization is conducive with proper work space, ventilation, air conditioning.	3.59	1.171
5	My organization allows for sickness and maternity leave.	4.31	0.817
6	My organization provides housing facilities to staff.	4.04	0.925
7	My organization provides transport allowance.	3.82	1.028
8	My organization ensures that employee welfare programs are accessible to all employee.	3.81	1.030
9	My organization provides libraries for staff.	3.88	1.110
10	Adequate recreational facilities are provided for staff in my organization.	3.61	0.986
	Overall Mean Value	3.92	

Source: Survey Data (May, 2025)

According to table 4.5, an analysis of employee welfare programs of GAD, showing an overall mean value of 3.92. This suggests that employees mostly observe the organization to offer a moderately high level of welfare programs.

The highest mean score is 4.31 for the statement that the organization allows for sickness and maternity leave. This shows a very strong perception among employees that essential leave policies are in place and accessible. Other highly rated benefits include opportunities for social activities and team-building events with a mean of 4.09, provision of childbirth allowance, student grants, and training program grants by a mean of 4.06. These high scores suggest strong support in key areas of employee well-being and life events.

However, the lowest mean score is 3.59 for the statement concerning a conducive working environment with proper workspace, ventilation, and air conditioning. This suggests that employee remark this aspect of the physical work environment as less optimal compared to other welfare benefits.

(d) Respondents’ Perception on Employee Performance

Twenty statements assessed employee performance. Table (4.6) shows GAD employee performance mean and standard deviation.

Table 4.6 Perception on Employee Performance

Sr. No.	Items	Mean	Std. Deviation
1	I complete my assigned tasks efficiently and on time.	4.00	0.814
2	I complete my work with high accuracy and quality.	4.06	0.806
3	I am confident in my ability to handle the technical aspects of my job.	3.82	0.918
4	I fulfill the responsibilities specified in my job description.	4.20	0.733
5	I consistently meet the quality standards expected for my role.	4.04	0.809
6	I am able to perform my work well with minimal time and effort.	3.65	1.021

Table 4.6 Perception on Employee Performance (Continued)

Sr. No.	Items	Mean	Std. Deviation
7	I am able to separate main issues from side issues at work.	4.02	0.786
8	I work towards the end result of my work.	4.11	0.774
9	I keep in mind the results that I had to achieve in my work.	4.15	0.688
10	I know how to set the right priorities.	4.00	0.740
11	I voluntarily help my colleagues when needed.	4.22	0.734
12	I actively participate in team meetings and discussions.	3.88	0.873
13	I maintain a positive and supportive attitude towards colleagues.	4.08	0.838
14	I follow organizational rules and procedures.	4.17	0.769
15	I am proactive in addressing challenges at work.	4.08	0.762
16	I try to learn from the feedback I got from others on my work.	4.16	0.746
17	I work at keeping my job knowledge up to date.	3.87	0.833
18	I start new tasks myself, when my old ones were finished.	3.99	0.763
19	I look for ways to make my organization more successful.	3.84	0.851
20	I keep well informed where opinions might benefit the organization.	3.94	0.788
	Overall Mean Value	4.01	

Source: Survey Data (May, 2025)

According to table 4.6, the overall mean value for employee performance is 4.01. This indicates that employees generally hold a positive and strong perception on

performance. The highest mean score is 4.22, indicating a culture of teamwork and mutual support as employees strongly agree voluntarily help for colleagues when needed. Following closely, with a mean of 4.20, employees are highly confident in ability to meet the core requirements of the roles by fulfilling the responsibilities specified in the job description.

However, the lowest mean score is 3.65, indicating that employees are less likely to strongly agree to work well with little time and effort. Similarly, the score of 3.82 suggests that employees feel slightly less confident in handling the technical parts of the job.

Thus, the analysis of Table 4.6 reveals that employees generally regard the performance very positively, especially concerning collaboration and fulfilling the duties. However, focusing on enhancing work efficiency and encouraging technical confidence could help further improve performance and job satisfaction.

4.3.4 Correlation Analysis

Correlation analysis measures the degree and direction of a link between two or more variables. Pearson correlation shows positive and negative coefficients (Pallant, 2020). The degree of linear correlation between two variables is a number between -1 and 1. favorable values indicate a favorable link between the independent and dependent variables. Conversely, a negative coefficient value suggests a negative association.

Value of Pearson Variables with a correlation value between 0.1 and 0.4 are weakly associated. Between 0.5 and 0.7 is moderately linked, whereas 0.8 to 0.9 is strongly connected. Also, the P-value shows the variables' significant correlations. Table 4.7 displays variable correlations.

Table 4.7 Correlation Analysis between Stress Management and Employees Performance

Sr.No.	Dimension	Pearson Correlation with Employee Performance	P value
1	Psychological support	0.474***	0.000
2	Job Redesign	0.554***	0.000
3	Employee Welfare Programs	0.496***	0.000

Note: *** is significant at 1% level, ** is significant at 5% level

Source: Survey Data (May, 2025)

Table 4.7 shows stress management and employee performance relationships. The Pearson association coefficients for stress management, psychological assistance, work redesign, employee welfare initiatives, and employee performance are 0.474, 0.554, and 0.496. Which suggests that stress management improves GAD employee performance. The associations are statistically significant at 1% since the p-value is less than 0.001. Thus, all stress management factors positively and marginally linked with GAD employee performance.

4.3.5 Multiple Linear Regression Analysis

Stress management components such psychological support, work redesign, and employee welfare programs were examined on employee performance using multiple linear regression analysis. The estimated findings are in Table 4.8.

Table 4.8 Effect of Stress Management and Employees Performance

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.728	0.177		9.770	0.000
Psychological support	0.124**	0.059	0.133	2.108	0.036
Job Redesign	0.341***	0.070	0.348	4.865	0.000
Employee Welfare Programs	0.127**	0.055	0.155	2.309	0.022
R	0.577				
R ²	0.333				
Adjusted R ²	0.327				
F Value	57.561***				

Dependent Variable: Employee Performance

Source: Survey Data (May, 2025)

Notes: *** is significant at 1% level, ** is significant at 5% level

According to Table 4.8, the regression analysis was statistically significant (F-value 57.561, p-value < 0.01). Thus, stress management affects employee performance. The adjusted R squared value of 0.327 shows that the model explains 32.7% of employee performance variance, indicating moderate goodness of fit.

According to the multiple regression analysis, psychological support (B = 0.124, t = 2.108, p < 0.05) significantly improves employee performance at the 5% level. This finding suggests that GAD prioritize psychological support initiatives are likely to observe tangible improvements in employee performance. By addressing psychological well-being, GAD not only fosters a supportive and inclusive work environment but also enables employees to maintain higher levels of concentration, motivation, and resilience.

As a result, job redesign (B = 0.341, t = 4.865, p < 0.01), has a highly statistically

significant positive effect on employee performance at the level of 1%. This indicates redesigning jobs to optimize demand, provide greater autonomy, enhance skill utilization, minimizing role ambiguity, leading to significant improvements in performance and job satisfaction. GAD may build a more interesting and stimulating workplace that lowers stress and boosts job satisfaction by doing so.

Employee welfare initiatives have a substantial favorable impact on employee performance ($B = 0.127$, $t = 2.309$, $p < 0.05$ per regression coefficient). Welfare programs that improve employee well-being may boost performance. GAD shows a commitment to employee well-being by investing in employee welfare, which may boost loyalty and morale.

The regression analysis shows that psychological assistance, work redesign, and employee welfare initiatives boost employee performance. The constant beneficial and statistically significant impact across all factors underscores the need for a comprehensive approach to stress management and employee well-being in GAD. These data clearly show that stress management efforts are strategic investments that improve employee performance, satisfaction, and organizational effectiveness.

.CHAPTER V

CONCLUSION

5.1 Findings

This study examines stress management and work performance. The first purpose of this study is to identify General Administration Department stress management, and the second is to assess its impact on staff performance.

Psychological support, job redesign, and employee welfare initiatives are stress management elements in this study. This study initially collected structured survey questionnaires from 350 GAD government workers to meet its goals. Following the survey questionnaire, demographic analysis, mean and standard deviation scores, reliability analysis, correlation and regression analysis are utilized to attain these goals.

This study found that most GAD workers had modest experience and are enthusiastic about stress management strategies such psychological assistance, job redesign, and employee welfare initiatives. Psychological support emerged as a significant predictor of employee performance. This support helps employees maintain concentration, increase motivation, and sustain productivity despite workplace pressures. The statistical analysis confirms that psychological support is not merely beneficial but essential for fostering a work environment where employees can thrive.

Job redesign was found to have the strongest influence on employee performance. By restructuring job roles to increase autonomy, clarify responsibilities, and better utilize employees' skills, GAD can significantly reduce role ambiguity and job-related stress. The high correlation between job redesign and employee performance underscores the importance of aligning job characteristics with employee capabilities and preferences. It suggests that well-designed jobs leading to more effective and engaged performance.

Employee welfare programs also demonstrated a positive and statistically significant impact on performance. Welfare initiatives such as health benefits, childcare support, and recreational activities contribute to employees' overall well-being by alleviating personal and family-related burdens. This finding highlights the broader role

of welfare programs as essential components of a comprehensive stress management strategy that addresses both professional and personal stressors.

In additions, the correlation analysis further reinforces the interconnectedness of these three dimensions—psychological support, job redesign, and employee welfare programs—with employee performance. Each factor showed a moderate to strong positive correlation, indicating that stress management should be approached holistically rather than through isolated interventions. The consistency of these relationships across the data suggests that the combined effect of these strategies creates a supportive organizational climate conducive to high performance

In summary, the findings have particular relevance within the Myanmar public sector context, GAD, where resource constraints and bureaucratic challenges often limit employee support initiatives. This study demonstrates that even within such constraints, targeted investments in psychological support, job redesign, and welfare programs can yield measurable improvements in employee productivity and engagement. These results provide a strong empirical foundation for advocating stress management as a strategic priority in public administrations.

5.2 Suggestions

Based on the findings of this research, several practical recommendations are proposed to enhance stress management and improve employee performance within the GAD. Firstly, it is essential to prioritize job redesign efforts, especially in units identified as high-stress environments. This can involve granting employees greater autonomy in managing their tasks, doing rotating shift, clarifying job roles to reduce ambiguity, and ensuring that job demands align with employees' skills and capacities. Such redesign not only reduces stress but also raises a sense of ownership and motivation. Given the bureaucratic nature of Myanmar's public sector, these changes may require careful planning and consultation with employees to ensure acceptance and effectiveness.

Secondly, the study highlights that the GAD should expand and institutionalize psychological support services. Regular mental health workshops, stress management training, and accessible counseling services should become integral parts of the organizational culture. Encouraging existing human resources such as in-house

psychologists or collaborating with local universities and non-governmental organizations can provide cost-effective and culturally sensitive mental health support. These initiatives will help employees build resilience and coping skills, reducing the negative impact of workplace stress on performance.

Thirdly, the study suggests that enhancing employee welfare programs is critical. The department should consider implementing or strengthening benefits that address employees' personal and family needs, such as childcare support, flexible working hours, and recreational facilities. These programs not only improve employees' quality of life but also increase their commitment and reduce absenteeism. Welfare initiatives should be designed with input from employees to ensure they meet actual needs and contribute effectively to stress reduction.

Finally, the study concludes that by focusing on job redesign, psychological support, employee welfare programs, policy integration, and continued research, the GAD can foster a healthier and higher-performing workforce. Such efforts will not only improve individual well-being but also enhance organizational effectiveness. Therefore, the policy makers of GAD should provide stress management to improve the employee performance of GAD.

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APPENDIX I

Survey Questionnaires for Research: Stress Management and Employee Performance at the General Administration Department

Dear Sir/ Madam

Currently, I am conducting an MPA research related to study the stress management and employee performance at the General Administration Department. Therefore, I make a survey to learn more about these issues and contribute the results to the effective stress management program in General Administration Department. You have been randomly together with others chosen for this study. I much appreciate your participation and contribution to this voluntary survey. It should take only just for few minutes to complete the questions. Your response will be kept confidential and you will not be identified in any published reports. Please choose how much you agree or disagree with each statement by choosing **ONE** number for each statement.

Thank you.

SECTION 1: DEMOGRAPHIC DATA

1. In **which organization** are you working?

- a) Head Office of GAD ()
- b) Regional State GAD ()
- c) District GAD ()
- d) Township GAD ()
- e) Self - Administrative GAD ()

2. **What is your age category? (Years)**

- a) 18 – 27 ()
- b) 28 – 37 ()
- c) 38 – 47 ()
- d) 48 – 57 ()
- e) Above 58 ()

3. **Gender;**

- a) Male ()
- b) Female ()

4. Marital status

- a) Single ()
- b) Married ()
- c) Other ()

5. Educational Background;

- a) Diploma ()
- b) Bachelor Degree ()
- c) Master's Degree ()
- d) Ph.D. ()

6. How long have you worked in your department?

- a) Below 5 years ()
- b) 6 - 10 years ()
- c) 11 - 15 years ()
- d) 16 - 20 years ()
- e) Above 21 years ()

7. What is your position?

- a) Deputy Staff Officer ()
- b) Staff Officer ()
- c) Assistant Director ()

Section 2: Stress Management

Please describe **your perception** on the following statements of your preference by using 5 point Likert scale where: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4 = Agree, 5 = Strongly Agree.

No	Stress Management					
A	Psychological Support (Smith, 2023)	1	2	3	4	5
1.	I receive recognition from my peers and officers for my contributions at work.					

2.	My organization ensures that the relationships between officers and subordinates is open and friendly.					
3.	I feel comfortable discussing work-related stress with subordinates and officers.					
4.	Journaling (writing down daily work activities) is a common practice among employees in my organization.					
5.	In my organization, we support each other when somebody needs help.					
6.	My organization allows me to participate in volunteering activities.					
7.	To release work-related stress, my organization allows me to join for vacation and meditation center.					
8.	My organization holds meetings and discussions to understand the personal difficulties of each staff member and to help.					
B	Job Redesign (Siengthai, 2016)	1	2	3	4	5
1.	My job includes the opportunity for job rotation.					
2.	My job gives me the opportunity to help other people while I am doing my job.					
3.	I receive the feedback on my performance form my subordinates and officers.					
4.	I have the resources and supports to handle my increased responsibilities.					
5.	My job requires me to disclose my idea.					
6.	My job requires intermittently meeting, sharing, or evaluating.					
7.	My job requires me to use a variety of skills and abilities.					

8.	My job requires me to do in teamwork.					
9.	My job is significant to coordinate with other divisions.					
10.	In my job, there are opportunities to participate in decision making.					
C	Employee Welfare Programs (Keitany, 2014)	1	2	3	4	5
1.	My organization provides opportunities for social activities and team-building events like anniversary day celebration.					
2.	My organization provides basic foods like rice, oil, and eggs.					
3.	My organization provides childbirth allowance, grant for students, and grants for training programs.					
4.	My organization working environment is conducive with proper work space, ventilation, air conditioning.					
5.	My organization allows for sickness and maternity leave.					
6.	My organization provides housing facilities to staff.					
7.	My organization provides transport allowance.					
8.	My organization ensures that employee welfare programs are accessible to all employee.					
9.	My organization provides libraries for staff.					
10.	Adequate recreational facilities are provided for staff in my organization.					

Section 3: Employee performance

The following statements are about your Employee Performance. Please choose how much you agree or disagree with each statement by choosing **ONE** number for each statement.

1 = Strongly disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly agree
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No	Employee Performance					
A	Task Performance (Koopmans, 2014)	1	2	3	4	5
1.	I complete my assigned tasks efficiently and on time.					
2.	I complete my work with high accuracy and quality.					
3.	I am confident in my ability to handle the technical aspects of my job.					
4.	I fulfill the responsibilities specified in my job description.					
5.	I consistently meet the quality standards expected for my role.					
6.	I am able to perform my work well with minimal time and effort					
7.	I am able to separate main issues from side issues at work.					
8.	I work towards the end result of my work.					
9.	I keep in mind the results that I had to achieve in my work.					
10.	I know how to set the right priorities.					
B	Contextual Performance (Koopmans, 2014)	1	2	3	4	5
1.	I voluntarily help my colleagues when needed.					
2.	I actively participate in team meetings and discussions.					

3.	I maintain a positive and supportive attitude towards colleagues.					
4.	I follow organizational rules and procedures.					
5.	I am proactive in addressing challenges at work.					
6.	I try to learn from the feedback I got from others on my work.					
7.	I work at keeping my job knowledge up to date.					
8.	I start new tasks myself, when my old ones were finished.					
9.	I look for ways to make my organization more successful.					
10.	I keep well informed where opinions might benefit the organization.					

APPENDIX II
SPSS OUTPUT

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	219	62.6	62.6	62.6
	Male	131	37.4	37.4	100.0
	Total	350	100.0	100.0	

What is your age category? (Years)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 – 27	30	8.6	8.6	8.6
	28 – 37	207	59.1	59.1	67.7
	38 – 47	94	26.9	26.9	94.6
	48 – 57	19	5.4	5.4	100.0
	Total	350	100.0	100.0	

Educational Background					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor Degree	304	86.9	86.9	86.9
	Master's Degree	45	12.9	12.9	99.7
	Ph.D.	1	.3	.3	100.0
	Total	350	100.0	100.0	

What is your position?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assistant Director	31	8.9	8.9	8.9
	Deputy Staff Officer	225	64.3	64.3	73.1
	Staff Officer	94	26.9	26.9	100.0
	Total	350	100.0	100.0	

Reliability Analysis

Case Processing Summary			
		N	%
Cases	Valid	348	99.4
	Excluded ^a	2	.6
	Total	350	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.812	.818	8

Item Statistics			
	Mean	Std. Deviation	N
PS1.I receive recognition from my peers and officers for my contributions at work.	3.82	.887	348
PS2.My organization ensures that the relationships between officers and subordinates is open and friendly	3.68	.929	348
PS3.I feel comfortable discussing work-related stress with subordinates and officers.	3.60	1.020	348
PS4. Journaling is a common practice among employees in my organization.	3.52	1.045	348
PS5.In my organization, we support each other when somebody needs help.	3.93	.869	348
PS6.My organization allows me to participate in volunteering activities.	3.70	.876	348
PS7.To release work-related stress, my organization allows me to join for vacation and meditation center.	3.21	1.185	348
PS8.My organization holds meetings and discussions to understand the personal difficulties of each staff member and to help.	3.99	.981	348

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.681	3.207	3.989	.782	1.244	.062	8
Processing Summary							
		N				%	
Cases	Valid		350			100.0	
	Excluded ^a		0			.0	
	Total		350			100.0	
a. Listwise deletion based on all variables in the procedure.							

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.865	.871	10

Item Statistics			
	Mean	Std. Deviation	N
JR1. My job includes the opportunity for job rotation.	3.59	1.137	350
JR2. My job gives me the opportunity to help other people while I am doing my job.	4.19	.817	350
JR3. I receive the feedback on my performance from my subordinates and officers.	3.83	.852	350
JR4. I have the resources and supports to handle my increased responsibilities.	3.43	1.018	350
JR5. My job requires me to disclose my idea.	3.89	.888	350
JR6. My job requires intermittently meeting, sharing, or evaluating.	3.94	.838	350
JR7. My job requires me to use a variety of skills and abilities.	3.98	.866	350
JR8. My job requires me to do in teamwork.	4.25	.849	350
JR9. My job is significant to coordinate with other divisions.	4.25	.842	350
JR10. In my job, there are opportunities to participate in decision making.	3.69	.880	350

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.904	3.434	4.249	.814	1.237	.078	10

Case Processing Summary			
		N	%
Cases	Valid	350	100.0
	Excluded ^a	0	.0
	Total	350	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.910	.915	10

Item Statistics			
	Mean	Std. Deviation	N
WP1. My organization provides opportunities for social activities and team-building events like anniversary day celebration.	4.09	.917	350
WP2. My organization provides basic foods like rice, oil, and eggs.	3.99	.907	350
WP3. My organization provides childbirth allowance, grant for students, and grants for training programs.	4.06	.854	350

WP4. The working environment of my organization is conducive with proper work space, ventilation, air conditioning.	3.59	1.171	350
WP5. My organization allows for sickness and maternity leave.	4.31	.817	350
WP6. My organization provides housing facilities to staff.	4.04	.925	350
WP7. My organization provides transport allowance.	3.82	1.028	350
WP8. My organization ensures that employee welfare programs are accessible to all employee.	3.81	1.030	350
WP9. My organization provides libraries for staff.	3.88	1.110	350
WP10. Adequate recreational facilities are provided for staff in my organization.	3.61	.986	350

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.920	3.589	4.311	.723	1.201	.050	10

Case Processing Summary			
		N	%
Cases	Valid	350	100.0
	Excluded ^a	0	.0
	Total	350	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.956	.958	20

Item Statistics			
	Mean	Std. Deviation	N
TP1. I complete my assigned tasks efficiently and on time.	4.00	.814	350
TP2. I complete my work with high accuracy and quality.	4.06	.806	350
TP3. I am confident in my ability to handle the technical aspects of my job.	3.82	.918	350
TP4. I fulfill the responsibilities specified in my job description.	4.20	.733	350
TP5. I consistently meet the quality standards expected for my role.	4.04	.809	350
TP6. I am able to perform my work well with minimal time and effort.	3.65	1.021	350
TP7. I am able to separate main issues from side issues at work.	4.02	.786	350
TP8. I work towards the end result of my work.	4.11	.774	350
TP9. I keep in mind the results that I had to achieve in my work.	4.15	.688	350
TP10. I know how to set the right priorities.	4.00	.740	350
CP1. I voluntarily help my colleagues when needed.	4.22	.734	350
CP2. I actively participate in team meetings and discussions.	3.88	.873	350
CP3. I maintain a positive and supportive attitude towards colleagues.	4.08	.838	350
CP4. I follow organizational rules and procedures.	4.17	.769	350
CP5. I am proactive in addressing challenges at work.	4.08	.762	350
CP6. I try to learn from the feedback I got from others on my work.	4.16	.746	350
CP7. I work at keeping my job knowledge up to date.	3.87	.833	350
CP8. I start new tasks myself, when my old ones were finished.	3.99	.763	350
CP9. I look for ways to make my organization more successful.	3.84	.851	350
CP10. I keep well informed where opinions might benefit the organization.	3.94	.788	350

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.013	3.646	4.220	.574	1.158	.022	20

Relationship between Credit Management Practices and Financial Performance

Correlations					
		Psychological support	Job Redesign	Employee Welfare Programs	Employee Performance
Psychological support	Pearson Correlation	1	.693**	.642**	.474**
	Sig. (2-tailed)		.000	.000	.000
	N	350	350	350	350
Job Redesign	Pearson Correlation	.693**	1	.734**	.554**
	Sig. (2-tailed)	.000		.000	.000
	N	350	350	350	350
Employee Welfare Programs	Pearson Correlation	.642**	.734**	1	.496**
	Sig. (2-tailed)	.000	.000		.000
	N	350	350	350	350
Employee Performance	Pearson Correlation	.474**	.554**	.496**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	350	350	350	350
**. Correlation is significant at the 0.01 level (2-tailed).					

Multiple Linear Regression Analysis Stress Management and Employees Performance

Variables Entered/Removed^a			
Model	Variables Entered	Variables Removed	Method
1	Employee Welfare Programs, Psychological support, Job Redesign ^b	.	Enter
a. Dependent Variable: Employee Performance			
b. All requested variables entered.			

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577 ^a	.333	.327	.48834
a. Predictors: (Constant), Employee Welfare Programs, Psychological support, Job Redesign				

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.181	3	13.727	57.561	.000 ^b
	Residual	82.513	346	.238		
	Total	123.693	349			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Employee Welfare Programs, Psychological support, Job Redesign						

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.728	.177		9.770	.000
	Psychological support	.124	.059	.133	2.108	.036
	Job Redesign	.341	.070	.348	4.865	.000
	Employee Welfare Programs	.127	.055	.155	2.309	.022
a. Dependent Variable: Employee Performance						