

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF COMMERCE**

**JOB STRESS ON EMPLOYEE PERFORMANCE IN FAME  
PHARMACEUTICALS INDUSTRY CO., LTD**

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**JOB STRESS ON EMPLOYEE PERFORMANCE IN FAME  
PHARMACEUTICALS INDUSTRY CO., LTD**

This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for degree of Master of Commerce (M.Com)

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## **ABSTRACT**

The purpose of this study is to analyze the effect of job stress on employee performance in FAME Pharmaceuticals Industry Co., Ltd. In this study, primary data was collected from 110 employees and interview with the HR manager of FAME Pharmaceuticals by using simple random sampling. Secondary data was gathered from company's records, previous thesis, research papers and internet websites. Descriptive and quantitative research were used. In this study, the independent variables are workload, time pressure, job security and physical environment and dependent variable is employee performance. The study found that there is a significant positive relationship between job stress and employee performance. And job security and physical environment have significant effect on employee performance. Therefore, the company should provide incentive programs such as bonus and overtime fees, counselling, mediation programs etc. which improve the performance of the employees in the long run. Moreover, the company should arrange opportunities of self-advancement to increase employee's skills and knowledge and support safe and healthy working environment for employees to improve their competency and critical thinking.

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# **CHAPTER 1**

## **INTRODUCTION**

In today's world, stress is a common element in almost every walk of life. Therefore, most people in this world experience the stress. Generally, stress can be defined as a reaction of individual's mental and physical to a stressor in the environment (Antai-Otong, 2001). Usually, people think stress as the harmful or negative but sometimes stress has the positive side. In addition, work-related stress is a universal element experienced by employees around the globe. This is because job stress is an increasing problem in organization and often causes adverse effectors on performance.

Employees are the quintessential and lifeblood of every business and organization. This is because employees perform well all the operations of the business for achieving organization's milestones. The economic recession and crisis on 2009 contributed the higher level of stress among employees. The stressful situation can cause due to various ways that are workplace, financial, relationship, health and academic. Hence, stress is a complex and dynamic concept. Undesirable level of job stress affects overall performance of the organization. It can also make unstable relationship between employer and employee. The competition at the workplace increases the levels of work-related stress.

Over the past few decades job stress is emerging as an increasing problem in organizations. Job stress can occur in various forms in every workplace. In today's work life, employees are generally working for longer hours, as the rising levels of responsibilities require them to exert themselves even more strenuously to meet rising expectations about work performance. According to Irene (2005), job stress is a pattern of reactions that occurs when worker presented with work demands that are not matched to their knowledge, skills or abilities which challenges their ability to cope.

It is important to recognize and address properly job stress because it badly affects the employee's mental and psychological health. Job stress is an outcome or response to certain stimuli in the environment. Nowadays, job stress has become more apparent and leads to low morale of employees. In addition, job stress is a double-edged sword, it can be both productive and counter-productive. It can be productive when it helps or motivates people to work more and perform well. It will allow them to explore opportunities and leads to enhanced job productivity. It can be counter-productive when external factors create more pressure to work but doesn't lead to concrete outcome. Job stress is prevailing in every employee's day-to-day life and it impacts their job performance.

In recent time, the frequent occurrence of job-related stress on workers at workplaces has become a trend of worry to employers, management, employees, organizations and society as a whole. Job stress has a tremendous effect on employee satisfaction, performance and workers' motivation. Job stress has become one of the most popular 'occupational diseases' of the century to mankind and it has affected individuals' physically and psychologically, causing such impactful pressure on employees' performance (Leka et al. 2004). Employee performance is basically what an employee does or does not do.

Stress has the positive and negative effects to the individuals and their environment. It depends on the individuals whether they can manage the stress or not. Although some employees who feel job stress are normal, but over stress can interfere with their performance and impact the emotional and physical health. According to Michac (1997), job stress is induced by the following factors; poor time management, unclear job descriptions, feelings of inadequacy and insecurity, inability to get things done, lack of communication, bad personal relationships, quality and complexity of tasks. Job stress has a positive effect on employees of any organization but it depends on employees can cope with it, sometime it over limits and give the negative effect to employees.

## **1.1 Rationale of the Study**

Generally, many empirical studies have indicated mix results regarding how job stress affects employee performance. In today's competitive world, the key to success in any business relies on customer satisfaction. Employees play a dominant

role to achieve customer satisfaction in any organization. Therefore, employees are the key and valuable assets of an organization to be successful in future.

The success of any business is directly affected by the performance of the employees within the organization. Employee performance refers to how workers behave in the workplace and how well they perform the job duties obligated to them. For an individual employee, performance refers to work effectiveness, quality and efficiency at the task level. Employee performance can lead to achieve positive or negative outcome for organization. Therefore, employers need to understand that a content and motivated employee has a higher probability of making significant contributions to the business organization. Some of the recent findings unveiled that workload, time pressure, role conflict, lack of motivation, job security, role ambiguity, harassment, physical environment and many other factors impact employee performance (Health Security Executive (HSE), 2014).

Satisfied, highly-motivated and loyal employees represent the basis of competitive company. The Affective Events Theory (AET) is a recognized psychological model that links workplace emotions and mood to employee performance. Emotions affect employee experience and satisfaction in a similar way to how they affect customer experience. That's why it's important to gauge the mood of employees and listen to their feedback. Most people who feel job stress can affect emotional disorder in their human life. Employees working in different sectors and organizations have to deal with job stress. Job stress contributes to decreased employee overall performance, high error rate and poor quality of work, high staff turnover and absenteeism. Job stress is a universal and common challenge to organization and employee performance, it is the reality of modern day workplace.

Medicines are essential for human health. Therefore, pharmaceutical industry is important because it is a major source of medical innovation. It is also a heavily regulated industry. Drugs are evaluated for safety, efficacy and manufacturing quality as a condition of market access and promotional messages must adhere to approved product characteristics. The traditional medicine plays as an essential role in Myanmar's history. FAME Pharmaceutical is a private owned company and leading manufacturer of organic medicines.

In Myanmar, FAME Pharmaceuticals Industry Co., Ltd, as being a highly esteemed company has been playing a leading role of Alternative Medicines in Myanmar. FAME is a company where their products are produced according to WHO

(World Health Organization) and GMP (Good Manufacturing Practice) Guidelines and is a first pharmaceutical factory to receive first GMP (Good Manufacturing Practice) certificate given by Ministry of Health in January 2003. In addition, this company also got ISO (International Organization for Standardization) 9001:2008 certificate and then currently FAME is manufacturing wide range of medicinal products. FAME products have basic characteristics that are quality, safety and efficacy. These drugs should be at least safe to the users. These are the main reasons that FAME Pharmaceuticals Industry supports to improve the health conditions of Myanmar citizens.

Understanding and analyzing job stress and its effects is very important for FAME pharmaceuticals Industry. This is because the level of stress escalates to a point that it becomes dangerous for the well-being of this company as well as employee performance in operating the business functions. Therefore, this study aims to address job stress factors and how these factors affect employee performance in FAME Pharmaceuticals Industry Co., Ltd. And then, this study attempts to advice that stress management is an important role to avoid negative employee performance in FAME Pharmaceuticals Industry Co., Ltd.

## **1.2 Objective of the Study**

The specific objectives of the study can be stated as follows;

1. To identify the practices for reducing job stress in FAME Pharmaceuticals Industry Co., Ltd.
2. To analyze the effect of job stress on employee performance in FAME Pharmaceuticals Industry Co., Ltd.

## **1.3 Scope and Method of the Study**

The overall scope of this research is to analyze the job stress and its effect on employee performance in the FAME Pharmaceuticals Industry Co., Ltd. This study was based on both primary and secondary data. Primary data was collected 30 percent of 405 employees in FAME Pharmaceutical Industry Co., Ltd. Sample of this study is 110 respondents including managerial and non-managerial level. Secondary data was obtained from company's records, previous thesis, research papers and internet websites. Descriptive research and quantitative research were used and a sample of 30 percent respondents of the company was selected using simple random sampling.

#### **1.4 Organization of the Study**

This paper was organized with five chapters. Chapter 1 deals with an introduction which includes rationale of the study, objectives of the study, scope and methods of the study and organization of the study. And then followed by theoretical background in Chapter 2. Chapter 3 describes profile and practices for reducing job stress of FAME Pharmaceuticals Industry Co., Ltd. Chapter 4 consists of research methodology and analysis of job stress on employee performance of the FAME Pharmaceuticals Industry Co., Ltd. Finally, Chapter five is conclusion that comprises research findings and discussions and suggestions and recommendation and then needs for further study.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

This chapter describes the concept and theories related to job stress and employee performance. It includes six parts. First part is the meaning of job stress. Second part reveals factors inducing job stress in the workplace. Third part presents models of job stress. Fourth part states about employee performance and then describes employee performance indicators. And then, next part states about relationship between job stress and employee performance. Final part is analytical framework of the study.

#### **2.1 Job Stress**

In today's fast paced world, people normally experience stress in numerous ways. Stress have been defined with various meaning over the years. In 1936, Hans Selye firstly introduced the concept of stress in the life sciences. Stress as defined by Arnold and Feldman (1986), is a response of a person via to a new or hostile situation in a working environment, (Walonick 1993). William and Huber (1986) described that stress is a reaction from both psychologically and physically and to internal and external factors of a situation in which the adaptiveness of an individual could be overextended (Walonick 1993). Stress is a complex and dynamic concept.

Job stress is a popular event in today work life. J.C. Chen (2008) defined as job stress is a conferential response to the job descriptions of employees. According to the Chen, job stress is a psychological pressure that is related to work and the ability of employees to respond the particular situation at the workplace by using his/her skills. And then, the World Health Organization (WHO) defines occupational stress as the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities which challenge their ability to cope.

On the other hand, Steve (2011) stated that job stress is simply a reaction of an employee when certain demands, pressures and professional aspects which are to be

faced at the work place do not match their knowledge levels which create or pose a challenge and threat to the capabilities of an employee which in turn would create a struggle for existence in terms of being employed in a place. Hence, job stress can exist when working environment presents an excessive demand threatening to surpass an employee's abilities and skills and so on.

Job stress is growing concern as it leads to psychological and physical problems for the employees. It affects the health of the employees in a drastic way (Mimura & Griffiths, 2003). Emotional disruption, physically injurious that happens when the job does not require or connect with the worker's skills, resources and needs, is defined as 'work stress' (Park, 2017). Arnold Robertson & Cooper (1991) identified that five major causes of job stress are factors intrinsic to the job, relationship at work, career development, role in the organization and organizational structure and climate. It has a prominent impact on the performance of the employees in the working environment. Therefore, job stress is identified as a challenge mentally and physically of a person and organization (ILO 1986).

Most people think job stress as a negative side, but sometimes it has positive side. Here, positive job stress improves employees' skill, knowledge and ability, overcomes challenges in work, and then achieves job-related opportunity. In some cases, stress can be positive and affects workplace in a positive way by making employees to fully exploit capabilities of employees and by elevating the vigilance of the employee (Ricardo, Amy and Rohit, 2007, 4).

But, once the stress becomes excessive and its level rises then it becomes into negative situation. In this case, it not only affects the performance of employees but it adds the cost of organization such as healthcare cost and increased turnover. In this situation, employee is impossible to eliminate job stress, but to learn how to manage it and how to use it to help them. Therefore it is very important for both individual and organization to manage the stress to its optimal level.

According to Dyck (2001), quality of life of an employee can get affected because of job stress. In both the developed and developing countries, one of the most significant health risks with which employees are exposed is job stress (Paul, 2002, 9; Danna and Griffin, 2002, 101). Job stress can be as a negative stressors such as interpersonal relationship at workplace such as conflict with the policies of management, conflict with the supervisor's behavior, conflict with subordinates and

conflict with the colleagues (Paul, 2002, 9). Therefore, business organization should effectively address factors leading to job stress in the workplace.

## **2.2 Factors Inducing Job Stress**

There are many factors affecting job stress among employees in business organization. According to the previous studies, work overload, work-underload, fear, workaholic, technology, workplace bullying, signs, symptoms of stress, aggressive management style, psychological support, organizational culture, civility and respect, growth and development, time pressure, unrealistic deadlines, job insecurity, working hours, control at work, psychological problem, and character issue that are leading to work stress and these factors impact on employee performance were developed by Jayadev Babu Divakar (2015).

In this study, the major four factors considered are workload, time pressure, job security and physical environment. According to the previous studies, these factors play as a dominant job stressor in the every workplace. This is because the effects of huge workload will translate into lower performance levels for employees and in turn contribute to low morale and high employee turnover in organization. Time pressure increases physiological stress of an employee that eventually would increase in risk taking (Starcke et al., 2008; Putman et al., 2010; Buckert et al., 2014) and prevent from thinking strategically (Leder et al., 2013).

And then job security is a major factor which yields to high employee turnover in companies around the world. Moreover, stress about job security was a major contributor to both physical and psychological ill health. Finally, Abdulmuhsen (2012) stated that noise and crowing will make worker stress, reduce the feeling of control and lead to worse performance and task. Therefore, physical environment is also important part in working area. In addition, these factors are very popular stressor among employees in Myanmar Business Industry and then will describe below specifically.

### **2.2.1 Workload**

The extent to which individuals feel workload in their workplace can be source of job stress. Workload stress can be defined as reluctance to come to work and a feeling of constant pressure (i.e. no effort is enough) accompanied by the general physiological, psychological, and behavioral stress symptoms (Hunt, 1991). In

addition, Hart and Staveland (1988) described workload as "the perceived relationship between the amount of mental processing capability or resources and the amount required by the task".

Whelan (2004) found that the workload was excessive, the pressure unremitting, and, because of the inadequacies in the staff provided to the employee, unduly burdensome. Stressful situation like shortage of help at work, inadequate resources to accomplish a task, inefficiency of co-workers, limited time for completing the work, multiple responsibilities will create workload among employees in their work area. Jackson and Schuler (2000) have mentioned in their studies that one of the six factors of occupational stress is pressure originating from workload.

To operate systematically and efficiently business enterprise, workload needs to be define properly and when a workload is either too low or too high it could back fire either ways on the overall employees' performance (Dasgupta, 2013). And then, Robbins & Judge (2014) defined that change in workload tends to change the stress level of employees, which ultimately affect the performance of employees. Workload connects to the force of a task or job, it produces mental stress and when in stress employee loses interest to complete their task or they try to avoid the consequences of not accomplishing them (Fournier et al. 2011).

Workload can be classified into: (1) role overload occurs when individuals are expected to do over than available time, resources and their capabilities, individuals face many expectations from direct boss, subordinates, colleagues, top management, local community and so on (Ammar, 2006). (2) Role lower load occurs when tasks and duties of the role are less than the level of individual capabilities, which generates bored feelings or stress.

When employees face role overload, they may be afraid, tenses and fear not lead their expected duties. If they face role lower load, they feel small work or lack of its importance. Therefore, these two situations can cause job stress for employees and then this affects their performance. In a positive end, workload is not always negative, but it also provides opportunities for employees' to gain experience faster and increase their performance, but at the same time, massive work overload could also result in less performance and incompetence (Shah et al. n.d).

### **2.2.2 Time Pressure**

Time pressure seemed to become increasingly a main issue of work in most developing countries (Moore et. al 2012). In modern work environment, time pressure

is an unavoidable event for employees in performing the task. This pressure always become among employees and then this may even keep workers alert, motivated, able to work and learn, depending on the available resources and personal behaviors. Hence, when that pressures extremely become to lead job stress which can also be said as time pressure. Job stress can damage an employees' health, family relation and the performance in his/her job.

Time pressure, has become a prominent issue in most organizations (Parlow, 1999). Bollard et al. (2007) and Kocher at al. (2013), discovered that time pressure certainly changes the attitude of an employee towards risk. In most cases, when employees' performance is impacted by time pressure they are prone in making more mistakes (Johnson et al., 1993 cited in Moore et al, 2012).

### **2.2.3 Job Security**

In today's work life, job security is a main factor to become high employee turnover in business organization around the world. Most of the companies which value their employees as assets by providing way of provision of pension, motivating to grow in their career life and also fostering a conducive environment for career growth. One of the basic responsibility of business enterprise is to motivate their employees and retain them in the longer run.

Work-related stress about job security was a major contributor to both physical and psychological ill health for employees in the workplace. Factors like fear of being laid off, low wage, lack of motivation for career growth, poor pension can cause job stress related job security for employees at work.

### **2.2.4 Physical Environment**

Many companies have proper programs for providing health and safety situation in workplace for employees, but some smaller company do not have it. Arnold, Robertson and Cooper (1993) identified that the physical design of the workplace or the physical surrounding of the workplace which includes high level of noise, high or low lighting system, fumes, heat, poor ventilation systems, smells and all the stimuli which bombard a worker's senses and can affect their moods and overall mental state.

Physical environment refers to tangible surroundings which can influence employee's development and behavior in performing the task or duties. Also, the physical design of the workplace comes under poor working condition. If an office is poorly designed, it creates poor communication networks and poor working relationships between worker and work-environment which can caused job stress to employees.

Mano (2004) describes that unfavorable and poor working conditions are cited as a major reason for high turnover intention among employees. Therefore, employee behavior in the workplace can change due to an organization's physical environment and its design and layout.

Brill (1992) estimates that improvements in the physical design of the workplace may result in a 5-10 percent increase in employee productivity. According to Kasl (1973), stress is reaction of worker to environmental stimulus. Therefore, reaction to physical environment impacts job performance, also defined job stress.

## **2.3 Models of Job Stress**

There have various models that developed by previous researchers. The various models of job stress include the Job Demand-Control (JDC) model with special reference to Karasek and Person Environment (P-E) Fit model.

### **2.3.1 Job Demand-Control (JDC) Model**

Research by the National Health and Safety Committee on the operational health and safety effects stress (2005) cites that the job demand-control (JDC) model as developed by Karasek (1979) is useful in understanding job stress. Karasek's (1979), job demands-control model is one of the most widely studied models of occupational stress (de Lange, Taris, Kompier, Houtman, Bongers, 2013). The key idea behind the job demands-control model is that control buffers the impact of job demands on strain and can have enhance employees' job satisfaction.

Karasek (1979) indicates that employees who have a high degree of work pressures and experience a low degree of control have an increased risk of stress. A Job demand indicates a kind of psychological stressors in the workplace. These include factors such as: time pressures, interruption rate, burnouts, and conflicting demands. Job demand-control (JDC) model show that increasing workload as well as time limit of individual to cope with it may result in psychological pressure in

workplace. Karasek (1979) stated that more positive job performance level can achieve when worker under high work-control and high work-demand.

### **2.3.2 Person-Environment (P-E) fit model**

The person-environment fit model based on the concept of emphasis the interaction between person and environment, focuses on fitness. Person–environment fit (P–E fit) is used to explain how the individual and environment can match (French, Caplan, & Harrison, 1982). Person characteristics may include an person’s physical needs, values, goals, abilities, or character, while environmental characteristics could include intrinsic and extrinsic rewards, need of a job or role, cultural values, or behavior of other individuals and collectives in the individual's social environment (French et al., 1982). Due to its important implications in the workplace, person-environment fit has maintained a prominent position in Industrial and organizational psychology and related fields.

## **2.4 Employee Performance**

Through the help of humans, machines, materials, and money, business organization operates their business functions effectively. Performance of an employee at his/her workplace is a point of concern for all the managers irrespective of their level and position. Employees are considered to be very valuable asset for their organizations. Employee performance is basically what an employee does or does not do. Job performance or individual performance can be referred to employee performance.

From Dead rick and Gardner’s (1997) points, employee performance could be defined as the record of outcomes achieved, for each job function, during a specified period of time. Schermerhorn (1989) asserts that job performance refers to the quality and quantity that are attained by individual employees or group of employees after completing a given task. On the other hand, Hoppock (1957); Kane & Lawler, (1976) described that job performance is the record related to the results after practicing a job for a given period. Gung (2011) stated that performance of employees could include quantity of output, quality of output, timeliness of output, presence at work, and cooperativeness.

Qureshi & Ramay, (2006) described that a good performance of the employees of an organization leads towards a good organizational performance thus ultimately

making an organization more successful and effective and the vice versa. And then, Armstrong & Baron, (1998) stated that good performance of employees leads to good organizational performance which is an indicator of their success. This is because the sum of performance at all employees can make to perform effectively organizational performance.

According to Kim's perspective (2010) , employee performance contributes to team performance and team performance contributes to departmental performance and performances of all departments show organization performance. Ultimate success or failure of an organization is determined majorly by the performance of their employees (Bartlett & Ghoshal,1995 in Ahmed and Ramzan, 2013).

Sarmiento and Beale, as cited in June (2011) noted job performance resulted from two elements, abilities and skills (natural or acquired) that an employee possessed, and motivation to use them in order to perform a better job. Employee performance has been described in many ways; ability to achieve targets, realize goals, attain benchmarks.

Job performance of employees is the most critical subject which plays an important role in accomplishing organizational performance (Wang et al., 2015). Employee performance depends upon work settings, the atmosphere of office and social interaction. Goal setting level significantly affected different employee's job performance (Pantang, 2007) as holding the same goals influenced the staff to move in the same direction leading them to be successful in the long run.

Nurul Aini Ibrahim (2013) developed that employee performance is measured by three ways: job quality/ effectiveness, behavior/ attitude and job efficiency. In this study, employee performance is measured by job quality/ effectiveness, behavior/ attitude.

#### **2.4.1 Job Quality/ Effectiveness**

A key indicator in measuring employee performance is the timely completion of projects to the desired standard. John Spacey (2017) pointed out that work quality is the value of work delivered by an individual, team or organization. Job quality can be regarded by the quality of task completion, interactions and deliverables. Managing performance of programs, projects, vendors and individuals is important for every business organization. Job quality is the quality of job completed by an

employee who performs the obligated duties or tasks effectively. To manage or measure performance, job quality is a common consideration in achieving business's objectives. There are many types of job quality; fit for purpose, completeness, correctness, accurate, diligence, professional, communication, compliance, usability, relevant and so on.

(a) Fit for Purpose

The final outcome of job quality or job products that are fit with the organization's purpose. This means that they achieve objectives efficiently.

(b) Completeness

Completeness is work completion with nothing missing. This means that the performed tasks or works are complete without any missing.

(c) Correctness

Correctness means free of bugs and errors. Job products are complete efficiently without any errors to achieve business's goals.

(d) Accurate

Accurate is free from error especially as the result of care. This means that the performed jobs or tasks are accurate and credible.

(e) Diligence

Diligence refers to carefulness on the job tasks. The job tasks are prepared with careful and persistent effort to exclude any missing or errors. For example, documents that are well researched.

(f) Professional

When the job tasks are performed, they are consistent with the norms and practices of a profession. For example, doctors apply rules or terms related to medical regulations when they treat patients.

(g) Communication

The quality of communication such as presentations and documentation is an important factor in measuring job quality.

(h) Compliance

The completed job tasks comply with the regulations and standards regarding organization to achieve business's goals.

(i) Usability

Usability is the degree to which something is able or fit to be used. This means that delivered work is usable and comprehensible after the obligated job tasks are performed.

(j) Relevant

Relevant is closely connected or appropriate to what is being done or considered. This means that job tasks have commercial relevance and then value to the business in performing goals and objectives.

### **2.4.2 Behavior/ Attitude**

An attitude can be defined as a psychological state of mind. In the workplace, attitudes of employees can have a significant effect on the business as a whole. Employee attitude is one of the hard-to-measure factors and then it tend to have a drastic impact on the productivity of a business organization. Employees can have either positive or negative attitudes related about specific work tasks, co-workers or management, or the company as a whole.

Employees with positive attitude can view workplace as second family and also perform their obligated tasks or duties more effectively, without complaint. And then, they are more likely to develop a sense of commitment to the business and stay for the long haul in the organization. Therefore, this situation can decrease employee turnover rate as well as increase productivity for organization.

Employees with negative attitude can have a ripple effect. They are easily agitated by minor problems. They cannot perform tasks or duties effectively at standard levels and then they can leave at any time from their business organization. High employee turnover is significantly costly to business organization and also negatively affect the success of the organization.

According to Kimberlee Leonard (2019), a person's behavior is affected by his attitude. Behavior is defined by the actions of a person based on specific stimuli. In most cases, positive attitude results in good behaviors and negative behavior can result from bad attitude. From these perspective, attitude and behavior are directly relationship in the working environment.

## **2.5 Relationship between Job Stress and Employee Performance**

Stress has been viewed as an environmental stimulus to an individual (Cooper and Williams, 1990). It results from the imbalance between demand and resources. Mostly job related stress can also be a threat their personal factors like family functioning and individual performance. Job related stress can create a difference between demands on families and the ability of families to provide material security for them (Sauter and Murphy, 1995). Job stress can both be good results and the same time harmful to the employee's performance. Job stress need not to be too high or too low to attain the best performance results.

Job stress can exist in every business organizations either big or small. High level of job stress is known to bring down job performance (Beehr and Newman, 1978). In addition, Porter & Steers (1982) found the relationship between occupational stressors and the performance of employee of an organization as well as it can affect the employees psychologically. But if employees feel very low or no stress at work, it also found to be associated with low performance in doing their tasks. Job stressors can have both direct and indirect effect on employee performance. Stressors in the form of situational constraint have a direct inhibiting effect on performance. Stressors affecting antecedents to performance, act indirectly e.g. level of effort, hence impacting performance (Peters & O'Conner, 1998).

According to Maneze (2005), most companies interpreted job-related stress as a low alarming situation but it adds a very high effect on employee's health that also affects directly their performance. When employees are facing job stress and working under pressure, they are less incline to think in innovation, creation with regards to various initiatives or problem solving. Finally, they can leave or resign from the working environment. If an institution can't enough labor or manpower, the business operations can slow down. This conditions can also decrease the productivity and efficiency of an organization. Consequently, this impacts the company's profitability significantly.

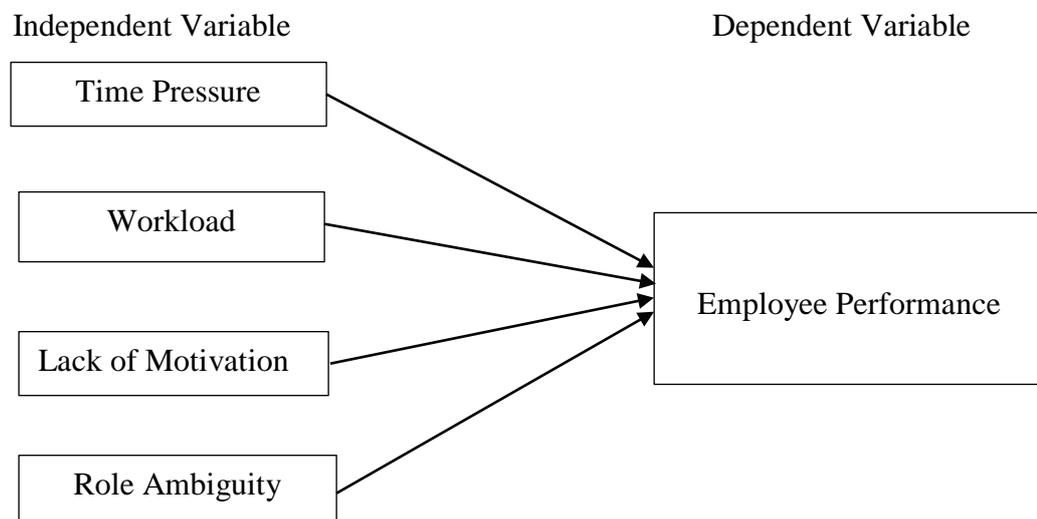
According to (Chao, 1990) employees have tendency towards high level of job stress regarding time, working long hours which reduces employees urge for performing better. If the organizations management does not appreciate its employees for their hard work among or contribution toward the organization, it creates stress and mostly creates intention to leave (Meyer & Smith, 1993). Therefore, the management support is also important to help as a cushion in reducing work-related

stress among employees. Effort and practical guideline regarding from organization must be effectively instituted to monitor and manage the level of job stress that arise in business organization. By this way, employee performance and growth of the organization will be assured, guarantee and its objectives are met to succeed in the competitive market.

### 2.5.1 Previous Studies of Job Stress and Employee Performance

Job stress affects employee performance. This is because empirically researches have shown a negative relation between job stress and performance of employee. According to the previous studies, Sharmilee Bala Murali (2017) studied to analyze the impact of job stress on employee performance. For this purpose, employees from few industries in Malaysia were chosen. In this study, independent variables were time pressure, workload, lack of motivation and role ambiguity to measure level of stress. The dependent variable was employee performance. The conceptual framework of previous study is shown in Figure 2.1.

Figure 2.1 Impact of Job Stress on Employee Performance



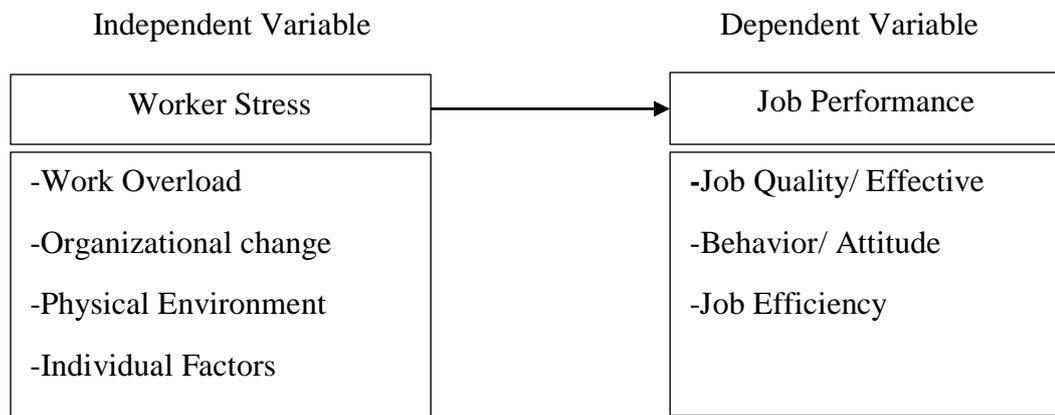
Source: Sharmilee Bala Murali (2017)

Finally, Sharmilee Bala Murali (2017) found that time pressure and role ambiguity have significant and negative influence on employee performance. The other two factors, workload and lack of motivation do not have any significant

influence on employee performance. And then, he concluded that increasing job stress like time pressure and role ambiguity would reduce employee performance in all aspects.

Nurul Ainibinti Ibrahim (2013) purposed to identify the relationship and effects of worker stress on the job performance of electronic manufacturing in Kuantan, Pahang. To develop relationship and effects between worker stress and job performance, related data were collected from 52 employees in production department of BI Technology Corporation Sdn Bhd. Theoretical framework of previous study is described in Figure 2.2.

Figure 2.2 The Effects of Worker Stress on the Job Performance



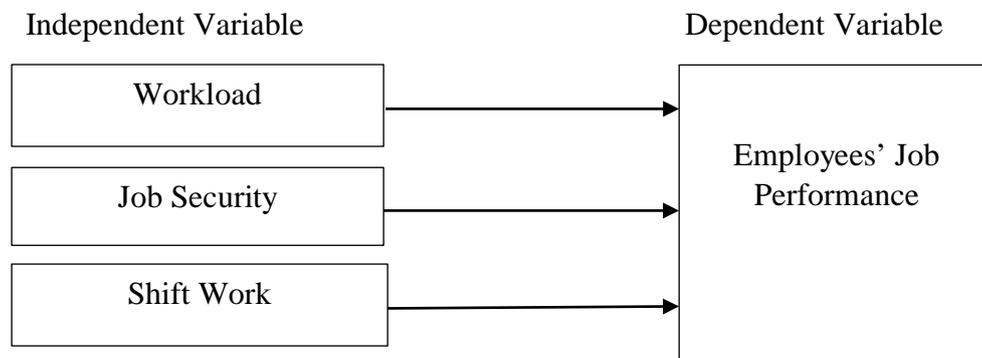
Source: Nurul Ainibinti Ibrahim (2013)

Finally, Nurul Ainibinti Ibrahim (2013) stated that the results are significant with positive correlation between worker stress and job performance and show that worker stress has effects on the job performance. He suggested that organization should facilitate supportive culture within the working atmosphere of the organization.

Mathangi Vijayan (2017) focused to explore the major factors causing job stress and explains how it affects job performance of the employees working in Aavin, Coimbatore. He investigated the impact of job stress related factors, viz. workload, job security and shift work on employees' job performance. The independent variables were workload, job security and shift work. The dependent

variable was employees' job performance. Conceptual framework of previous study was described in Figure 2.3.

Figure 2.3 Impact of Job Stress on Employees' Job Performance



Source: Mathangi Vijayan (2017)

Finally, Mathangi Vijayan (2017) found that the selected constructs are positively correlated to each other and have a greater impact on employees' job performance. According to the above situations, level of job stress affects overall performance of the employees. Therefore, in order to achieve business' goals successfully, organization or manager should properly manage the level of job stress.

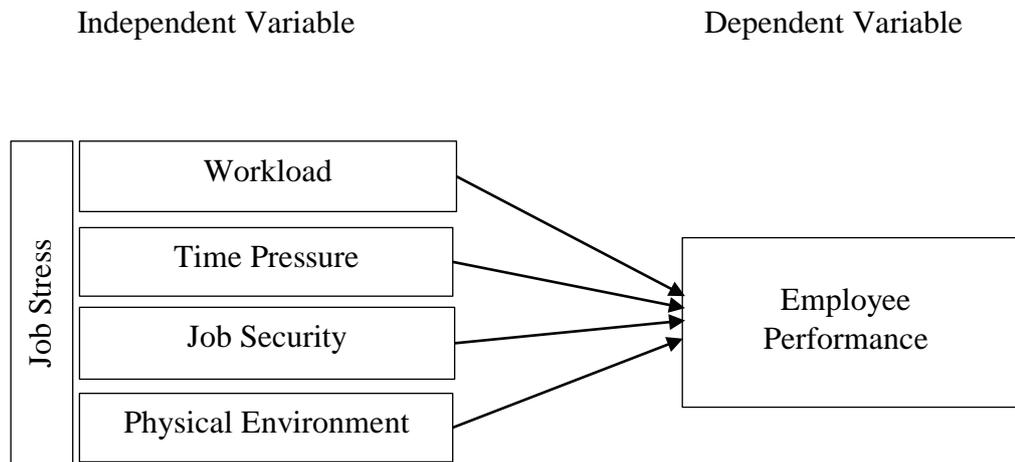
## 2.6 Analytical Framework of the Study

According to the previous studies, stressful situation in workplace can cause due to workload, time pressure, lack of motivation, role ambiguity, organizational change, physical environment, job security, and shiftwork and so on. Among them, this study focuses on analyzing the effect of most common stressors - workload, time pressure, job security, and physical environment on employee performance. This is because FAME pharmaceuticals industry doesn't change organizational culture. And the company supports oversea training and chance of self-development for employees' career growth to motivate in performing work-related activities. And then, this company clearly assigns the responsibilities of employees to do their jobs and regards the work-hours from 8 AM to 5 PM. Therefore, organizational change, lack of motivation, role ambiguity and shift work weren't chosen in this study.

Therefore, this study focuses on job stress factors which involve workload, time pressure, job security and physical environment. According to job demand-

control (JDC) model, increasing workload as well as time limit may result psychological pressure for employees in workplace.

Figure 2.4 Analytical Framework of the Study



Source: Adapted from Sharmilee Bala Murali (2017), Nurul Ainibinti Ibrahim (2013), Mathangi Vijayan (2017)

And this model shows that if employees perform their jobs under high job-demand and high job-control can improve their job performance level. Person-environment (PE) fit model pointed out that if person characteristics (such as needs, goals, values) and work environment characteristics (such as intrinsic and extrinsic rewards) can match, the employee performance may increase. Hence this study constructs the analytical framework based on these two theories in which dependent variable is employee performance and independent variable is job stress factors which include workload, time pressure, job security and physical environment. In order to achieve the research objectives, the study tests the analytical framework presented in Figure 2.4.

## **CHAPTER 3**

### **PROFILE AND PRACTICES FOR REDUCING JOB STRESS OF THE FAME PHARMACEUTICAL INDUSTRY CO., LTD**

This chapter describes the overview of Myanmar Pharmaceutical Industry, the profile of FAME Pharmaceutical Industry Co., Ltd which includes vision, mission and objectives, organizational structure and practices for reducing job stress in FAME Pharmaceutical Industry Company Limited. The information regarding the practices for reducing job stress is based on interview with HR manager of FAME Pharmaceutical Industry Company Limited.

#### **3.1 Overview of Myanmar Pharmaceutical Industry**

Myanmar, also known as golden land, is rich with plenty of natural resources including the wild land growing natural medicinal plants and presenting land of natural organic farms suitable to grow medicinal plants. This is exactly the valuable opportunity for business organization in Myanmar to implement business projects or functions producing raw and finished products of organic medicines as well as expanding the market locally, internationally and globally. The healthcare industry is one of the fast growing and high potential sectors. And the pharmaceutical sector is one part of the larger healthcare sectors which incorporates all the drugs, medicines, tonics and injections needed for treatment and health improvement.

Myanmar has a significant growth in the pharmaceutical market stated from the last decade according to “Trading Economics”. Since Myanmar is free from the international sensation, the country is opening up and the investment of healthcare companies and the Market Expansion Services providers are expected to increase according to the ASEAN Economic Community (AEC). The Government has implemented the policies and long-term strategic plan for the healthcare system into action during 2017-2021. The Ministry of Health aims to enable every citizen to attain full life expectancy and enjoy longevity of life and to ensure that everyone is free from diseases.

In Myanmar, the pharmaceutical market is mainly depended on the medicines and drugs imported from foreign country as Myanmar's domestic pharmaceutical industry is still small. Most of the pharmaceutical products and drugs are mainly imported from many countries such as Thailand, India, Bangladesh, Vietnam, China, Indonesia and Pakistan. Food & Drug Administration (FDA) registered and authorized for all imported drugs. The FDA inspects the importers, pharmaceutical plants and the quality of drugs. At present, Myanmar has importing drugs that is approximately 5000 drug varieties.

In March 2017, there are 1163 local companies, 3214 individuals and 16 manufacturers according to the Myanmar Pharmaceutical & Medical Equipment Entrepreneurs' Association (MPMEEA). The 60% of total pharmaceutical product sales are made in Yangon and Mandalay. In Myanmar's drug market, the major leading pharmaceutical companies are Sun pharmaceuticals, GE Healthcare, DKSH Business Unit Healthcare etc.

Other mainly leading local companies are FAME pharmaceutical, AA medical product, San Lwin Trading Company, GETZ Pharmaceutical limited. All factories are regulated by the Food and Drug Administration, which inspects products produced by local factories quite frequently more than imported products. These factories have quality control assurance under World Health Organization and Good Manufacturing Practice.

In Healthcare, western drugs are favored in the Myanmar people's mind for effective quality and efficiency more than traditional medicines. When manufacturers understand the local customer's limited paying capacity, they keep their product's prices at the lowest possible levels. Therefore, Myanmar Pharmaceutical and healthcare Industry is emerging increasingly over the time and now Myanmar people can have various choices to buy the latest drugs in local markets.

### **3.2 Profile of FAME Pharmaceutical Industry Company Limited**

FAME Pharmaceuticals Co., Ltd is a private-owned Myanmar company and was founded in 1994. FAME Pharmaceuticals is the one of famous pharmaceuticals industry producing natural and organic medicine since 2002. FAME Pharmaceuticals produce various kinds of high quality products by using high technologies and high tech-machines. Therefore, its products are also capable of functioning in a variety of

conditions from minor skin abrasions to major diseases such as tuberculosis, diabetes, hypertension and cancer. More than 86 items have already been introduced to local and oversea markets including Singapore, Malaysia, Kuwait, Korea, Japan and Thailand over these years.

FAME Pharmaceuticals can be divided into two main portions; FAME pharmaceuticals Enterprise (FPE) and FAME Pharmaceuticals Industry Company (FPIC). FPE is responsible to produce the various products that is called production portion and FPIC is responsible for sales and marketing those products. The founder as well as the owner of the FAME Pharmaceuticals Co., Ltd is Dr. Khin Maung Lwin, managing director, who is well known in the medical field and business world in Myanmar for his successful business. He was born in 1958 in Mandalay and served as a doctor in the Military Medical Unit until 1989. Then he became interested in the changing of market oriented economy in Myanmar and also tried to achieve the opportunity. Now, he is an honorary professor of Alternative Medicine in the Trinity College, USA (United States of America). He was also a member of British Herbal Medicine Association in 2003.

FAME's products consistent with the international standard but very cheap in prices comparable to those of imported herbal products. Most of their raw materials have been grown in our country especially in 'FAME Organic Farm', 55 Acres wide, in a town called Pyin-Oo-Lwin. These plants are cultivated according to strict regulation at organic farming practice, consulted by Groline Organic Farming Consultancy Service, based in Sweden.

The farm was certified organic by Myanmar Organic Group on 31<sup>st</sup> March 2010 and Organic Agriculture Certification Thailand (ACT) on 25<sup>th</sup> July 2010, complying with the standard laid down by International Federation of Organic Agriculture Movements (IFOAM), based in Germany. FAME Pharmaceuticals can guarantee that their products are free from synthetic chemicals drugs, fertilizers and residue of chemical insecticides.

Natural and organic drugs have been in increasing demand all over the world as compared to chemical and synthetic drugs due to their high effectiveness with few side effects. FAME Pharmaceuticals plant operates under the strict Good Manufacturing Practice (GMP) and ISO (International Organization for Standardization) management system guidelines to maintain the high quality and

effectiveness of their products. Therefore, their business organization has in turn earned the following certificates and award:

- GMP certificate (Good Manufacturing Practice), Ministry of Health, Union of Myanmar in 2002
- ISO (International Organization for Standardization) 9001:2008 (Quality Management System) in 2002
- ISO (International Organization for Standardization) 14001:2004 (Environmental Management System) in 2007
- OHSAS 18001:2007 (Occupational Health and Safety Assessment System) in 2007
- Organic certified in 2010
- ASEAN Business Award for Corporate Social Responsibility (CSR) in 2010
- USDA (United States Department of Agriculture) certified for both factory and farm in 2013
- ACO (Australian Certified Organic) certified in 2013
- Member of United Nations Global Compact in 2014

FAME Pharmaceuticals factory is located at the corner of No.20, Mingyi Mahar Min Gaung Road and Nawaday Street, Industrial Zone (3), in the Hlaing Thar Yar City of Industry in Yangon, Myanmar. For the convenience of its customers and promotional purposes, the company has already arranged some showrooms and sales centers in several Township throughout the country. There are two retail pharmacies directly controlled by the Yangon office. Pharmacy (1) is located at No.55-62, Bld (3), 1<sup>st</sup> floor, 'C' block, Thein gyi Bazaar and pharmacy (2) is located at No.23, Hledan Road, Block (8), Kamaryut Township. The locations of both pharmacies are situated at the center and crowded areas of the city.

### **3.2.1 Vision, Mission and Objective of the company**

The vision statement of FAME Pharmaceutical Industry is as follows:

1. Research, development, manufacturing and distribution of natural medicines complied with GMP and ISO standards.
2. To get continuous improvement using advanced machines and equipment instead of using man power for more quality products.

3. To become a leading company of manufacturing natural medicines in Asian countries.
4. To create the best workplace for our employees in Myanmar.
5. To continuously increase market share of our product for both local distribution and export.

FAME Pharmaceutical Industry's mission statement is "To prove efficacy and effectiveness of natural medicine scientifically". The specific objectives of FAME pharmaceuticals are as follow:

1. Operations must comply with the Integrated Management System based on ISO 14001, OHSAS 18001 and ISO 9001 Standards
2. Operations must ensure customer satisfaction regarding to our products
3. Operations must maintain a safe and healthy workforce for all employees and pollution free environment for the workplace and the surroundings
4. Operations must consistently attain monthly production targets and control costs to within approved levels
5. Operations must respect and contribute to the community, customer, environment and our employees as much as we can by implementing CSR activities.

FAME Pharmaceuticals Co., Ltd establishes the policy concerning quality, environment and occupational health and safety to achieve these objectives.

### **Quality Policy**

The following policy is quality policy standardized by FAME Pharmaceuticals Co., Ltd to operate their business projects systematically.

- Maintain and continuously improve the quality of its products
- Improves the quality of its own operations, so as to meet continually all of the customer's stated or implied needs
- Provide confidence to management and employees that the requirements for quality are being maintained, and that quality improvement takes place.
- Periodically revises the quality policy for continuing suitability
- All policies are explained and discussed at the general orientation training provided to all employees.

## **Environmental Policy**

The environmental policy of FAME Pharmaceuticals Co., Ltd is as follows:

- FAME Pharmaceuticals implements on Environmental Management System (EMS) to improve its environmental management and, ultimately, to reduce the environmental impacts of its operation, activities and products.
- Environmental management organization clearly defines responsibilities and authorities established to ensure conformance with legislation and regulation of the nations and with other related requirements to which the organization subscribes related to its environmental aspects.
- The environmental impact caused by the production activities, products and services are precisely analyzed and assessed and the objective, targets.
- Measure for improving the environment are established, implemented and reviewed considering technical and economical possibility.
- Activities for suppression of waste, energy saving and material conservation are promoted.
- All persons working for this Environmental Management System have already been given full understanding of this environmental policy through environmental education and internal information. All the persons concerned are always interested in an environmental problem and be able to act.

## **Occupational health and safety policy**

FAME Pharmaceuticals Co., Ltd sets occupational health and safety policy as follow:

- Implement occupational health and safety management system that is appropriate to the nature and scale of the organization's occupational health and safety risks
- Maintain a safe and health working environment by controlling potential hazards as much as possible
- Comply with current applicable occupational health and safety legislation and where Myanmar legislation is inadequate. Therefore, FAME will comply with international standards such as ISO and OHSAS

- Provide proper training, supervision, safe equipment and facilities and sufficient resources to meet the requirements
- Continually improve its occupational health and safety performance

### **3.2.2 Organizational Structure of FAME Pharmaceutical Industry**

Management and Administration is led by the managing director and factory general manager serves as responsible persons for their respective disciplines. FAME Pharmaceuticals is mainly organized with thirteen departments to undertake the business functions effectively and efficiently. They are:

1. Research and Development Department
  2. Quality Management Department
  3. Production Department
  4. Sales Department
  5. Marketing Department
  6. Motor Unit
  7. Administrative Department
  8. Human Resource Department
  9. Finance and Account Department
  10. Logistic Department
  11. Engineering Department
  12. FAME Clinic
  13. Organic Farming
1. Research and Development Department

Research and Development plays an important role in success of one business. The R&D is also responsible for dealing with customer complaints and drug registration. The scientists in this department have been discovering for pre-formulation step of a new drug. FAME Pharmaceutical Industry Co., Ltd has affiliation with scientists from United Kingdom, Germany, and Australia. FAME Pharmaceuticals Co., Ltd invested 40% of net profits in R&D department and quality control department is under the R&D department.

2. Quality Management Department

Quality management function supports the company to meet customer's needs, wants or satisfaction related with products. Quality Management Department is responsible for integrated management related document and system reviewing, executing, monitoring and following up for the whole system. And then this

department is responsible safety and healthcare of staff at work and also environmental management. To maintain high quality standard of FAME Pharmaceuticals' products, management representative, also called quality manager, is responsible for close and continuous monitoring systems in accordance with ISO (International Organization for Standardization).

### 3. Production Department

Production department is the largest department of FAME Pharmaceuticals Co., Ltd and divided into Herbal Preparation Section, Sachet, Liquid & Semisolid Section, Oral Dosage Section, Bottling and Blister Section, Materials Preparation Section and Labeling and Packaging Section.

### 4. Sales Department

Sales Department distributes the products through the country by ways of door-to-door delivery using their own vehicles until 2007 before they have transferred these duties to the sole agent. FAME industry distributes their products in domestic market as well as exports it to oversea markets such as South Korea, Japan, Thailand, Malaysia, Singapore, Kuwait, Philippine and Bangladesh.

### 5. Marketing Department

A firm's marketing department is seen as essential portion in business organization. Because the actions of other departments can guide through the information of an organization's marketing department. Marketing department is responsible to introduce and make the products more familiar for customers. This department includes FAME Publishing House which is responsible to publish and distribute medical-knowledge book and product-knowledge book.

### 6. Motor Unit

Motor Unit department operates to safe and efficient the vehicles movement in producing the products.

### 7. Administrative Department

Administrative Department provides the clean and safe working environment in the factory. Admin store, landscaping, reception, executive office, cafeteria and then security are organized in this department.

### 8. Human Resource Department

Human resource department is an integral and expensive part of every organization. Effective human resource management functions can provide the successful achievement for business organization. Human resource department is organized under the administrative department and aligned with all human resource

functions; planning, recruitment and selection, training and development, performance appraisal and compensation and benefits. And then it performs according to SA (Social Accountability) 8000 guidelines for human rights.

9. Finance and Account Department

This department is responsible for managing functions related to finance and accounting transactions and data processing including cash flow and paying salaries to all employees, etc.

10. Logistic department

Logistic department is organized with three sub-units as raw store, packaging store and finished store. This department is mainly responsible in planning for the production based on demand including purchasing raw materials from external suppliers and making raw materials which is sourced from organic farming. Logistic department is linked with all of the production units and R&D department.

11. Engineering department

Engineering department is also essential for FAME Pharmaceutical Industry. FAME is a manufacturing industry, therefore, machineries are very important for daily production process. This department is responsible for installing, maintain and repair work of all machinery in the factory. And then construction department is controlled under engineering department and it is responsible for maintenance of the building.

12. FAME clinic

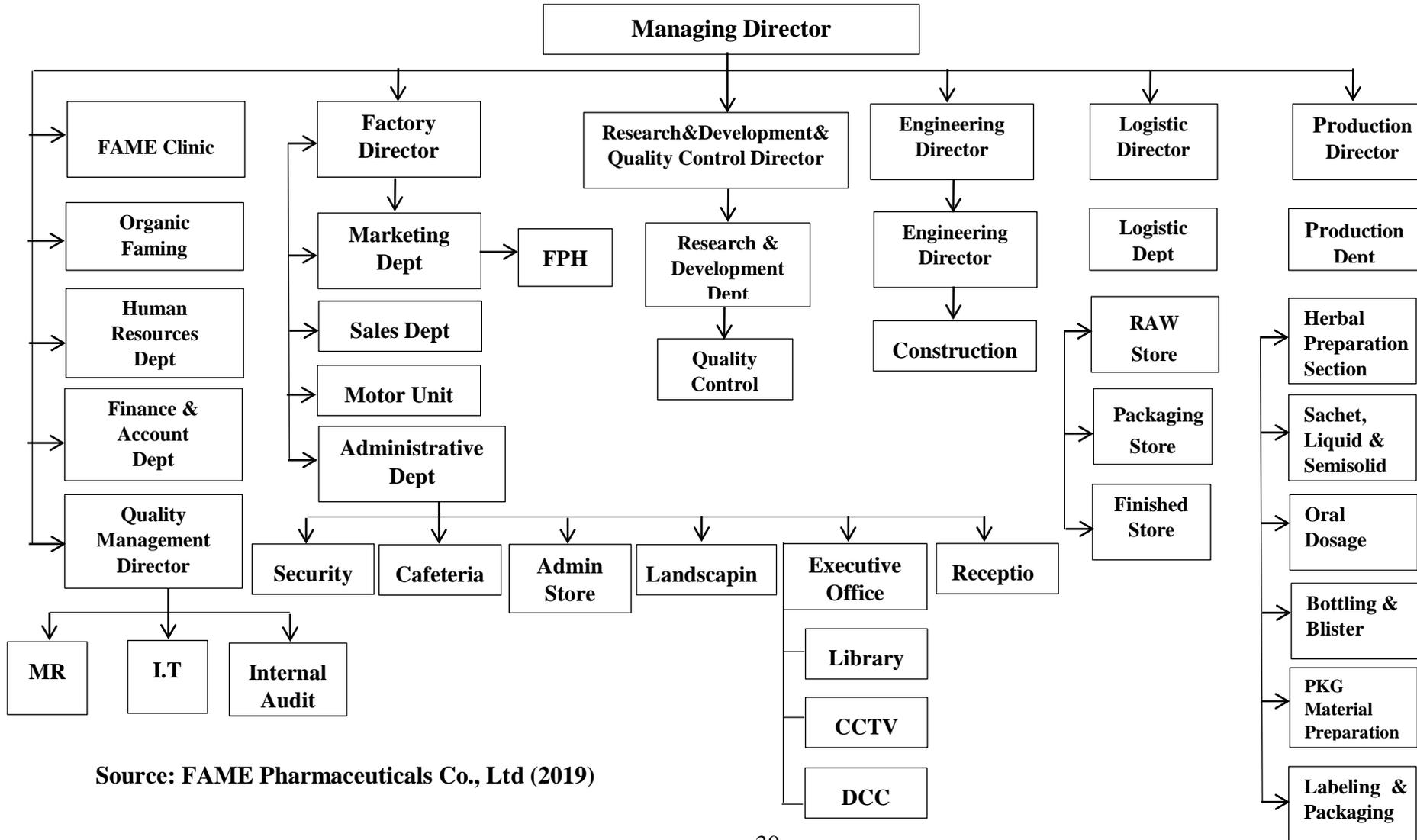
In FAME clinic, every employees can consult and achieve medical attention with OHSAS doctor for medical problems or emergency cases. And they are also subjected to general medical check-up per year.

13. Organic farming

Organic farming is cultivation of raw materials, which has been grown in 'Pyin-Oo Lwin', according to strict regulations of organic farming practices. Therefore, FAME Pharmaceuticals can guarantee that their products are free from synthesis chemicals, fertilizers and residue of chemical insecticides.

Figure(3.1) shows the organizational structure of FAME Pharmaceutical Industry Company Limited.

Figure (3.1) Organizational Chart of FAME Pharmaceuticals



Source: FAME Pharmaceuticals Co., Ltd (2019)

### **3.3 Practices for reducing job stress in FAME Pharmaceutical Industry Co., Ltd**

FAME Pharmaceutical Industry provides many situations to satisfy their employees from different perspectives in working environment. FAME Pharmaceutical's main objective is to create safe and happy working place for employees to do their tasks or duties with the best performance according to Universal Declaration of human right. Therefore, employees satisfy to work with the best quality for their business organization and also they would never think to leave from their organization.

#### **3.3.1 Workload**

Every employees have to spend most of their time in workplace rather than their home. Therefore, they need to have good relationship with their colleagues as well as peers because happy working environment can support employees to perform their duties more effectively. FAME Pharmaceutical's managers and supervisors are working closely with their employees so that employees can learn to do their tasks effectively, to understand the functions of their departments and to acquire the overall picture of the company's operations more efficiently.

When employees sometime collaborate with their co-workers to achieve the business goals, they help each other in working condition and in the solution of problems. This interpersonal relationship can create employee's work achievement, happiness and also success. And FAME pharmaceuticals properly delegates the work activities for employees as possible as they can do and also matches it to balance with employee's knowledge, skills and capabilities. Employees understand how they do related work activities in the operation process.

#### **3.3.2 Time Pressure**

FAME Pharmaceutical industry regards the working hours as 44 hours at per month. But if the industry requires to increase the production process, working hours in the production department are divided into two shifts from 8AM to 5PM and 4:30PM to 1AM. Daily work-hour is from 8AM to 5PM. And then respective managers in every departments properly assign final deadlines to accomplish the work-related activities to their employees. They give enough time for employees to complete assigned their tasks or duties.

### **3.3.3 Job Security**

Employees in FAME Pharmaceuticals achieve their salary at the end of the month. But their achievement is differed according to their qualifications, performance, experience and education. In deciding employee's compensation and benefits, general manager, HR manager and manager from respective department advice to managing director on the results of performance appraisal. In addition, FAME Pharmaceuticals supports safety facilities such as safety helmets, safety boots, active carbon filter masks, rubber gloves, safety belts, suitable clothing, ear plugs, fire extinguishers and so on, for their employees to safe in the dangerous working conditions. FAME Pharmaceuticals performs their operations according to the guidelines like Machine safety, Fire safety, Personal Protective Equipment, Motor safety and House Keeping and so on.

And then, FAME provides healthcare service for employees in their internal clinic which opens office hours. For new employees, FAME arranges to make medical checked-up for infectious diseases by the Occupational Health and Safety Assessment System (OHSAS 18001:2007). It also provides ferry arrangement and uniform system to comfort their employees and also gives travelling allowance. FAME supports training programs to enhance employee's knowledge and skills to carry out business operations more effectively and arranges movie times to relax for their employees once a month.

FAME Industry holds Happy New Year staff party and then has lucky draw program and attendance awards for their employees at the end of the year. And then, for serviced employees, FAME supports trip plans and oversea training. Moreover, it arranges other festivals like Thingyan Festival and so on in which employees working at FAME Pharmaceuticals enjoy together with the complete arrangement of the company. In addition, every employees at FAME achieve a chance as yearly leave entitlements; causal leave (CL) for 6 days and earned leave (EL) for 10 days. Human resource department also gives 5% of employee's salary to Social Security Board (SSB) monthly.

### **3.3.4 Physical Environment**

Employees expect safe and comfortable working environment to work with reasonable facilities without any difficulties and worry. FAME' objective is to provide happy and healthy workplace for employees. The industry creates

comfortable and pleasant working environment, library with up to date pharmacopoeias, cafeteria, purifies drinking water, rest room and so on, for their employees. And then it also provides fair temperature of Air-con service and proper lighting for their employees to do their duties efficiently. And the company supports comfortable ergonomics to employees because employees may suffer many diseases due to incomplete facilities. The company encourages to improve employee's skills and knowledge and to achieve new opportunity and advancement for their employees.

## **CHAPTER 4**

### **RESEARCH METHODOLOGY**

This chapter includes the data analysis and findings from the structured questionnaires answered by 110 employees of FAME Pharmaceuticals. It involves six parts and research design describes firstly. Second part is demographic profile of the respondents. Third part states mean and standard deviation scores of the factors inducing job stress and employee performance. Fourth is reliability test. The next parts describe analyzing how job stress effect on employee performance by using regression and correlation analysis as a tool of inferential statistics.

#### **4.1 Research Design**

This study uses descriptive and quantitative research methods and also uses five-point Likert scale to measure the employee's perception. The arithmetic means and standard deviation as the descriptive statistics from the respondent's responds were computed for the various dimensions assessed by employee's job stressors like workload, time pressure, job security, physical environment and employee performance on the result of structured questionnaires. This research applied the descriptive research, reliability analysis, multiple regression method as inferential analysis to measure job stress and performance of employees at FAME Pharmaceuticals Industry Co., Ltd. The population of this research involves 30 percent of 405 employees from all departments of FAME Pharmaceuticals Industry Co., Ltd.

The essential part of the research design is the data collection in which these data is gathered by the primary and secondary sources. Primary data are collected from 30 percent of employees and HR manager of FAME Pharmaceuticals Industry Co., Ltd with the structured questionnaires. Secondary data are collected from thesis paper, journals, research paper, internet website, and also relevant books. The questionnaires are constructed as a simple and understandable questions to minimize the biasness for the respondents.

The questionnaire is divided into three parts. Part I included personal profile of respondents which are gender, age, marital status, designation, income, educational qualification and working experience. Part II included four groups of job stress which are six questions of workload, five questions of time pressure, four of job security and five questions of physical environment and has total of 20 questions. Last part, part III involved employee performance with 8 questions.

#### **4.2 Demographic Profile of Respondents**

The following are demographic profile of the respondents in FAME Pharmaceuticals Industry Co., Ltd. This demographic analysis is depicted by using simple random sampling as the sampling method.

Table 4.1 described that 37% of the respondents were male and 73% are female. In the age group distribution, 23% of respondents can be inferred below and equal 25 years, 65% are in the age group of 26-35 years, 19% are in age of 36-45 years and 3% can be in age group of above and equal 46 years. And then it is also stated that 74% of respondents are single and 36% of the respondents are married. From work designation, 25% of respondents are managers and executive level is 11% and 74% of the respondents were basic workers. The category of monthly income of the respondents interpreted that 29% were in the category of below and equal kyats 300,000 and 43% in the category of kyats 300,001-500,000, 19% in the kyats 500,001-700,000, 10% in the kyats 700,001-900,000, 6% in kyats 900,001-1,100,000 and 3% were in the category of above and equal kyats 1,100,001.

In the distribution of education level, 10% of the respondents were under graduate. 4% of respondents were diploma holders, 92% are graduate, 4% of respondents have completed post-graduate level. According to work-experience, it is also inferred that 11% of respondents have under 1 year as working experience. 35% have work-experience between 1 and 3 years, 22% have between 4-6 years, 15% have between 7-9 years. And 27% of the respondents have work-experience above and equal 10 years.

**Table 4.1 Demographic Factors of Respondents**

Category		Frequency	Percentage
Gender	Male	37	33.6
	Female	73	66.4
Age Group (in years)	≤ 25	23	20.9
	26-35	65	59.1
	36-45	19	17.3
	≥ 46	3	2.7
Marital Status	Single	74	67.3
	Married	36	32.7
Designation	Manager	25	22.7
	Executive	11	10.0
	Basic	74	67.3
Income (Kyats)	≤ 300,000	29	26.4
	300,001-500,000	43	39.1
	500,001-700,000	19	17.3
	700,001-900,000	10	9.1
	900,001-1,100,000	6	5.5
	≥ 1,100,001	3	2.7
Educational Qualification	Under Graduate	10	9.1
	Diploma	4	3.6
	Graduate	92	83.6
	Post Graduate	4	3.6
Working Experience	< one year	11	10.0
	1-3 years	35	31.8
	4-6 years	22	20.0
	7-9 years	15	13.6
	≥ 10 years	27	24.5

Source: Survey Data (2019)

### 4.3 Analysis on Factors Inducing Job Stress

Many work-related factors may lead to job stress for the employees who are working at FAME Pharmaceuticals Industry. In this paper, four job stress factors are counted to make a survey in which these four factors are workload, time pressure, job security and physical environment. This section interprets the mean and standard deviation of work-related stress that can be seen in the table charts.

#### 4.3.1 Workload

Workload is one of the major stressor among many factors inducing job stress. It was measured with six statements. These six statements were constructed by using five point Likert scale. The mean and standard deviation values of workload are calculated in Table (4.2).

**Table 4.2 Workload of Employees**

No.	Description	Mean	SD
1.	Helping from line manager in work-related problem	4.11	0.456
2.	Having little amount of work to do	3	0.545
3.	Helping from collages in the difficulties of work	3.94	0.388
4.	Having clear role of duties and responsibilities	3.81	0.249
5.	Having inefficient of co-workers (R)	2.38	0.487
6.	Requiring low level of knowledge & skill in work tasks	2.79	0.519
<b>Overall Mean</b>		<b>3.34</b>	

Source: Survey Data (2019)

Table 4.2 indicates that the respondents agreed to the stressor of workload. According to the six statements, the highest mean score of the statement is helping from line manager in work-related problem with the mean score of 4.11. This means

that respondents agreed their line managers help when they are facing work-related problems. On the other hand, the lowest mean score of the statement is having inefficient of co-workers with the mean score of 2.38. This mentions that respondents agreed that their co-workers are efficient when they coordinate the work tasks with each other.

As a result of Table (4.2), the overall mean value of workload is 3.34. Finally, it can be concluded that employees are clearly perceived that workload can influence the level of stress.

#### 4.3.2 Time Pressure

The mean and standard deviation values of time pressure are calculated in Table (4.3). Time pressure was measured with five statements. These five statements were constructed by using five point Likert scale.

**Table 4.3 Time Pressure of Employees**

No.	Description	Mean	SD
1.	Having too many deadlines at work (R)	2.53	0.428
2.	Being long working time (R)	2.59	0.520
3.	Giving enough time to do the tasks	3.73	0.383
4.	Providing unrealistic time pressure (R)	2.56	0.457
5.	Providing flexible working time	3.81	0.379
<b>Overall Mean</b>		<b>3.04</b>	

Source: Survey Data (2019)

From the Table (4.3), it indicates that the respondents agreed to the stressor of time pressure. Among five statements, the highest mean score of the statement is providing flexible working time with the mean score of 3.81. Therefore, employees are agreed which they can be flexible with work hours regarding by the company. On the other hand, the lowest mean score of the statement is having too many deadlines at work with the mean score of 2.53. It can be said that employees working at FAME's

every departments are properly assigned final deadlines to accomplish the work-related activities. Therefore, employees have enough time to complete assigned their tasks or duties.

As a result of Table (4.3), the overall mean score of the time pressure is 3.04. Finally, it can be concluded that employees perceived that time pressure can influence the level of stress but they aren't much issues of feeling related with time pressure.

### 4.3.3 Job Security

Job security is one of the stressor among many factors inducing job stress. It was measured with four statements. These fours statements were constructed by using five point Likert scale. The mean and standard deviation values of job security are calculated in Table (4.4).

**Table 4.4 Job Security of Employees**

No.	Description	Mean	SD
1.	Receiving bonus for the job well done	2.96	0.685
2.	Achieving chance of self-advancement	4.31	0.419
3.	Worry about poor pension plan (R)	2.96	0.643
4.	Satisfied for salary	4.24	0.427
<b>Overall Mean</b>		<b>3.62</b>	

Source: Survey Data (2019)

According to the Table (4.4), it directed that the respondents agreed to the stressor of job security. Among four statements, the highest mean score of the statement is achieving chance of self-advancement with the mean score of 4.31. This can be said that employees working at FAME Industry have chance of self-advancement such as oversea training providing by the company. On the other hand, the lowest mean score of the statement are receiving bonus for the job well done and

worry about poor pension plan with the mean score of 2.96. It mentions that employees cannot achieve rewards like bonus for their job done effectively but they aren't worried about pension plan for future. Because they achieve proper salary consistent with their knowledge and skills and the company provide attendance awards and lucky draw programs and promotion plans according to performance appraisal system annually.

As a result of Table (4.4), the overall mean score of the job security is 3.62. Finally, it can be concluded that employees are clearly perceived that job security can influence the level of stress.

#### 4.3.4 Physical Environment

Physical environment is one of the stressor among many factors inducing job stress. It was measured with five statements. These five statements were constructed by using five point Likert scale. The mean and standard deviation values of physical environment are calculated in Table (4.5).

**Table 4.5 Physical Environment of Employees**

No.	Description	Mean	SD
1.	Having friendly comfort atmosphere at workplace	4.01	0.344
2.	Having noise at workplace (R)	2.75	0.469
3.	Having balance temperature in office room	2.87	0.506
4.	Supporting comfortable ergonomics	3.99	0.344
5.	Providing safe work environment	4.11	0.372
<b>Overall Mean</b>		<b>3.55</b>	

Source: Survey Data (2019)

According to Table (4.5), it indicates that the respondents agreed to the stressor of physical environment. Among five statements, the highest mean score of the statement is providing safe work environment with the mean score of 4.11. It means that employees are working under safety working environment. The company provides health and safe workplace for their employees to do the duties or tasks

effectively. On the other hand, the lowest mean score of the statement is having noise at workplace with the mean score of 2.75. Therefore, employees are not agreed that they perform their work-related activities under noisy working environment. It can be said that employees can work their tasks without counterproductive.

As a result of Table (4.5), the overall mean score of physical environment is 3.55. Finally, it can be concluded that employees are clearly perceived that physical environment can influence the level of stress.

#### 4.3.5 Employee Performance

Employee Performance depends on the stress level. It was measured with eight statements. These eight statements were constructed by using five point Likert scale. The mean and standard deviation values of employee performance are calculated in Table (4.6).

**Table (4.6) Employee Performance**

No.	Description	Mean	SD
1.	Work-related helping from managers and co-workers can cause good performance	3.86	0.289
2.	Large amount of work to do can reduce employee performance	2.99	0.562
3.	Too many deadlines can damage better performance	2.99	0.562
4.	Long hours working time can reduce performance	2.99	0.594
5.	Salary and other awards can achieve the best performance	3.66	0.537
6.	Chance of self-advancement increases performance level	3.86	0.347
7.	Safe & clean work environment provide to get better performance	3.94	0.354
8.	Providing comfortable ergonomics can improve performance level	3.86	0.396
<b>Overall Mean</b>		<b>3.52</b>	

Source: Survey Data (2019)

According to Table (4.6), the highest mean score value for the employee performance shows 3.94 level. Basically, employee performance is what an employee does or does not do and sometime links with employee's emotional or internal feeling. From statement number seven, employees agreed that safe & clean working environment can provide to achieve better performance for them. The company provide safe and comfort workplace for their employees to do the tasks easily and smoothly. This is the reason to increase the performance level for employees working at FAME Industry.

On the other hand, the lowest mean score values for employee performance show large amount of work to do can reduce employee performance, too many deadlines can damage better performance and long hours working time can reduce performance with the mean score 2.99. For one factor, employees are delegated their duties or responsibilities as possible as they can do in daily operation. And then they understand what they do related to their activities in the operation. For second factor, employees are assigned final deadlines to accomplish the work-related activities properly. They give enough time to complete assigned their tasks or duties. This means that there have no too many deadlines to perform work-activities in their company.

For third factor, employees satisfy their work-hours from 8AM to 5PM regarding by the company. And then, they have no overtime but employees in production department sometime work beyond regarding work-time if require to increase the production process. As a result of Table (4.6), overall mean score of employee performance is 3.52. Finally, it can be concluded that employees are clearly perceived that employee performance is highly influenced by the different level of stress.

#### **4.4 Reliability Test**

The reliability test is conducted by computing Cronbach's Alpha values. According to Hair et al (2009), 0.7 of Cronbach Alpha values was mostly considered while 0.6 is also accepted at certain case according to Bakon and Hassan (2013). The result of this study is stated in Table (4.7).

**Table (4.7) Reliability Test**

No.	Variable	No. of Items	Cronbach's Alpha
1.	Workload	6	0.679
2.	Time Pressure	5	0.634
3.	Job Security	4	0.616
4.	Physical Environment	5	0.603
5.	Employee Performance	8	0.653

Source: Survey Data (2019)

According to Table (4.7), workload is measured with six items and Cronbach's alpha value of workload is 0.679. Time pressure is measured with five items and then Cronbach's alpha value of time pressure is 0.634. Further, job security is also measured with four items and Cronbach's alpha of it is 0.616. Physical Environment is measured with five items and Cronbach's alpha of physical environment is 0.603. And then, employee performance is also measured with eight items and Cronbach's alpha value of employee performance is 0.653.

#### **4.5 Relationship between Factors Influencing Employee Performance**

Correlation analysis is another way of measuring the interrelationship between the variables and also analyze the degree of interrelationship between two random variables. The correlation coefficient should be range from -1 to +1. The correlation analysis of this study is described in Table (4.8).

**Table (4.8) Correlation Analysis**

	Workload	Time Pressure	Job Security	Physical Environment	Employee Performance
Workload	1	-	-	-	-
Time Pressure	0.467**	1	-	-	-
Job Security	0.223	0.342**	1	-	-
Physical Environment	0.321**	0.538**	0.308**	1	-
Employee Performance	0.265*	0.354**	0.204	0.452**	1
**Correlation is significant at the 0.01 level (2-tailed)					
*Correlation is significant at the 0.05 level (2-tailed)					

Source: Survey Data (2019)

As a result of Table (4.8), workload is positively correlated and the relationship between the variable is rather with a value of 0.265. Workload is significant with a value of 0.005 which is lower than 0.05. Therefore, workload is a positive significant relationship with employee performance. Time pressure is positively correlated and the association between the variable is rather with a value of 0.354. Time pressure is significant with a value of 0.000 which is lower than 0.01. Therefore, time pressure is a positive significant relationship with employee performance.

Another variable, job security showed positive correlation with the value of 0.204. Job security is significant with a value of 0.033 which is lower than 0.05. Therefore, job security is a positive significant relationship with employee performance. And then, physical environment scored the highest with a positive value of 0.452. Physical environment is significant with a value of 0.000 which is lower than 0.01. Therefore, physical environment is a strong positive significant relationship towards employee performance. Since all the correlation values of the variables associated with each other are lower than 0.85, so that the constructed variables are divergently valid according to Hair et al (2009).

#### 4.6 Analysis of the Effect of Job Stress on Employee Performance

This section is to analyze job stress effect on employee performance in FAME Pharmaceuticals Industry Co., Ltd by using multiple regression model. The regression analysis of this study is shown in Table (4.9).

**Table (4.9) Effects of Job Stress on Employee Performance**

Variables	Unstandardized Coefficient		Standardized Coefficient	t	Sig
	B	Std. Error	Beta		
(Constant)	0.101	0.131		0.774	0.441
Workload	0.008	0.044	0.006	0.171	0.864
Time Pressure	0.025	0.044	0.022	0.569	0.570
Job Security	0.574**	0.044	0.591	13.071	<b>0.000</b>
Physical Environment	0.421**	0.044	0.426	9.659	<b>0.000</b>
R <sup>2</sup>	0.892				
Adjusted R <sup>2</sup>	0.888				
F-value	216.340**				
Sig.	0.000				

Source: Survey Data (2019)

Note: \*\*Significant at 1% level

From the above Table (4.9), R square is 0.892 and adjusted R square is 0.888 respectively. Therefore, the value of R square is around 89.2 percent and adjusted R square's value is around 88.8 percent. And the value of F-test, the overall significant of the model, is highly significant at 1 percent level. This specified model can be said valid.

As a result of Table (4.9), beta coefficient value of workload is 0.006 with a positive insignificant value of 0.864 which is higher than 0.05. Therefore, workload does not have significant effect on employee performance. Time pressure's beta

coefficient value is 0.022 with a positive insignificant value of 0.570 which is higher than 0.05. This means that time pressure is not significant effect on employee performance. And then, the beta coefficient value of job security is 0.591 with a positive significant value of 0.000 which is lower than 0.05. Therefore, job security has a positive significant effect on employee performance. This means that supports from the company like promotions, training and development, chance of self-advancement can increase the performance of employees.

Further, physical environment's beta coefficient value is 0.426 with a positive significant value of 0.000 which is lower than 0.05. Therefore, physical environment has a positive significant effect on employee performance. This means that providing safe and comfortable working environment from the company can also increase the performance of employees. In conclusion, job security and physical environment have a positive significant effect on employee performance but workload and time pressure do not have any significant effect on employee performance. In this result, all the coefficients in the model are jointly significant at 1% level, which is indicated by the F-value.

## **CHAPTER 5**

### **CONCLUSION**

This chapter composed of three parts. First and foremost, findings and discussions are described. Second part includes suggestion and recommendations. Finally, needs for further research are presented. These parts are discussed based on the job stress factors and its effect on employee performance in FAME Pharmaceuticals Industry Co., Ltd.

#### **5.1 Findings and Discussions**

FAME Pharmaceuticals Industry Co., Ltd composed of thirteen departments and six directors manage all the business functions effectively. This study observes about job stress factors and its effect on employee performance. This study has two objectives: the first objective is to identify practices for reducing job stress in FAME Pharmaceuticals Industry Co., Ltd and the second is to analyze the effect of job stress on employee performance in this company.

In this study, factors inducing job stress are workload, time pressure, job security and physical environment that are chosen as four common job stress factors. To achieve the two objectives, this study firstly done by collecting structured survey questionnaire to 110 employees at FAME. And then, demographic analysis, mean and standard deviation scores, reliability analysis and regression and correlation analysis are used to achieve these objectives based on the survey questionnaire.

As a result of demographic analysis, most of the respondents are females, age range is between 26-35 years. Most of the respondents are single and their income is between 300,001-500,000 kyats. In educational qualification, most of the respondents completed graduate level and their working experience is between 1-3 years.

In this study, 28 statements are developed based on factors inducing job stress. Among the statements of the workload, helping from line manager in work-related problem is the highest mean values. Among the statements of time pressure, providing flexible working time is the highest mean values. Among the statements of job security, achieving chance of self-advancement is the highest mean values. Among

the statements of physical environment, providing safe work environment is the highest mean values. The overall mean scores values of these statements indicate that whether the factors like workload, time pressure, job security, physical environment can influence the job stress level. As the result, this study explored that workload, job security and physical environment lead to high level of job stress while time pressure leading to low level of job stress.

In addition, this study is to analyze the effect of job stress on employee performance at FAME Pharmaceutical Industry Co., Ltd. According to the above previous studies, time pressure, role ambiguity, work overload, organizational change, physical environment, individual factors, job security and shift work have greater effect on employee performance. The statistical results proved that workload, time pressure, job security and physical environment have positive relationship with employee performance. Moreover, job security and physical environment have positive significant effect on employee performance while workload and time pressure do not have any significant effect on employee performance.

According to all the results above, employees are facing job stress related with workload but workload can't change to decrease employees' performance level. This is because the manager and co-workers are helping when the employees face work-related problems. This situation can support the employees to maintain their skills, knowledge, as well as their performance effectively. Moreover, time pressure can't affect employees' performance level because the stress level of time pressure is low among employees at FAME Pharmaceuticals Industry. Therefore, the management team should keep this conditions for employees to avoid the negative outcomes.

In conclusion, each respondent has its own duties and stress. This study found that employees at FAME Pharmaceuticals have job stress but these stress turned into motivate to work their duties efficiently and can also support to improve their performance level. Every people are living in the world can't eliminate stress completely but if people can manage stress level they feel, they can achieve positive effects instead of negative from the level of stress.

## **5.2 Suggestions and Recommendations**

This study provides to understand the relationship between job stress and performance of employees at FAME Pharmaceuticals Industry Co., Ltd. The stress may differ from each person as the perceptions on the stress are different.

Based on the results from previous chapter, employees can increase their performance level due to job security and physical environment. This is because the company provides healthy and comfortable working environment, since, the employees can increase new ideas, innovative thinking and so on. And then the company standardizes the performance appraisal system so that employees will try to increase their performance level. Although the company supports annual awards, oversea training for their employees, employees can't receive overtime fees or bonus for their job well done.

All employees of FAME Pharmaceuticals need to have reasonable knowledge and skills to perform in work related field. If the employees do not have reasonable capabilities to do the job tasks, they may feel the stress in workplace. Therefore, the company should provide the training programs to improve employee's skills and knowledge related with the job responsibilities. Moreover, the management should provide overtime fees if employees work beyond eight hours and bonus for the effective job performance of employees.

The study found that there is a positive effect of job stress on employee performance. Since, the management of the company should more develop stress reducing programs such as career-advancement plan or program to increase employee's skills and knowledge, rewards and assign clear and proper job-rotation, create safe and comfortable workplace to improve employee's ability and critical thinking, and then provide counselling and mediation program etc., which improve the performance of the employees in the long run.

## **5.3 Needs for Further Research**

This study focuses on analyzing the effect of job stress on employee performance in FAME Pharmaceuticals Industry Co., Ltd. But the study does not include how to cope the stress level occurring among the employees. This study is only 110 employees as a sample size from one pharmaceuticals industry due to time

and resource limitation. This study only focuses on workload, time pressure, job security and physical environment as job stressors. Therefore, further research needs to study other job stressors and the effect of job stress on employee satisfaction and the effect of job stress on employee productivity should be analyze in further study. It also needs to investigate the effect of job stress level on employee performance in different industries with larger sample size that can also be a more fruitful research.

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## APPENDIX I

### Questionnaire for study

This questionnaire is for my M.Com thesis about job stress on employee performance in selected FAME Pharmaceutical Industry Co.,Ltd in Yangon, not related with other business purpose. It will be treated confidentially and will be used for academic purpose only. Please kindly answer the following questions. Answer all the questions but just tick one box that applies to you. Thank you very much for taking a time to complete the questionnaire.

### Part-I: Personal Profile

1. Gender

- Male       Female

2. Age

- ≤ 25yrs       26yrs-35yrs       36yrs-45yrs       ≥ 46yrs

3. Marital Status

- Single       Married       Other

4. Designation

- Manager       Executive       Basic

5. Income (Kyats):

- ≤ 300,000       300,001-500,000       500,001-700,000  
 700,001-900,000       900,001-1,100,000       ≥ 1,100,001

6. Educational Qualification:

- Under Graduate       Diploma       Graduate       Post Graduate

7. Working Experience

- < one year       1-3 years       4-6 years  
 7-9 years       ≥ 10 years

## Part II: Job Stress

This questions are to examine factors leads to job stress of employees at FAME Pharmaceutical Industry Co., Ltd. Please kindly answer as truthfully as possible for the best results.

1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

No.	Questions	1	2	3	4	5
1.	My line manager helps me when I face work-related problem.					
2.	I have an extremely little amount of work to do.					
3.	If work gets difficult, my colleagues will help me.					
4.	I am clear what my duties and responsibilities are.					
5.	Co-workers are inefficient to perform the tasks with me. (R)					
6.	My tasks require low level of knowledge and technical skill.					
7.	I feel that there are too many deadlines in my work. (R)					
8.	I am pressured to work long hours. (R)					
9.	I have given enough time to complete assigned my tasks.					
10.	I have unrealistic time pressures. (R)					
11.	My working time can be flexible.					
12.	I received rewards in terms of bonus for the job well done.					
13.	My work have chance of self-advancement for me.					
14.	I am worry about poor pension for future. (R)					
15.	I am satisfied my salary achieving from my work.					
16.	The atmosphere in my workplace is friendly comfortable for me to perform the tasks.					
17.	I can't perform well my duties due to noisy working environment. (R)					
18.	I can perform well my duties due to fair temperature from my office room (eg. heat or cold).					
19.	Ergonomics (desks or chairs) comfort for me to perform duties or tasks.					
20.	My organization has a safe work environment.					

### Part-III: Employee Performance

1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

No.	Questions	1	2	3	4	5
1.	Work-related help from managers and coworkers at work is important to get a good level of work performance.					
2.	Many amount of works to do can decrease my high work performance.					
3.	Too many deadlines can damage better employee performance.					
4.	Long hours working time can increase boring feeling and reduce my work performance.					
5.	Salary and other monetary benefits works as the major source to achieve best work performance.					
6.	Chance of self- advancement increases the Employee' performance level.					
7.	Safe and clean working environment can provide better employee performance.					
8.	Providing comfortable ergonomics at work is an important factor to improve my work performance.					

## APPENDIX II

### Reliability Test

Scale: Work Load

Reliability Statistics

Cronbach's Alpha	N of Items
.679	6

Scale: Time Pressure

Reliability Statistics

Cronbach's Alpha	N of Items
.634	5

Scale: Job Security

Reliability Statistics

Cronbach's Alpha	N of Items
.616	4

Scale: Physical Environment

Reliability Statistics

Cronbach's Alpha	N of Items
.603	5

Scale: Employee Performance

Reliability Statistics

Cronbach's Alpha	N of Items
.653	8

## Correlations Analysis

		Work Load	Time Pressure	Job Security	Physical Environment	Employee Performance
Work Load	Pearson Correlation	1	.467	.223	.321	.265
	Sig. (2-tailed)		.000	.019	.001	.005
	N	110	110	110	110	110
Time Pressure	Pearson Correlation	.467	1	.342	.538	.354
	Sig. (2-tailed)	.000		.000	.000	.000
	N	110	110	110	110	110
Job Security	Pearson Correlation	.223	.342	1	.308	.204
	Sig. (2-tailed)	.019	.000		.001	.033
	N	110	110	110	110	110
Physical Environment	Pearson Correlation	.321	.538	.308	1	.452
	Sig. (2-tailed)	.001	.000	.001		.000
	N	110	110	110	110	110
Employee Performance	Pearson Correlation	.265	.354	.204	.452	1
	Sig. (2-tailed)	.005	.000	.033	.000	
	N	110	110	110	110	110

## Regression Analysis

### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Physical Environment, Workload, Time Pressure, Job Security <sup>b</sup>	-	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	.944 <sup>a</sup>	.892	.888	.08487

a. Predictors : (Constant), Physical Environment, Workload, Time Pressure, Job Security

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.232	4	1.558	216.340	.000
	Residual	.756	105	.007		
	Total	6.989	109			

a. Dependent Variable : Employee Performance

b. Predictors : (Constant), Physical Environment, Workload, Time Pressure, Job Security

### Coefficients<sup>a</sup>

Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.101	.131		.774	.441
	Workload	.008	.044	.006	.171	.864
	Time Pressure	.025	.044	.022	.569	.570
	Job Security	.574	.044	.591	13.071	.000
	Physical Environment	.421	.044	.426	9.659	.000

a. Dependent Variable : Employee Performance