

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF MANAGEMENT STUDIES  
MBA PROGRAMME**

**THE EFFECT OF OCCUPATIONAL STRESSORS ON  
HEALTH AND JOB PERFORMANCE OF GETZ  
PHARMA COMPANY LIMITED**

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**ACADEMIC YEAR (2018 – 2023)**

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“A thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)”

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## ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Occupational Stressors on Health and Job Performance of Gentz Pharma Company Limited**” has been accepted by the Examination Board for awarding for the degree of Master of Business Administration (MBA).

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**SEPTEMBER, 2023**

## **ABSTRACT**

The objectives of the study are to analyze the effect of occupational stressors on health of employees in Getz Pharma Company Limited and to analyze the effect of health on job performance of employees in Getz Pharma Company Limited. In order to meet the research objectives, both primary and secondary data are used. The descriptive method and linear regression method are applied in this study. The primary data are collected from 77 employees out of 96 employees in Getz Pharma Company Limited. Raosoft's sample size calculator is used to determine the sample size of the study. The survey data is collected by using simple random sampling method. The secondary data are collected from relevant textbooks, articles, referred and academic research papers of local and international papers and also related websites. By analyzing the effect of occupational stressors on health, it is found that occupational stressors have positive effect on health. By analyzing the effect of health on job performance, it is found that health has positive effect on job performance of employees in Getz Pharma Company Limited.

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# **CHAPTER 1**

## **INTRODUCTION**

Occupational stress is a significant concern in today's organizations, as it can have effect on both the health and job performance of employees. This study aims to analyze the effect of occupational stressors on health and to analyze the effect of health on job performance of employees. In this study, occupational stressors, physical health, psychological well-being and job performance of employees in Getz Pharma Company Limited are explored.

Occupational stress is defined as a psychological and physiological response that occurs when the demands of a person's job exceed their ability to cope effectively. Many modern organizations consider occupational stressors as important factors in the workplace and employees' health is an important factor for job performance. In this study, the ASSET (A Shortened Stress Evaluation Tool) model of stress (Witte & Cuyper, 2016) is utilized. According to this model, there are various stressors in the workplace that can cause stress to employees and they are categorized as work relationships, work-life balance, overload, job security, control, resources and communication, aspects of the job and pay and benefits.

Health is a state of physical, mental, and social well-being in which an individual or organism is free from illness, injury, or disease and possesses the capacity to function effectively in their daily life. It encompasses not only the absence of physical ailments but also the presence of positive mental and emotional states, as well as the ability to engage in social and productive activities. Health is represented by physical health and psychological well-being (Kahn & Byosierree, 1992).

Job performance refers to the effectiveness with which an employee carries out their work-related tasks and responsibilities in the workplace. It encompasses both task performance and contextual performance, also known as organizational citizenship behavior (OCB) (Boran et al.,2006). Employees who are in better health are more likely to exhibit greater job performance and higher levels of productivity in the workplace.

Getz Pharma Limited, the largest branded generic pharmaceutical company in Pakistan, started its operations in 1995. Mission of the Getz Pharma is to develop,

produce and market safe, effective and quality medicines and healthcare products that will improve the health and quality of life of men, women and children. They classified three types of values depending on the people, business associates and clients and safe technology as follows: respect for people, respect for business associates and clients and focus on safe technology.

Getz Pharma currently operates in more than 25 countries in South Asia, Central Asia, South East Asia, the Middle East and Africa. IMS rates Getz Pharma as the fastest growing pharmaceutical company within most countries where it operates. In the area of South East Asia, there are six countries to operate their operation process such as Cambodia, Laos, Malaysia, Myanmar Philippines and Vietnam.

Exposure to workplace stress over a long period of time can lead to physical health issues such as headaches, digestive problems, sleep disorders, high blood pressure and weakened immune system. Employees can be stressed at work for a variety of reasons. Anxiety and depression are mental health conditions that can be exacerbated or exacerbated by workplace stress. A high level of stress can affect an employee's ability to concentrate, make decisions and regulate their emotions. This can lead to reduced productivity and work performance. Stressful employees may struggle to concentrate, make errors and miss deadlines. This can affect employees' productivity and effectiveness.

## **1.1 Rationale of the Study**

Stress is a familiar word for every employee in a workplace. As organizations continue to evolve and adapt to changing economic, technological, and social landscapes, understanding the relationship between occupational stressors, employee health, and job performance becomes paramount. Occupational stressors are a critical concern in contemporary workplaces, affecting employees' well-being and job performance. Occupational stressors have a wide-reaching effect on health and overall performance of employees. The effects of the stressors can have far-reaching consequences, not only for employee health, but also for employee job performance.

Stress can be a powerful motivator for employees to move up in their industries, but it's important to remember that too much stress is often counterproductive and can

have long-term negative effects on employee health and well-being. Encouraging employees to prioritize wellness and to manage stress in a healthier way is a much more sustainable way to advance in respective careers.

Stress in the workplace can have a negative effect on an employee's health and well-being. This can lead to a decrease in quality of life for both the employee and the organization. Understanding how stress in the workplace affects health is the key to creating a healthier and happier workforce. Stress can lead to higher healthcare utilization and higher costs for employees and employers. Understanding the link between health and work-related stress can help organizations take preventative steps and lower healthcare costs.

In 2019, all over the world were faced with Covid-19. During those days, there were so many people who suffered this pandemic and had a lot of deaths in Myanmar. The main reason was that there were not enough medicines, and therefore, most of people in Myanmar faced shortages and limited purchases. In order for a pharmaceutical company to be sustainable in the long term, it is necessary to have good employees in the company. Employee are the lifeblood of any organization and stress in the workplace can have a direct effect on an employee's health and health can also affect the performance of the job.

Getz Pharma Limited, the largest branded generic pharmaceutical company in Pakistan, started its operations in 1995. Mission of the Getz Pharma is to develop, produce and market safe, effective and quality medicines and healthcare products that will improve the health and quality of life of men, women and children. They classified three types of values depending on the people, business associates and clients and safe technology as follows: respect for people, respect for business associates and clients and focus on safe technology.

In Myanmar, there are 96 employees in Getz Pharma Company Limited including both managerial and non-managerial employees. Employees play a critical role in today's organizations. They bring a wide range of skills, experience, and knowledge to the organization. In Myanmar, there are 96 employees in Getz Pharma Company Limited. Employees are the backbone of an organization's ability to innovate, solve problems, and perform tasks effectively. In today's fast-paced business environment, a skilled and flexible workforce is essential for businesses to remain

competitive. Employees who are motivated and have good job performance are more productive and efficient and can improve processes, reduce waste, and increase overall organizational efficiency in the workplace.

## **1.2 Objectives of the Study**

Nowadays, the majority of employees experience stress in the workplace. This stress can be caused by a variety of factors from their job. The occupational stressors can have an effect on the health of employees and job performance in the workplace. The main objectives of this study are:

- 1.To analyze the effect of occupational stressors on health of employees in Getz Pharma Company Limited.
- 2.To analyze the effect of health on job performance of employees in Getz Pharma Company Limited.

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

This study focuses mainly on the employees of Getz Pharma Company Limited. There are 96 employees of both management and non-management staffs. The descriptive method and linear regression method is applied in this study. In order to analyze the effect of occupational stressors on health and job performance of employees in Getz Pharma Company Limited, structured questionnaire with 5-point Likert scale is used to collect the data from the respondents who are selected by using simple random sampling method. In order to meet the research objectives, both primary and secondary data are used in this study. The primary data are collected from 77 employees out of 96 employees in Getz Pharma Company Limited. Raosoft's sample size calculator is used to determine the sample size of the study. The secondary data are collected from relevant textbooks, articles, referred and academic research papers of local and international papers and also related websites. Data are collected from July 2023 to August 2023.

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

This study is structured in five chapters. Chapter one outlines the rationale of the study, the objectives, the scope and method of the study, and the structure of the study. Chapter two consists of about literature review of stress, occupational stressors, health, job performance, task performance, contextual performance and including reviews on previous study. Chapter three presents profile of Getz Pharma Company Limited. The analysis of the effect of occupational stressors on health and job performance is presented in chapter four. Chapter five provides the findings and discussions, suggestions, recommendations and the need for future study.

## CHAPTER 2

### THEORETICAL BACKGROUND OF THE STUDY

This chapter mainly emphasizes on the theoretical background of occupational stressors, employee's physical health and psychological well-beings and job performance of employees. It also describes the relationship among occupational stressors, health and job performance. Previous studies and conceptual framework of the study are also presented in this chapter.

#### 2.1 Concept of the Stress

Stress can be defined as the psychological and physiological response that individuals experience when they perceive a gap between the demands placed on them and their ability to cope with those demands (Lazarus & Folkman, 2021). It is a multifaceted phenomenon that can manifest in various forms and affect individuals differently.

There are different types of stress that individuals may encounter in their personal lives and, importantly, in the workplace: eustress, distress, acute stress and chronic stress. Eustress is a positive form of stress that arises from situations perceived as exciting or challenging. It can motivate employees to achieve their goals, enhance their job performance, and contribute to the organization's success (Selye, 1956). Distress, on the other hand, is negative stress resulting from situations perceived as harmful or overwhelming. It can lead to anxiety, burnout, and negative health outcomes (Lazarus & Folkman, 2021). Acute stress is short-term stress that arises from specific incidents or demands. It can heighten alertness and improve problem-solving abilities, enabling employees to respond effectively to critical situations and can be intense but typically subsides once the stressor is resolved (Cohen et al., 2016). Chronic stress is long-term and ongoing stress that may result from persistent workplace factors such as a toxic work environment or job insecurity. It can have severe health consequences (Theorell et al., 2015).

Stress can have a significant effect on peoples' physical and mental health. Stress can weaken the immune system, which can lead to increased risk of contracting



illnesses and infections. Stress can cause cardiovascular disease (such as high blood pressure and heart disease), muscle pain (such as headaches and back pain), and gastrointestinal system problems (such as diarrhea) (Luthans, 2011). The effects of stress on the mental health are often overlooked, but it can still cause individuals to feel angry, anxious, depressed, nervous, tense, and bored.

Stress is of paramount importance in every organization, as it plays a pivotal role in shaping the well-being of employees and the overall success of the organization. Acknowledging the diverse types of stress and implementing effective stress management strategies is crucial for organizations to harness the positive aspects of stress while mitigating its potentially harmful effects, ultimately fostering a healthier and more productive work environment.

## **2.2 Occupational Stressors**

Occupational stress can be defined as the physical, psychological, and emotional strain that individuals experience as a result of their work-related responsibilities and the demands of their job roles. It arises from the interaction between the individual and their work environment, particularly when there is a perceived imbalance between the requirements of the job and the individual's capacity to cope with those demands (Quick & Henderson, 2017). In today's fast-paced and competitive organizational landscape, occupational stress is a prevalent and impressive issue that affects employees at various levels and across industries.

The importance of addressing occupational stress in today's organizations cannot be overstated. Occupational stress has profound implications for both individual employees and the organization as a whole. When left unmanaged, it can lead to adverse consequences, including reduced job performance, increased absenteeism, decreased job satisfaction, and various physical and mental health issues (Quick & Henderson, 2017). Moreover, in an era where talent retention and employee well-being are paramount, failing to address occupational stress can result in high turnover rates and a less competitive workforce.

There are several types of stressors that contribute to occupational stress, each with its own unique effect on employees. According to the ASSET (A Shortened Stress Evaluation Tool) model of stress, various stressors are found in the workplace: work

relationships, work-life balance, overload, job security, resources and communications, aspects of the job and pay and benefits.

**(a) Work Relationships**

Work relationships refer to the interpersonal connections and interactions that employees have with the colleagues, supervisors, subordinates, and other individuals they encounter in the workplace. These relationships can encompass a wide range of dynamics, from professional interactions and collaborations to personal connections and social networks within the organization. The quality and nature of work relationships can significantly impact the work environment, job satisfaction, and overall organizational effectiveness (Wanous et al., 2000).

**(b) Work-life Balance**

Work-life balance is a concept that refers to the equilibrium and harmony individuals seek to achieve between employees' professional or work-related responsibilities and their personal and family life. It involves effectively managing the demands of the workplace while also having time and energy to pursue personal interests, spend time with family, and engage in activities that promote well-being and relaxation. Achieving work-life balance is crucial for maintaining one's physical and mental health, as well as enhancing overall quality of life (Greenhaus & Allen, 2011).

**(c) Overload**

Overload refers to a state in which individuals are confronted with an excessive amount of work or tasks that exceed their capacity to effectively manage or complete within the available time frame. It is characterized by a feeling of being overwhelmed, having too many responsibilities, and experiencing high levels of stress and pressure due to the sheer volume of work demands (Demerouti et al., 2001).

**(d) Job Security**

Job security refers to the assurance or confidence that an employee has in the continuity and stability of their employment with an organization. It is the belief that one's job is stable, and they are less likely to face the risk of job loss or involuntary termination. Job security can have a significant effect on an employee's overall well-being, job satisfaction, and performance, as it provides a sense of stability and financial security (Witte et al., 2016).

**(e) Resources and Communication**

Resources support, and assets available to employees to perform their job tasks effectively. These resources can include access to information, technology, training, physical equipment, and human support. Adequate resources are essential for employees to accomplish their job responsibilities efficiently and with a sense of control and competence (Bakker & Demerouti, 2017). Communication, on the other hand, is the process of exchanging information, ideas, and feedback among individuals and teams within an organization. Effective communication is vital for conveying expectations, providing guidance, fostering collaboration, and resolving conflicts. It enhances understanding, transparency, and a sense of belonging within the workplace (Shochley, 2014).

**(f) Aspects of the Job**

Aspects of the job in the present study is defined as factors that include physical working conditions; type of tasks; and the amount of satisfaction derived from the job. The potential sources of stress can be related to the fundamental nature of the job itself. These aspects encompass the specific tasks, duties, and attributes associated with a particular job or position (Robbins et al., 2019).

**(g) Pay and Benefits**

Pay and benefits" refer to the compensation and rewards that employees receive from their organizations in exchange for their work and services. Pay typically includes the salary or wages an employee earns, while benefits encompass additional forms of

compensation such as health insurance, retirement plans, paid time off, bonuses, and other perks or allowances provided by the employer (Milkovich et al.,2021).

### **2.3 Nature of Health**

Health is defined as a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity (Herith & MIcho, 1948). This definition emphasizes the holistic nature of health, highlighting that it encompasses not only the absence of illness but also the presence of positive physical, mental, and social attributes. It underscores the interconnectedness of these dimensions, suggesting that they collectively contribute to an individual's overall well-being.

The ecological model of health elaborates on the multifaceted nature of health by emphasizing the influence of individual, interpersonal, community, and societal factors on health outcomes (Mcleroy et al.,1988). This model posits that health is not solely an individual's responsibility but is shaped by the complex interplay of various factors, including one's biology, behavior, social environment, and healthcare system. It acknowledges that health promotion and disease prevention efforts must address not only individual behaviors but also the broader social and environmental determinants of health.

The concept of positive health goes beyond the absence of disease and focuses on an individual's ability to adapt and self-manage in the face of physical, emotional, and social challenges (Huber et al.,2016). Positive health emphasizes resilience, self-efficacy, and the capacity to maintain well-being even in the presence of chronic conditions. This perspective recognizes that health is a dynamic state, and individuals can experience a high quality of life despite health challenges when equipped with the necessary skills and support systems.

Health is encompassing not only the absence of disease but also physical, mental, and social well-being. It is influenced by individual, interpersonal, community, and societal factors, and it can be viewed from the perspective of positive health, which emphasizes an individual's ability to adapt and thrive in various circumstances. Understanding these diverse definitions of health is crucial for holistic healthcare approaches and promoting well-being across populations (Herith & MIcho, 1948). Health is represented by physical health and psychological well beings (Beehe, 2002).

**(a) Physical Health**

Physical health is a fundamental component of an individual's overall well-being, encompassing the condition and functionality of their body systems. According to the World Health Organization (WHO), physical health is defined as a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity" (Herith & MIcho, 1948). This definition underscores that physical health goes beyond the absence of illness, emphasizing a holistic view that includes bodily fitness, proper nutrition, regular exercise, and the ability to carry out daily tasks effectively.

The consequences of poor physical health can have a profound effect on an individual's life. Chronic health conditions, such as cardiovascular disease, diabetes, obesity, and musculoskeletal disorders, often result from neglecting physical health. These conditions can lead to a reduced quality of life, increased healthcare costs, and a heightened risk of premature mortality (Louis, 2020). Moreover, individuals with compromised physical health may experience fatigue, decreased energy levels, and limitations in their ability to engage in physical activities, which can, in turn, affect their social interactions and overall life satisfaction.

Importantly, the relationship between physical health and mental health is tightly intertwined. Poor physical health can contribute to mental health challenges such as depression and anxiety. Physical discomfort and pain can negatively affect one's mood and cognitive functioning (Stanton et al., 2007). Conversely, prioritizing physical health through regular exercise and a balanced diet can have a positive influence on mental health, including reduced stress levels and an enhanced sense of well-being (Rebar et al., 2015).

Moreover, physical health is a crucial facet of overall well-being, encompassing various factors that contribute to the optimal functioning of the body. Neglecting physical health can lead to the development of chronic diseases, decreased quality of life, increased healthcare expenditures, and a higher risk of mental health issues. Conversely, maintaining and improving physical health through healthy lifestyle choices can result in better physical and mental well-being, ultimately enhancing an individual's overall quality of life.

**(b) Psychological Well-being**

Psychological well-being refers to a person's overall state of mental and emotional health, reflecting their ability to experience positive emotions, manage stress and challenges, and maintain a sense of life satisfaction. This concept goes beyond the absence of mental disorders and instead focuses on the presence of positive psychological characteristics and experiences. There is a widely recognized model of psychological well-being that includes six dimensions: self-acceptance, positive relationships with others, autonomy, environmental mastery, purpose in life, and personal growth (Ryff & Keyes, 1995). Psychological well-being is integral to an individual's overall quality of life and plays a vital role in their ability to thrive and adapt to life's ups and downs.

The consequences of poor psychological well-being can also be profound. Individuals experiencing psychological distress may be at a higher risk of developing mental health disorders such as anxiety, depression, and substance abuse (Keyes, 2005). Poor psychological well-being can also affect an individual's physical health, as chronic stress and negative emotions can contribute to various physical health problems, including cardiovascular issues and weakened immune function (Cohen et al., 2007). Additionally, it can strain personal relationships and impair an individual's ability to engage in daily activities effectively (Ryff, 2014).

Therefore, fostering and maintaining psychological well-being is crucial for overall health and well-being. It not only enhances mental health but also positively influences physical health and social functioning. Strategies for promoting psychological well-being may include practicing mindfulness, seeking social support, engaging in regular physical activity, and developing a sense of purpose and meaning in life (Ryff, 2014).

Psychological well-being therefore encompasses an individual's mental and emotional health, reflecting their capacity to experience positive emotions, manage stress, and find satisfaction in life. Poor psychological well-being can lead to mental health issues and negatively impact physical health and social relationships. Recognizing the importance of psychological well-being and adopting strategies to enhance it can contribute to a more fulfilling and healthier life.

## **2.4 Job Performance**

Job performance is a multi-dimensional concept that refers to an employee's effectiveness in carrying out the tasks, responsibilities, and duties associated with their job role within an organization. It encompasses the quality, quantity, and efficiency of an employee's work and is typically evaluated based on established job expectations, goals, and standards (Murphy & Cleveland, 1995).

Job performance holds immense importance in the context of organizations for several reasons. Firstly, it directly contributes to the achievement of organizational goals and objectives. When employees perform their jobs effectively and efficiently, they contribute to the overall productivity and success of the organization (Aguinis & O'Boyle, 2014). Secondly, job performance affects customer satisfaction and loyalty. Employees who consistently deliver high-quality work are more likely to provide excellent service to customers, leading to increased customer satisfaction and repeat business (Schneider & Bowen, 1999).

Thirdly, job performance plays a crucial role in employee development and career advancement. Employees who consistently perform well are often rewarded with promotions, salary increases, and other career opportunities (Hogan & Hogan, 1992). Furthermore, job performance affects employee engagement and job satisfaction. Employees who feel that their contributions are recognized and valued by their organization are more likely to be motivated and satisfied in their roles (Sask, 2006).

Job performance is a critical concept in organizations, encompassing the effectiveness and efficiency with which employees carry out their job responsibilities. It influences various aspects of organizational success, including goal achievement, customer satisfaction, employee development, engagement, and talent management. Recognizing and managing job performance is essential for organizations aiming to thrive in today's competitive business environment. Task performance and contextual performance are two distinct yet equally vital dimensions of employee performance within organizations.

**(a) Task Performance**

Task performance is a fundamental concept in the realm of organizational psychology and human resources, referring to the execution of core job duties and responsibilities assigned to an employee within an organization. This dimension of performance is characterized by the specific tasks, functions, and objectives that directly align with an individual's job description and contribute to the achievement of organizational goals (Borman & Motowidlo, 1997).

Task performance is of paramount importance to every organization for several compelling reasons. Firstly, it directly affects an organization's ability to fulfill its operational requirements and meet its strategic objectives. When employees effectively carry out their assigned tasks, it ensures the smooth functioning of various departments and contributes to overall productivity and efficiency (Aguinis & O'Boyle, 2014).

Secondly, task performance significantly affects the quality of products and services delivered to customers. High levels of task performance translate into the production of quality goods or the provision of excellent services, ultimately enhancing customer satisfaction and loyalty (Schneider & Bowen, 1999). Moreover, task performance plays a pivotal role in the development and maintenance of employee expertise and competencies. Engaging in job-specific tasks allows employees to hone their skills, gain experience, and improve their job proficiency, contributing to their career growth and job satisfaction (Grant, 2012).

Furthermore, task performance is inextricably linked to employee performance evaluations and recognition. Employees who consistently excel in their task performance are often rewarded with promotions, salary increases, and other career advancement opportunities, which serves as a motivator for continuous excellence (Hogan & Hogan, 1992). Additionally, task performance is a crucial factor in achieving cost efficiency. Employees who effectively complete their tasks reduce the likelihood of errors, rework, and operational bottlenecks, which can lead to significant cost savings for the organization (Patterson et al., 2007).

Task performance is the cornerstone of an organization's success, encompassing the execution of core job responsibilities. It influences operational efficiency, product and service quality, employee development, career advancement, and cost



management. Recognizing and fostering task performance is essential for organizations striving for excellence and competitiveness in their respective industries.

**(b) Contextual Performance**

Contextual performance, also known as organizational citizenship behavior (OCB), is a crucial dimension of employee performance in organizations. Contextual performance involves discretionary behaviors and actions that extend beyond an employee's core job duties and responsibilities. These voluntary contributions are aimed at promoting the overall functioning, effectiveness, and well-being of the workplace and its members (Organ & Ryan, 1995). Unlike task performance, which focuses on fulfilling formal job requirements, contextual performance centers on behaviors that are not explicitly rewarded or required but significantly has an effect on the organization and its culture.

Contextual performance is of paramount importance in every organization for several compelling reasons. Firstly, it enhances the social and interpersonal dynamics within the workplace. Employees who engage in contextual performance behaviors, such as helping colleagues, providing support, and participating in team activities, contribute to the development of a positive and cooperative work environment (Podsakoff et al.,2000).

Secondly, contextual performance fosters employee engagement and job satisfaction. When employees feel that their contributions are recognized and valued, they are more likely to be motivated and satisfied in their roles, which can lead to higher retention rates and reduced turnover (Sask, 2006). Moreover, contextual performance plays a pivotal role in building trust and collaboration among team members and across different departments. Behaviors such as sharing knowledge, assisting others, and promoting a sense of teamwork facilitate better communication and cooperation, ultimately leading to improved organizational effectiveness (Morrison, 1994).

Furthermore, contextual performance contributes to the organization's reputation and image. When employees engage in behaviors that go beyond their job descriptions and demonstrate a commitment to the organization's success, it can enhance the organization's standing in the eyes of customers, stakeholders, and the broader community (Bolino & Turnley, 2003). Additionally, contextual performance

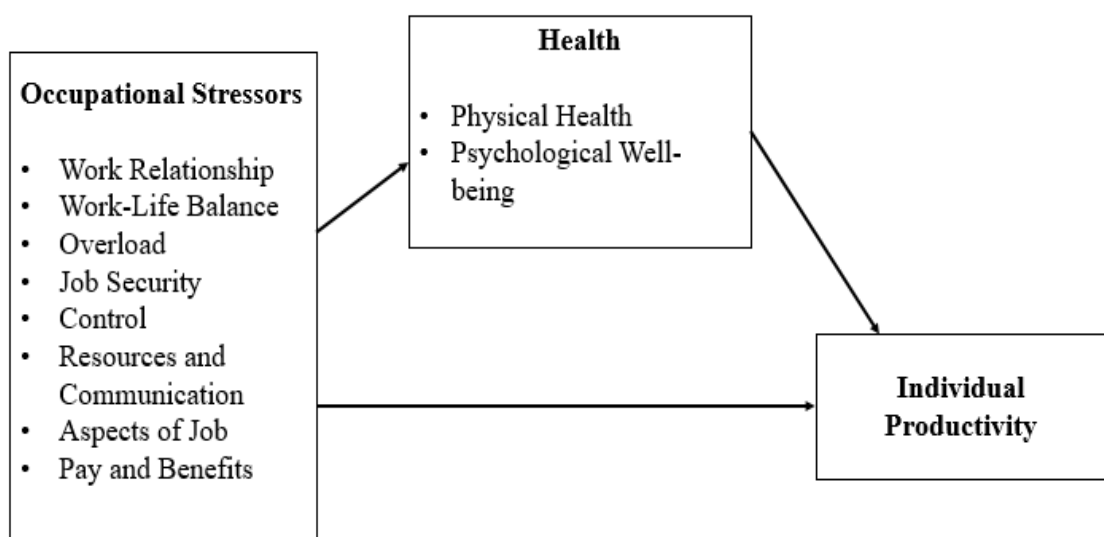
can have a positive effect on task performance. Employees who engage in citizenship behaviors often create a supportive and motivating work environment that can boost the performance of their colleagues, leading to increased overall productivity (Lepine, Erez, & Johnson, 2002).

Contextual performance, or organizational citizenship behavior, also represents voluntary actions that employees take to enhance the workplace and contribute to its overall effectiveness. It plays a critical role in building a positive work culture, improving employee engagement and job satisfaction, fostering collaboration, enhancing the organization's reputation, and ultimately contributing to its success. Recognizing and promoting contextual performance is essential for organizations striving to create a thriving and harmonious work environment.

## 2.5 Previous Studies

This study mainly based on many previous research papers. One of the papers is developed by (Makhbul & Hizam,2014) and their studied title is the effect of occupational stressors on health and individual productivity.

**Figure (2.1) The Effect of Occupational Stressors on Health and Individual Productivity**

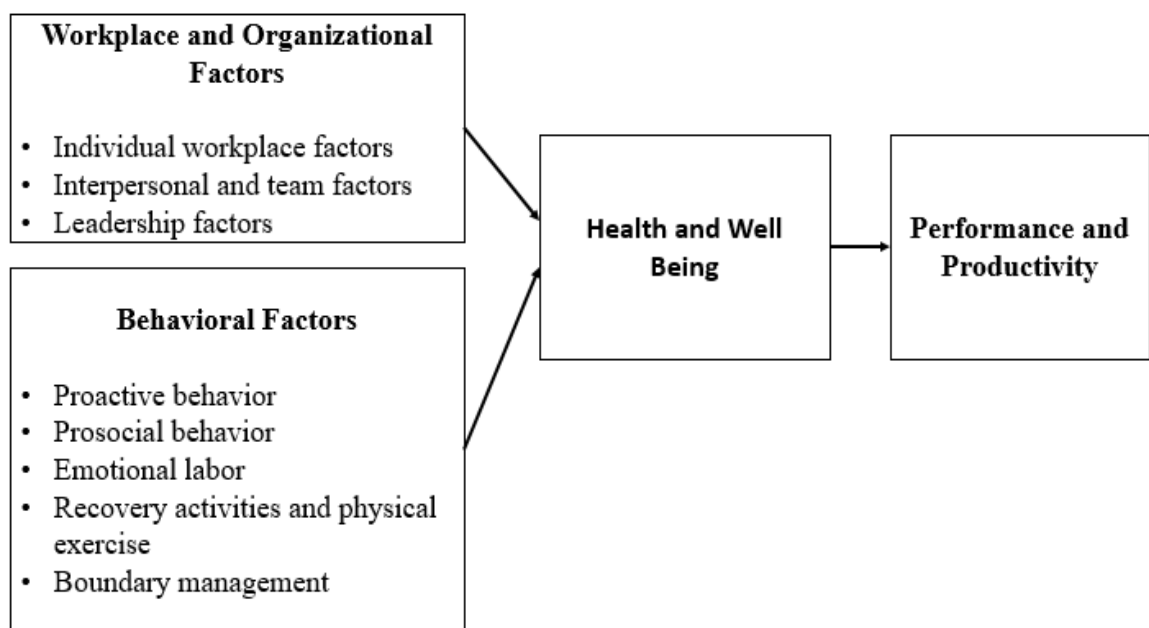


Source: Makhbul & Hizam (2014)

In this paper, mediator of health affects the relationship between the occupational stressors and individual productivity. This study is based on the academic administrators in Malaysian research universities (MRUs). The study was conducted among 300 academic administrators in all MRUs. The finding of the paper indicated that health partially mediated the effect between certain occupational stressors, such as work relationships, work-life balance, job security and control, on individual productivity.

Another previous research paper is “A review on health and well-being at work” developed by Sabine Sonnentag and Louis Tay. The purpose of the study is to describe how characteristics of individual workplaces (job resources, job stressors), interpersonal and teamwork factors, leadership and specific employee behaviors contribute to health and well-being. The target population of the research is 400 academic employees in universities in Germany.

**Figure (2.2) A Review of Health and Well-being at Work**



Source: Tay & Sonnentag (2022)

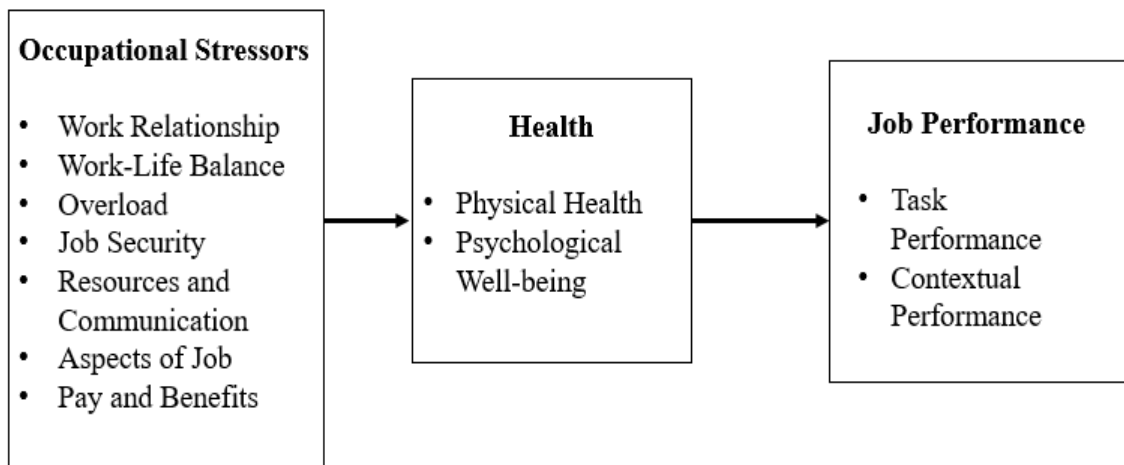
The paper highlights emerging topics in the field (job-related health and well-being during the COVID-19 pandemic, technology-enabled connectivity to work, micro interventions, dynamism in health and well-being). This includes a cross-cultural

and international perspective and address issues related to diversity and inclusion in organizations. The finding of this paper described that performance of the employees and productivity of the organization can be affected positively by the health and well-being of the employees.

## 2.6 Conceptual Framework of the Study

The conceptual framework of the study is based on the various past research papers. Especially, the framework is based on the previous studies and their reasonable relationships are taking into account. The conceptual framework of the study is illustrated in Figure (2.3).

**Figure (2.3) Conceptual Framework of the Study**



Source: Own Compilation (2023)

Figure (2.3) mentioned the variables that are included in the study. Firstly, this framework is based on the paper of (Makhbul & Hizam, 2014) which is used to analyze the effect of occupational stressors on health of the employees. And then, another referred paper is developed by (Tay & Sonnentag, 2022). This paper is used to analyze the effect of health on job performance of the employees.

This study is focused to determine the job performance of employees in Getz Pharma Company Limited. Firstly, the study of the paper focused to analyze the effect of occupational stressors such as work relationship, work-life balance, overload, job

security, resources and communication, aspects of jobs and pay and benefits of the employees on the health of the employees. In the sector of health, there are two variables of physical and psychological well-being. Second step of the study is to analyze the effect of health on the job performance of the employees in Getz Pharma Company Limited.

## **CHAPTER 3**

### **PROFILE AND OCCUPATIONAL STRESSORS OF GETZ PHARMA COMPANY LIMITED**

This chapter consists of profile and occupational stressors of Getz Pharma Company Limited, reliability test and demographic profile of respondents of the study.

#### **3.1 Profile of Getz Pharma Company Limited**

Getz Pharma Limited, the largest branded generic pharmaceutical company in Pakistan, started its operations in 1995. Since its inception, Getz Pharma has shown unparalleled growth both in qualitative as well as quantitative aspects. According to Information Medical Statistics (IMS), Getz Pharma was ranked 198th out of 200 pharma companies in Pakistan in the year 1995, but in 20 years has achieved the third position among 800 pharmaceutical companies and has been recognized as one of the fastest-growing pharma firms in Pakistan.

The Getz Pharma family consists of over 5700 employees worldwide working in synergy to produce, market and sell more than 300 products globally. Getz Pharma Company Limited recruits the best qualified individuals, and promote on the basis of objective performance appraisals of the individual's ability and willingness to take additional responsibility. Foster the individual and professional development of employees by providing them continuous training of the best quality the company can afford. Encourage participatory management by ensuring that each staff member has the opportunity to contribute to decision-making. Address staff welfare through fair and competitive salaries and benefits.

Getz Pharma is an international research-driven, branded generic pharmaceutical company specializing in the formulation development, manufacturing, testing and marketing of a wide range of quality, affordable medicines. They manufacture and market brands trusted by healthcare professionals around the world. This is the only company whose manufacturing facility, in Pakistan, is approved by the World Health Organization, Geneva

(WHO). Their Quality Control Laboratory is also the first and only in Pakistan to have been pre-qualified and approved by WHO.

Additionally, their manufacturing facility is the first and only, in Pakistan, certified and approved by a member country of the Pharmaceutical Inspection Cooperation Scheme (PIC/S), which comprises more than 50 participating authorities, including US FDA and European Medicines Agency, among others. Getz Pharma's mission is to develop, produce and market safe, effective and quality medicines and healthcare products that will improve the health and quality of life of men, women and children.

Getz Pharma currently operates in more than 25 countries in South Asia, Central Asia, South East Asia, the Middle East and Africa. IMS rates Getz Pharma as the fastest growing pharmaceutical company within most countries where it operates. In the area of South East Asia, there are six countries to operate their operation process such as Cambodia, Laos, Malaysia, Myanmar Philippines and Vietnam.

Getz Pharma commenced operations in Myanmar in 2008. Since then, it has grown to become one of the top pharmaceutical companies by far, outpacing the industry growth rate. The Getz Pharma team in Myanmar markets a growing number of brands, under the following therapeutic segments: Anti – Asthmatic, Anti – Convulsant , Anti – Depressant , Anti – Diabetic, Anti – Histaminic, Anti – Hypertensive, Anti – Infective, Anti – Lipidemic, Anti – Rheumatic, Anti – Spasmodic / Anti – Cholinergic, Anti – Ulcerant ,Anti – Viral,Dietary Fat Absorption Inhibitor,immunomodulator.

#### **(a) Mission and Value**

Mission of the Getz Pharma is to develop, produce and market safe, effective and quality medicines and healthcare products that will improve the health and quality of life of men, women and children.

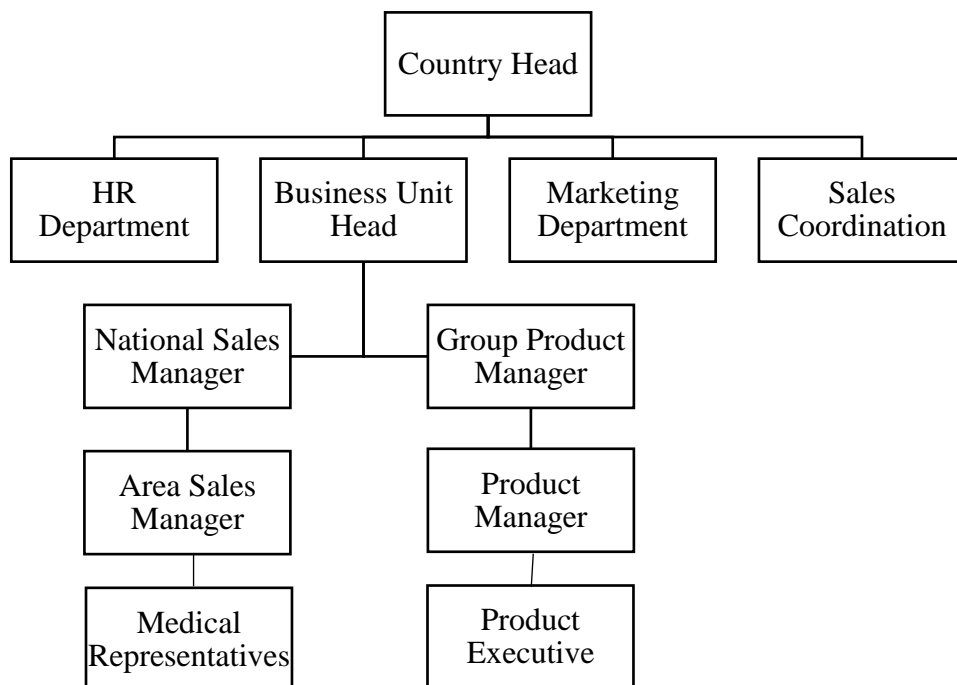
They classified three types of values depending on the people, business associates and clients and safe technology as follows:

- Respect for people: The principals, employees and suppliers form the basis of our quality and service. Each shares responsibility for Getz Pharma's reputation as a quality manufacturer and marketer, hence each deserves to be treated with fairness and dignity.
- Respect for business associates and clients: Getz Pharma seeks long-term and transparent relationships with its business partners, and enters into all transactions with integrity and trust.
- Focus on safe technology: Getz Pharma selects technology that adds real value to its products and services while keeping the environment safe.

**(b) Organizational Structure**

Organizational structure of the Getz Pharma Company Limited is described in Figure (3.1).

**Figure (3.1) Organizational Structure**



Source: Getz Pharma Company Limited (2023)



According to the Figure (3.1), there is one country head who is local head from head office to manage all the operations in Myanmar. Under the country head, there are four departments such as human resources department, business unit head, marketing department and sales coordination. Each department has its own manager and assistants to handle all the cases of the company.

In business unit department, there are two work groups as national sales and group product. National sales group has its own separate manager, area sales manager and medical representatives. This group is focused on the process of managing the product sales. Group product includes group product manager, product manager and product executive who are operated for the classification of product specifications.

### **3.2 Occupational Stressors of Employees in Getz Pharma Company Limited**

In this study, many occupational stressors are used to analyze the survey result. There are some of the stressors which are effective for Getz Pharma Company Limited.

#### **(a) Work Relationship**

Employees in Getz Pharma Company Limited have a good and opened communication both with each other and with supervisors. Company has quarterly meetings and at that time, employees can meet each other and can communicate friendly. At this meeting, employees can present the ideas for job and complain about the procedures of the company.

Top management level makes the smooth and friendly relationship between the supervisors and employees and between the employees. Employees work together as a team to achieve common goals. Department managers provide feedback and guidance to a team member on their project.

**(b) Work-life Balance**

Getz Pharma Company Limited promotes work-life balance by encouraging employees to take regular breaks and vacations. The company has implemented policies that ensure employees use their allocated vacation time fully. The company also provides employees with an additional bonus for taking a full two-week vacation each year. Therefore, employees can recharge and spend quality time with their families and friends, and contribute to their overall well-being and help prevent burnout. The company sets expectations regarding after-hours communication and respects employees' boundaries. Also, employees can enjoy uninterrupted personal time and better manage their work-related stress, contributing to a healthier work-life balance.

**(c) Overload**

Getz Pharma Company Limited prioritizes a reasonable workload for the employees. The Company encourages employees to prioritize tasks and provides them with training on time management techniques. Managers in Getz Pharma Company train their subordinates for effective time management and set realistic deadlines. Therefore, employees in Getz Pharma Company maintains a sustainable work-life balance and they have the opportunities to take breaks, utilize their vacation days and avoid excessive overtime.

**(d) Job Security**

Employees in Getz Pharma Company Limited work their job with collaboration and teamwork. Employees from different departments work together to achieve their target. Job specialization is used by the company, marketing and sales teams specialize in promoting and selling drugs, human resources department specializes in managing all of the employees in different departments. The company has yearly increasement plan for each of employee depending on the working experience. There is also an opportunity to increase the salary of employees who have completed 2 years of service in the company.

**(e) Resources and Communication**

Getz Pharma Company Limited supports the employees with full facilities in order to work without any worry on the working environment. Company provides air-con, wi-Fi, coffee and also kitchen for the employees to cook the food whatever they want. As mention above, company celebrates quarterly meeting in different places such as beach, hotel and other restaurant. This seems with get together dinner and employees can communicate each other friendly and their relationship can be stronger.

Otherwise, company provides training for the employees outside the job to develop in the future career. And supervisors offer suggestions to the employees in the workplace. Thus, employees can work freely the job with hundred percent concentration.

**(f) Aspects of the Job**

Employees in Getz Pharma Company Limited have confidence in their leaders and feel that they are being effectively managed. Business unit heads communicate a clear vision for the future and engage with employees to address concerns and provide guidance. Employees have many incentive plans such as incentives on overall product sales, incentives on each product sales, incentives on sales growth by monthly and incentives on quarterly sales. The company empowers employees with the authority they need to perform their roles effectively fosters a sense of ownership and responsibility.

**(g) Pay and Benefits**

This section is absolutely important to consider for all types of organization. Getz Pharma Company Limited also has effect on pay and benefits to the employees. Almost all the people want equal amount on their effort. Although Getz Pharma Company Limited gives allowances to employees, they expect to raise their basic salary. Some of the employees prefer financial benefits and some prefer non-financial benefits.

Some of the employees try to transfer the job to earn higher salary. At that time, Getz Pharma Company Limited gives high salary to the employees. There are also thirteen months

### 3.3 Reliability Test

Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of group. It is considered to be a measure of scale reliability. Cronbach's alpha tests to see if multiple-question Likert scale surveys are reliable. Cronbach's alpha will tell if the test is accurately measuring the variable of interest, (Tavakol and Dennick, 2011). The following table shows the level of Cronbach's Alpha and their internal consistency.

**Table (3.1) Reliability Statistics for the Factors in the Study**

| <b>Cronbach's Alpha</b> | <b>Internal Consistency</b> |
|-------------------------|-----------------------------|
| $\alpha \geq 0.9$       | Excellent                   |
| $0.9 > \alpha \geq 0.8$ | Good                        |
| $0.8 > \alpha \geq 0.7$ | Acceptable                  |
| $0.7 > \alpha \geq 0.6$ | Questionable                |
| $0.6 > \alpha \geq 0.5$ | Poor                        |
| $0.5 > \alpha$          | Unacceptable                |

Source; Tavakol & Dennick (2011)

In order to analyze the occupational stressors, health and job performance related to employees, a structured questionnaire was listed and surveyed. The following Table shows the reliability of each variable includes in the questionnaire.

**Table (3.2) Reliability Test**

| <b>Variables</b>            | <b>Cronbach's Alpha</b> | <b>No of items</b> | <b>Internal Consistency</b> |
|-----------------------------|-------------------------|--------------------|-----------------------------|
| Work Relationship           | 0.779                   | 4                  | Acceptable                  |
| Work-life Balance           | 0.803                   | 4                  | Good                        |
| Overload                    | 0.749                   | 4                  | Acceptable                  |
| Job Security                | 0.767                   | 4                  | Acceptable                  |
| Resources and Communication | 0.749                   | 4                  | Acceptable                  |
| Aspects of the job          | 0.779                   | 4                  | Acceptable                  |
| Pay and Benefits            | 0.761                   | 4                  | Acceptable                  |
| Physical Health             | 0.807                   | 5                  | Good                        |
| Psychological Well-being    | 0.812                   | 5                  | Good                        |
| Job Performance             | 0.791                   | 5                  | Acceptable                  |

Source: Survey Data (2023)

According to Table (3.2), Cronbach's Alpha for work relationship was 0.779 which indicates that the scale has acceptable reliability. Cronbach's Alpha for work-life balance was 0.803 which indicates that the scale has good reliability. Cronbach's Alpha for overload was 0.749 which indicates that the scale has acceptable reliability. Cronbach's Alpha for job security was 0.767 which indicates that the scale has acceptable reliability. Cronbach's Alpha for resources and communication was 0.749 which indicates that the scale has acceptable reliability.

Cronbach's Alpha for Aspects of jobs was 0.779 which indicates that the scale has acceptable reliability. Cronbach's Alpha for pay and benefits was 0.761 which indicates that the scale has acceptable reliability. Cronbach's Alpha for physical health was 0.807 which indicates that the scale has good reliability. Cronbach's Alpha for psychological well-being was 0.812 which indicates that the scale has good reliability. Cronbach's Alpha for individual productivity was 0.791 which indicates that the scale has acceptable reliability. Therefore, it can be concluded that every question listed in this questionnaire had acceptable reliability.

### **3.4 Demographic Profile of Respondents**

There were nine categories of demographic characteristics related to employees explored in this study to describe the demographics profile of the respondents. They were gender, age, marital status, education, working experience, occupation level, ranges of salary before tax, overtime and classes. Gender was described by male and female. Age group was described as under 25, 25-34years, 35-44 years and above 45 years. Marital status was divided into two categories as single and married.

There were five categories in education level: high school graduate of equivalent, some colleague, bachelor's degree, master degree and doctor degree. Working experience was described by 5 years or less, 6-10 years, 11-15 years, 16-20 years and more than 20 years. There were two levels in occupation; Managerial staff and non-managerial staff. Salary before taxes was divided into six items as described in the Table (3.3).

**Table (3.3) Profile of Respondents**

| <b>Demographic</b>         |                                    | <b>Frequency<br/>(N=77)</b> | <b>Percentage<br/>(%)</b> |
|----------------------------|------------------------------------|-----------------------------|---------------------------|
| <b>Total Respondents</b>   |                                    | 77                          | 100                       |
| <b>Gender</b>              | Male                               | 26                          | 34                        |
|                            | Female                             | 51                          | 66                        |
| <b>Age</b>                 | Under 25                           | 9                           | 12                        |
|                            | 25-34 years                        | 59                          | 76                        |
|                            | 35-44 years                        | 9                           | 12                        |
|                            | 45 and above                       | 0                           | 0                         |
| <b>Marital Status</b>      | Single                             | 63                          | 82                        |
|                            | Married                            | 14                          | 18                        |
| <b>Education level</b>     | High school graduate or equivalent | 7                           | 9                         |
|                            | Some college                       | 3                           | 4                         |
|                            | Bachelor's degree                  | 47                          | 61                        |
|                            | Master degree                      | 20                          | 26                        |
|                            | Doctor degree                      | 0                           | 0                         |
| <b>Working experience</b>  | 5 years or less                    | 46                          | 59                        |
|                            | 6-10years                          | 16                          | 21                        |
|                            | 11-15years                         | 8                           | 11                        |
|                            | 16-20 years                        | 4                           | 5                         |
|                            | More than 20 years                 | 3                           | 4                         |
| <b>Occupation Level</b>    | Managerial Staff                   | 44                          | 57                        |
|                            | Non-managerial staff               | 33                          | 43                        |
| <b>Salary before Taxes</b> | Under 300,000Ks                    | 8                           | 11                        |
|                            | 300,000Ks-600,000Ks                | 29                          | 38                        |
|                            | 600,001Ks-900,000Ks                | 15                          | 18                        |
|                            | 900,001Ks-1,200,000Ks              | 13                          | 17                        |
|                            | 1,200,001Ks-1,500,000Ks            | 4                           | 5                         |
|                            | Above 1,500,000Ks                  | 8                           | 11                        |

Source: Survey Data (2023)

According to Table (3.3), the majority of respondents were female and age is between 25-34 years. Majority of respondents are single and most get the Bachelor Degree. Most of the respondents have working experience around 5 years and less. The salary range of respondents was between 300,000Ks and 600,000Ks which is not a high salary nowadays.



## **CHAPTER 4**

### **ANALYSIS ON THE EFFECT OF OCCUPATIONAL STRESSORS ON HEALTH AND JOB PERFORMANCE OF GETZ PHARMA COMPANY LIMITED**

This chapter consists of analysis on the effect of occupational stressors on health of employees and analysis on the effect of health on job performance of employees in Getz Pharma Company Limited.

#### **4.1 Analysis on the Effect of Occupational Stressors on Health of Employees in Getz Pharma Company Limited**

The sample size of the study is 77 respondents with 95% confidence level in Getz Pharma Company Limited. All the questions are structured questions and Likert scale – 5 points. Accord to the classification of (Best,1977), the data are analyzed as follows: The mean value 1.00-1.80 is classified as strongly disagree, 1.81-2.60 is categorized as disagree, and 2.61-3.40 is regarded as neither agree nor disagree, 3.41-4.20 are categorized as agree, 4.21-5.00 is categorized as strongly agree of perception.

##### **4.1.1 Occupational Stressors**

This is the section for occupational stressors which factors are work relationship, work-life balance, overload, job security, resources and communication and aspects of the job pay and benefits. Mean values and standard deviation of the occupational stressors are shown in the Tables.

##### **(a) Work Relationship**

Work relationship sector uses four questions to examine the relationship of employees in the workplace. The following Table (4.1) is shown as the mean values and the means values and standard deviation.

**Table (4.1) Work Relationship**

| <b>No.</b> | <b>Statements of Work Relationship</b>                 | <b>Mean Value</b> | <b>Standard Deviation</b> |
|------------|--|-------------------|---------------------------|
| 1          | Good and healthy relationship with team members        | 4.23              | 1.362                     |
| 2          | Upset when colleagues don't support at work            | 3.25              | 1.158                     |
| 3          | Easily share worries and burdens with colleagues       | 3.56              | 1.203                     |
| 4          | Taking advice for both work related and personal issue | 4.12              | 1.238                     |
|            | <b>Overall Mean</b>                                    | 3.79              |                           |

Source: Survey Data (2023)

In Table (4.1), the overall mean value is 3.79 which is agreed by the employees. The statement of good and healthy relationship with team members has largest mean value which means employees can interact smoothly with each other. Secondly, employees are taking advice each other both for work related and personal issue with the second largest mean value. Employees feel happy sometimes when colleagues want to support at work and cooperate with others by the smallest mean values.

**(b) Work-life Balance**

Work-life balance sector use four statement to measure mean values and standard deviation. Table (4.2) is shown as the mean values and standard deviation.

**Table (4.2) Work-life Balance**

| <b>No.</b> | <b>Statements of Work-Life Balance</b>            | <b>Mean Value</b> | <b>Standard Deviation</b> |
|------------|---|-------------------|---------------------------|
| 1          | Having enough time after job to spend with family | 4.20              | 1.987                     |
| 2          | No job to work when come back home                | 3.84              | 1.291                     |
| 3          | Staying without worry about job at home           | 3.42              | 1.277                     |
| 4          | Doing the job without specific effort             | 2.81              | 1.124                     |
|            | <b>Overall Mean</b>                               | 3.57              |                           |

Source: Survey Data (2023)

In Table (4.2), the overall mean value is 3.57. All the mean values are ranged from 2.81 to 4.20. This means that employees do the job with specific effort to accomplish their respective task within working hours. Employees can spend with family and having enough time at work to do the things with the largest mean value. The second largest mean value is on the statement of having no job to work when employees come back home. Sometimes, some of the job needs to take effort to complete with the smallest mean value.

**(c) Overload**

There are four statements to measure the mean values of overload. There are four questions to collect data from the employees of Getz Pharma Company Limited. All of the results data are shown as in Table (4.3).

**Table (4.3) Overload**

| No. | Statements of Overload                    | Mean Value | Standard Deviation |
|-----|---|------------|--------------------|
| 1   | Equally distributed throughout department | 3.98       | 1.627              |
| 2   | Don't have heavy workload                 | 3.86       | 1.566              |
| 3   | Easy to work the job to complete          | 3.51       | 1.143              |
| 4   | Able to work very fast the job            | 3.52       | 1.046              |
|     | <b>Overall Mean</b>                       | 3.72       |                    |

Source: Survey Data (2023)

In Table (4.3), measuring the mean values of overload, overall mean value is 3.72 and all mean values are ranged from 3.21 to 3.98. The largest mean value said that all of the work are equally distributed throughout the department. And employees don't have heavy workload with the second largest value. Otherwise, employees feel that their assigned jobs are easy to complete with the smallest mean value of the data.

**(d) Job Security**

Job security is to feel safe in the working environment. To determine job security, there are four questions are used. Mean values and standard deviation are as shown in Table (4.4).

**Table (4.4) Job Security**

| <b>No.</b> | <b>Statements of Job Security</b>                               | <b>Mean Value</b> | <b>Standard Deviation</b> |
|------------|---|-------------------|---------------------------|
| 1          | Encouraging continuous learning and development                 | 4.23              | 1.018                     |
| 2          | Having promotion opportunities in the current job.              | 4.03              | 1.197                     |
| 3          | Maintaining the opportunities to receive periodic pay increases | 3.51              | 0.888                     |
| 4          | Status that comes with the position in the organization         | 3.62              | 0.93                      |
|            | <b>Overall Mean</b>   | 3.85              |                           |

Source: Survey Data (2023)

In measuring the mean values of job security, the overall mean value is 3.85 in Table (4.4). Employees feel that they are encouraged for the continuous learning and development for their career in the company with the largest mean value of the survey result. Within the company, there has promotion opportunities for them from current position to higher level with the second largest mean value. However, the smallest mean value showed that company maintain the opportunities to receive periodic pay increases.

**(e) Resources and Communication**

Resources and communication sector is used four statements to examine the mean values. There are four questions to collect the data from the respondents of the employees in Getz Pharma Company Limited. Overall mean value is described in Table (4.5).

**Table (4.5) Resources and Communication**

| No. | Statements of Resources and Communication                                 | Mean Value | Standard Deviation |
|-----|---|------------|--------------------|
| 1   | Providing all the trainings necessary                                     | 4.06       | 1.151              |
| 2   | Providing all the equipment, supplies and resources necessary             | 4.52       | 1.145              |
| 3   | Feeling encourage by the supervisor to offer suggestions and improvements | 4.01       | 1.296              |
| 4   | Being Adequate by the buildings, grounds and layout of the facility       | 4.13       | 1.001              |
|     | <b>Overall Mean</b>   | 4.18       |                    |

Source: Survey Data (2023)

Table (4.5) shows that the overall mean vale is 4.18 and are ranged from 4.01 to 4.52. Employees satisfy all the equipment, supplies and resources of the company with the largest mean value. This means company provide well facilities to the employees to work comfortably in the workplace. The second mean value said that employees are adequate the workplace and facilities of the company. They can work their jobs smoothly. The smallest mean value shows that employees feel weakly on encouraging by the supervisor to offer suggestions and improvements.

**(f) Aspects of the Job**

Aspects of the job consists of four statements as shown in Table. Overall mean values and standard deviation are shown as in Table (4.6).

**Table (4.6) Aspects of the Job**

| No. | Statements of Aspects of the Job   | Mean Value | Standard Deviation |
|-----|--|------------|--------------------|
| 1   | Relevant with the qualifications and skills                                  | 3.73       | 0.927              |
| 2   | Satisfying with the top management   | 4.42       | 0.91               |
| 3   | Having necessary authority to perform duties effectively                     | 3.55       | 0.981              |
| 4   | Getting appreciated and rewards if the desired work/targets are accomplished | 3.61       | 0.934              |
|     | <b>Overall Mean</b>  | 3.83       |                    |

Source: Survey Data (2023)

The overall mean value is shown as in Table (4.6) as 3.83. All the mean values are ranged from 3.55 to 4.42. The largest mean value said that employees feel that their work and their qualifications and skills are relevant and adequate. And employees satisfy the decisions and procedures by the top management with the second largest mean value. On the other hand, employees need to have necessary authority to perform duties effectively with the smallest mean value.

**(g) Pay and Benefits**

This sector measures the pay and benefits of employees in the company and how they feel on them. Four statements are used for pay and benefits sector and mean values are as below Table (4.7).

**Table (4.7) Pay and Benefits**

| <b>No.</b> | <b>Statements of Pay and Benefits</b>                           | <b>Mean Value</b> | <b>Standard Deviation</b> |
|------------|---|-------------------|---------------------------|
| 1          | Satisfying with opportunities for promotion, raises and bonuses | 3.50              | 1.125                     |
| 2          | Satisfying with health benefits                                 | 3.30              | 1.167                     |
| 3          | Compensating employees to attract qualified individuals         | 3.22              | 0.956                     |
| 4          | Being clear criteria for hiring and promoting in organization   | 3.18              | 1.154                     |
|            | <b>Overall Mean</b>   | 3.30              |                           |

Source: Survey Data (2023)

In Table (4.7), pay and benefit section, the overall mean value is 3.30 and the largest mean value shows that employees satisfy with the opportunities for the promotion, raises and bonuses by the company. They also satisfy with the health benefits supported by the employees with the second largest mean value. Otherwise, employees feel that company is weak on being clear criteria for hiring and promoting in the organization with the smallest mean value.

#### 4.1.2 Health

Health section is combined with two sections of physical health and psychological well-being. The mean values and standard deviation for each sub section are shown in below.

##### (a) Physical Health

Physical health is measured for the health and fitness of the employees. There are five statements to measure the physical health of the employees. The overall mean values and standard deviation as shown in Table (4.8).

**Table (4.8) Physical Health**

| No. | Statements of Physical Health                          | Mean Value | Standard Deviation |
|-----|--|------------|--------------------|
| 1   | Don't losing balance while standing up or sitting down | 4.26       | 0.523              |
| 2   | Don't having muscle pain                               | 4.14       | 0.506              |
| 3   | Don't having diabetes                                  | 4.23       | 0.51               |
| 4   | Don't having hypertension                              | 4.21       | 0.546              |
| 5   | Don't having heart disease                             | 4.17       | 0.441              |
|     | <b>Overall Mean</b>                                    | 4.20       |                    |

Source: Survey Data (2023)

Table (4.8) shows that overall mean value is 4.20 and employees are physically healthy. Employees can balance while standing up and sitting down in the workplace and also in their daily life with the largest mean value. They don't have diabetes, hypertension, and heart disease and muscle pain. They are fully physically healthy according to the result data.

##### (b) Psychological Well-being

Psychological well-being is examining the feelings and thoughts of employees on the Getz Pharma Company Limited. Five statements are used to measure the mean value. Table (4.9) is shown as the overall mean values.

**Table (4.9) Psychological Well-being**

| <b>No.</b> | <b>Statements of Psychological Well-being</b>            | <b>Mean Value</b> | <b>Standard Deviation</b> |
|------------|--|-------------------|---------------------------|
| 1          | Having support from the supervisor and colleagues        | 4.03              | 0.512                     |
| 2          | Sharing feelings and thoughts with closed colleagues     | 3.88              | 0.486                     |
| 3          | Satisfying with the environment and facilities           | 3.95              | 0.626                     |
| 4          | Satisfying with the attitudes of health care for workers | 3.94              | 0.614                     |
| 5          | Being clear about the meaning of life                    | 3.78              | 0.576                     |
|            | <b>Overall Mean</b>                                      | 3.92              |                           |

Source: Survey Data (2023)

Table (4.9), the overall mean value is 3.92 which are ranged from 3.78 to 4.03. The largest mean value said that employees feel having appropriate support from the supervisor and colleagues in doing the tasks. And employees satisfy with the environment and facilities which are supported by the company with the second largest value of the data. The lowest mean value said that sometimes, employees feel weakly on being clear about the meaning of the life. According to the overall mean and mean values, employees in the company are in good condition for psychological well-being.

#### **4.1.3 Effect of Occupational Stressors on Physical Health of Employees in Getz Pharma Company Limited**

This section determines the effect of occupational stressors on physical health of employees in Getz Pharma Company Limited. In this study, simple regression analysis is used to test the effect of independent variable (occupational stressors) on dependent variable (physical health). The R square and F-value are used to interpret the results of regression analysis. The output from linear regression model is shown in Table (4.10).



**Table (4.10) Effect of Occupational Stressors on Physical Health**

| Independent Variables | Unstandardized Coefficients |       | Standardized Coefficients | t        | Sig.  | VIF   |
|-----------------------|-----------------------------|-------|---------------------------|----------|-------|-------|
|                       | B                           | SE    | Beta                      |          |       |       |
| (Constant)            | 3.985                       | 0.206 |                           | 19.367   | 0.000 |       |
| Work Relationship     | 0.054**                     | 0.043 | 0.175                     | 1.267    | 0.029 | 1.520 |
| Work-Life             | 0.074**                     | 0.043 | 0.213                     | 1.697    | 0.023 | 1.243 |
| Overload              | 0.068***                    | 0.061 | 0.193                     | 1.103    | 0.006 | 2.435 |
| Job-Security          | 0.019**                     | 0.048 | 0.061                     | 0.398    | 0.046 | 1.828 |
| R & C                 | 0.021***                    | 0.054 | 0.066                     | 0.390    | 0.004 | 2.262 |
| Aspects of Job        | 0.021**                     | 0.06  | 0.051                     | 0.358    | 0.032 | 1.624 |
| P & B                 | 0.087**                     | 0.043 | 0.301                     | 2.028    | 0.012 | 1.747 |
| Durbin-Watson         |                             |       |                           | 1.984    |       |       |
| R                     |                             |       |                           | 0.377    |       |       |
| R Square              |                             |       |                           | 0.142    |       |       |
| Adjusted R Square     |                             |       |                           | 0.254    |       |       |
| F Value               |                             |       |                           | 3.954*** |       |       |
| Sig.                  |                             |       |                           | 0.001    |       |       |

Source: Survey Data (2023)

Notes: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to Table (4.10), the effect of occupational stressors on the physical health is considered as the value of adjusted R square is 0.254. Thus, the linear regression model in the case explains 25.4% about the relationship of the two variables of independent variable (occupational stressors) and dependent variable (physical health) of the study. The significant value of the study said that occupational stressors have a positive effect on physical health of the employees depending on the significant 1% and 5% level.

Durbin-Watson value is in the range of 1.5 and 2.5 in order to be enough the sample size of the survey. In this study, occupational stressors variables such as work relationship, work-life balance, overload, job security, resources and communication, aspects of jobs and pay and benefits of the employees effect the physical health of each employee. This means that depending on the work load, working conditions and relationship between the co-workers and the kinds of job they operate, physical health of the employees can be affected.

All of the variables of occupational stressors have a positive sign and coefficient with highly significant at 1% level. This result said that the more occupational stressors

of the employees are increased, the more that physical health of the employees is better in Getz Pharma Company Limited. In other word, when employees have a strongly relationship on the work, the colleagues and satisfy on the procedures and situations of the company, their physical health such as fitness can be improved.

#### 4.1.4 Effect of Occupational Stressors on Psychological Well-being of Employees in Getz Pharma Company Limited

This section determines the effect of occupational stressors on psychological well-being of employees in Getz Pharma Company Limited. In this study, simple regression analysis is used to test the effect of independent variable (occupational stressors) on dependent variable (psychological well-being). The R square and F-value are used to interpret the results of regression analysis. The output from linear regression model is shown in Table (4.11).

**Table (4.11) Effect of Occupational Stressors on Psychological Well-being**

| Independent Variables | Unstandardized Coefficients |       | Standardized Coefficients | t        | Sig.  | VIF   |
|-----------------------|-----------------------------|-------|---------------------------|----------|-------|-------|
|                       | B                           | SE    | Beta                      |          |       |       |
| (Constant)            | 3.947                       | 0.294 |                           | 13.408   | 0.000 |       |
| Work Relationship     | 0.086**                     | 0.061 | 0.012                     | 0.088    | 0.046 | 1.520 |
| Work-Life             | 0.165**                     | 0.062 | 0.204                     | 1.622    | 0.022 | 1.243 |
| Overload              | 0.200***                    | 0.088 | 0.099                     | 0.052    | 0.006 | 2.435 |
| Job-Security          | 0.057***                    | 0.169 | 0.124                     | 0.813    | 0.000 | 1.828 |
| R & C                 | 0.100**                     | 0.078 | 0.437                     | 2.571    | 0.012 | 2.262 |
| Aspects of Job        | 0.243**                     | 0.085 | 0.066                     | 0.041    | 0.011 | 1.624 |
| P & B                 | 0.056***                    | 0.161 | 0.139                     | 0.933    | 0.003 | 1.747 |
| Durbin-Watson         |                             |       |                           | 2.107    |       |       |
| R                     |                             |       |                           | 0.365    |       |       |
| R Square              |                             |       |                           | 0.133    |       |       |
| Adjusted R Square     |                             |       |                           | 0.344    |       |       |
| F Value               |                             |       |                           | 3.492*** |       |       |
| Sig.                  |                             |       |                           | 0.006    |       |       |

Source: Survey Data (2023)

Notes: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

In Table (4.11), the result data showed that the value of Adjusted R square is 0.344. Therefore, the linear regression model in the case explains 13.3% about the relationship of the two variables of independent variable (occupational stressors) and

dependent variable (psychological well-being) of the study. The significant value of the study said that occupational stressors have a positive effect on psychological well-being of the employees depending on the significant 1% and 5% level.

Durbin-Watson value is in the range of 1.5 and 2.5 in order to be enough the sample size of the survey. In this study, occupational stressors variables affect the psychological well-being of each employee positively and significantly. This means that depending on the work load, working conditions, relationship with top level managers and especially financial factors they earned can be affected on the psychological well-being of the employees.

Psychological well-being, in other word attitude of the employees on the working environment and colleagues they interact with, is a variable need to consider for all of the organization. All of the variables of occupational stressors have a positive sign and coefficient with highly significant at 1% level. This result said that the more occupational stressors of the employees exist, the more that psychological well-being of the employees is higher in Getz Pharma Company Limited.

#### **4.2 Analysis on the Effect of Health on Job Performance of the Employees in Getz Pharma Company Limited**

This part is focused to analyze the effect of health on the job performance of employees in Getz Pharma Company Limited. There are two types of results in this section; analysis on the effect of health on task performance and analysis on the effect of health on contextual performance of the employees in Getz Pharma Company Limited.

##### **4.2.1 Job Performance**

Job Performance of the employees is to determine the accomplishments of employees in working their jobs. This study is focused on two types of job performance; task and contextual performance.

###### **(a) Task Performance**

Task performance consists of five statements which are measured the performance of each employee. There are five questions to collect data from employees of Getz Pharma Company Limited as shown in Table (4.12).

**Table (4.12) Task Performance**

| No. | Statements of Task Performance                           | Mean Value | Standard Deviation |
|-----|--|------------|--------------------|
| 1   | Planning and organizing to meet deadlines                | 4.59       | 0.657              |
| 2   | Managing more responsibility than typically assigned     | 4.48       | 0.754              |
| 3   | Capable of handling assignments without much supervision | 3.95       | 0.705              |
| 4   | Don't neglect the tasks as required for the job          | 3.78       | 0.754              |
| 5   | Being very passionate about the job                      | 4.28       | 0.823              |
|     | <b>Overall Mean</b>                                      | 4.22       |                    |

Source: Survey Data (2023)

Table (4.12) explains that the overall mean value is 4.22 which are ranged from 3.78 to 4.59. Therefore, employees can meet the job specification of the company. The mean value of the task performance shows that employees are well planned and organized all the things to meet the deadlines of the tasks with the highest mean value. The second highest mean value said that employees are able to manage the assigned tasks and responsibilities effectively. Concentrating on the main tasks, some of the tasks cannot be focused with the lowest mean value.

**(b) Contextual Performance**

Contextual performance includes five statements which are measured the performance of each employee. There are five questions to collect data from employees of Getz Pharma Company Limited as shown in Table (4.13).

**Table (4.13) Contextual Performance**

| No. | Statements of Contextual Performance                                  | Mean Value | Standard Deviation |
|-----|---|------------|--------------------|
| 1   | Starting new task when old tasks were completed                       | 4.50       | 0.759              |
| 2   | Coming up with creative solutions for new problems                    | 4.53       | 0.656              |
| 3   | Loving to handle extra responsibilities                               | 4.34       | 0.732              |
| 4   | Extending to co-workers when asked or needed                          | 4.22       | 0.595              |
| 5   | Extending sympathy and empathy to co-workers when they are in trouble | 4.04       | 0.889              |
|     | <b>Overall Mean</b>   | 4.33       |                    |

Source: Survey Data (2023)

Table (4.13) describes that the overall mean value is 4.33 which are ranged from 4.04 to 4.53. The largest mean value said that employees have creative idea and many opinions for saving the problems. The second highest mean value said that employees start new tasks when old tasks or work in process tasks are totally completed. Although employees are too much focused on their job and helping each other, they cannot sometimes weakly extend sympathy and empathy to other people in the company with the lowest mean value.

#### 4.2.2 Effect of Health on Task Performance of Employees in Getz Pharma Company Limited

This section determines the effect of health on task performance of employees in Getz Pharma Company Limited. In this study, simple regression analysis is used to test the effect of independent variable (health) on dependent variable (task performance). The R square and F-value are used to interpret the results of regression analysis. The output from linear regression model is shown in Table (4.14).

**Table (4.14) Effect of Health on Task Performance**

| Independent Variables | Unstandardized Coefficients |       | Standardized Coefficients | t        | Sig.  | VIF   |
|-----------------------|-----------------------------|-------|---------------------------|----------|-------|-------|
|                       | B                           | SE    | Beta                      |          |       |       |
| (Constant)            | 3.102                       | 1.140 |                           | 5.720    | 0.000 |       |
| Physical Health       | 2.075**                     | 0.247 | 0.135                     | 4.303    | 0.036 | 1.020 |
| Psychological         | 0.127***                    | 0.127 | 0.185                     | 3.467    | 0.000 | 1.085 |
| Durbin-Watson         |                             |       |                           | 2.226    |       |       |
| R                     |                             |       |                           | 0.097    |       |       |
| R Square              |                             |       |                           | 0.291    |       |       |
| Adjusted R Square     |                             |       |                           | 0.351    |       |       |
| F Value               |                             |       |                           | 4.351*** |       |       |
| Sig.                  |                             |       |                           | 0.000    |       |       |

Source: Survey Data (2023)

Notes: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to the Table (4.14), the result data showed that the R square is 0.097 and explain 9.7% about the relationship of the two variables of independent variable (health) and dependent variable (task performance) of the study. The significant value of the study said that health factor has a positive effect on task performance of the employees depending on the significant 1% and 5% level.

In this study, health variables affect the task performance of each employee positively and significantly. This means that when employees are in good health, both physically and psychologically, they can perform the assigned tasks and important things concerned with the company with passionately and actively. They can be eager to do all the responsibilities and duties if they feel fresh and healthy.

Task performance which is the accomplishment of core job responsibilities is important to every organization. All of the variables of health factor have a positive sign and coefficient with significant at 1% and 5% level. This result said that employees are healthy and feel positive thinking to the organization, they can complete their tasks effectively.

#### **4.2.3 Effect of Health on Contextual Performance of Employees in Getz Pharma Company Limited**

This section determines the effect of health on contextual performance of employees in Getz Pharma Company Limited. In this study, simple regression analysis is used to test the effect of independent variable (health) on dependent variable (contextual performance). The adjusted R square and F-value are used to interpret the results of regression analysis. The output from linear regression model is shown in Table (4.15).

**Table (4.15) Effect of Health on Contextual Performance**

| Independent Variables | Unstandardized Coefficients |       | Standardized Coefficients | t        | Sig.  | VIF   |
|-----------------------|-----------------------------|-------|---------------------------|----------|-------|-------|
|                       | B                           | SE    | Beta                      |          |       |       |
| (Constant)            | 1.703                       | 0.534 |                           | 3.191    | 0.002 |       |
| Physical Health       | 0.373***                    | 0.115 | 0.337                     | 3.228    | 0.002 | 1.020 |
| Psychological         | 0.208**                     | 0.081 | 0.268                     | 2.565    | 0.012 | 1.085 |
| Durbin-Watson         |                             |       |                           | 2.085    |       |       |
| R                     |                             |       |                           | 0.456    |       |       |
| R Square              |                             |       |                           | 0.210    |       |       |
| Adjusted R Square     |                             |       |                           | 0.189    |       |       |
| F Value               |                             |       |                           | 9.858*** |       |       |
| Sig.                  |                             |       |                           | 0.000    |       |       |

Source: Survey Data (2023)

Notes: \*\*\*Significant at 1% level, \*\*Significant at 5% level, \*Significant at 10% level

According to the Table (4.15), the value of R square is 0.456 and can explain 45.6% about the relationship of the two variables of independent variable (health) and dependent variable (conceptual performance) of the study. The significant value of the study said that health factor has a positive effect on conceptual performance of the employees depending on the significant 1% and 5% level.

In this study, health variables affect the task performance of each employee positively and significantly. This means that when employees are good health both physically and psychologically, they are willing to perform extra tasks and they are ready to help other people in the organization. They are always wanting to take risks and want to do challenging things to their career when they feel their supervisor and co-workers are helping and have a good relationship with them.

Contextual performance is the behaviors and efforts that are not directly related to the work. In the result data, employees can solve the problems and be ready to help each other when they are needed. Moreover, all of the variables of health factor and contextual performance have a positive sign and coefficient with significant at 1% and 5% level. This means that employees can carry out to contribute to the social and psychological functions of the organization with the highest attainable standard of health in their life.

## **CHAPTER 5**

### **CONCLUSION**

This chapter was composed with three parts. They are findings and discussion, recommendation and suggestions and need for further research of the study. This study focuses on the occupational stressors, health and job performance of employees. These variables are analyzed by using structured questionnaires to analyze the effect of occupational stressors on health of the employees and to analyze the effect of health on job performance of employees in Getz Pharma Company Limited.

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

According to the survey result, employees in Getz Pharma Company Limited can perform their tasks effectively with higher standard level of health. To attain the healthy and happy life, organization needs to make the occupational stressors consistent with the employees. When employees have so many worries for the family and health, they can perform the job without fully concentration.

Occupational stressors of the study include seven variables; work relationship, work-life balance, overload, job security, resources and communication and pay and benefits. As the results of the survey show that all the factors of occupational stressors are affected the health of the employees positively.

When employees have two-way and friendly communication with supervisors and co-workers, this can be affected on the health of the employees. And then affect the performance of the employees. Most of the employees, don't prefer the overload and work away from office. According to the data, employees in Getz Pharma Company Limited don't want to take overload and work taking to home in the out of the working hours.

Getz Pharma Company Limited provides all of the facilities for the employees to be comfortable while employees are working their tasks. Therefore, employees satisfy the facilities, equipment and supplies that are supported from the employees. As shown in the results data, Getz Pharma Company Limited provides training and learning for the employees for their career development. Thus, employees can take the opportunities for the promotion in company.



Some of the employees in Getz Pharma Company Limited feel that their work fit with their skills and qualifications. Therefore, they want to expect higher pay depending on the job they worked. Employees in Getz Pharma Company Limited are excellent in health physically and psychologically. This affects the task and contextual performance of the employees.

When employees feel fresh in body and mind, they can think innovative ideas and can solve the problems. If they feel worries and anxiety in doing their jobs, they cannot focus on the things and all the things they done cannot be corrected. Getz Pharma Company Limited takes care of employee's health. Therefore, employees can focus on the job with healthy.

According to the multiple regression analysis result, occupational stressors of the study have a positive effect on the health of the employees in Getz Pharma Company Limited. Health of the employees (physically and psychologically) depends on the occupational stressors such as work relationship, work-life balance, overload, job security, resources and communication and pay and benefits. The more occupational stressors increased, the more effect on the health of the employees is better.

Finally, there is a positive and significant effect of health on the job performance of the employees in Getz Pharma Company Limited. When employees are good health and happy, they can perform the assigned tasks and also extra tasks with full passion. They can operate the organization with creative ideas and actively. That can be brought the organization to the top.

As conclusion, the results of the data show that job performance is important for every organization which is operated with employees. To develop the job performance of the employees, employees need to be healthy. For healthy employees, company needs to provide the occupational stressors with positive situation to the employees.

## **5.2 Suggestions and Recommendations**

In this study, occupational stressors have strong effect on health of employees. There are seven factors in occupational stressors which help to get healthy life for employees. And then, healthy life makes the performance of the employees higher. However, there needs some of the consideration to be better health and performance of the employees.

Nowadays, almost all the people face the higher experiences in Myanmar. At that time, some people transfer the jobs that can give them higher salary. As company, there needs to think to retain the qualified and skillful employees in their company and needs to make them to be loyal in the company. In the Getz Pharma Company Limited, they need to retain the employees by using possible ways.

Firstly, managers need to focus on the pay and benefits as priority. Although money cannot explain all the problems, it can make to be smooth and solve some of the difficulties of the daily life. Almost all the employees want the adequate amount of salary on their workforce they did. Managers need to consider this point. If they increase pay for the employees based on the current situation, employees feel happy and they can focus on the job without worry so much on the family affairs and other financial problems.

Secondly, the other way to raise the performance of employees is to prepare the health plan for the employees. Last three years ago, global market faced Covid 19 crises. Employees feel the injuries and there is no insurance for their health. Therefore, now some of the company should start to do the health insurance plan for the employees to be secure in their life and no need to worry about too much on the medical fee.

Getz Pharma Company Limited also needs prepare health insurance plan for the employees and take action to be safe their life. By doing this, employees feel security and they can do their jobs with fully consideration. Performance of the employees will be higher and the productivity of the company will be increased. And then, company can attain the competitive advantage in the dynamic market.

In the competitive market environment, companies need to emphasize the small factors to be harmful the growth of the company. If they don't do this, other competitors' step on the point and takeover the reputation and growth of company and will be lost competitive advantage in the market. Getz Pharma Company Limited also needs to consider the mentioned suggestions to improve the performance (both task and contextual) of the employees.

### **5.3 Needs for Future Research**

This study only focuses on the effect of occupational stressors on individual productivity of employees at Getz Pharma Company Limited. This research study was conducted within the limited time and resources, the survey questions were collected 77 out of 96 employees. Therefore, this survey covers the nearly population of

employees in Getz Pharma Company Limited. Therefore, further research should be conducted by using different types of respondents to understand different stressors and how health effects job performance. If each company can conduct research for their own, it would be a great help to understand the sources and causes of stress of employees and improve their actions by reducing the level of stress in the workplace.

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## APPENDICES

### Appendix A: Survey Questionnaire from 2023 for the employees of Getz Pharma Company Limited

Dear Respondent,

I am a student from MBA programme at Yangon University of Economics carrying out a thesis on “The Effect of Occupational Stressors on Health and Job Performance of Employees in Getz Pharma Company Limited.” I would to request you to kindly spare some time to fill up this questionnaire.

Completion of this information is voluntary and its confidentiality is assured. No individual data will be reported. The information that you provide is sought exclusively for the completion of my MBA thesis paper. Thank you very much for your participation.

**Please tick your response for each question.**

1. Gender

|        |  |
|--------|--|
| Male   |  |
| Female |  |

2. Age

|              |  |
|--------------|--|
| Under 25     |  |
| 25-34        |  |
| 35-44        |  |
| 45 and above |  |

3. Marital Status

|         |  |
|---------|--|
| Single  |  |
| Married |  |

4. Education

|                                    |  |
|------------------------------------|--|
| High School Graduate or Equivalent |  |
| Some College                       |  |
| Bachelor Degree                    |  |
| Master Degree                      |  |
| Doctor Degree                      |  |

5. How many years have you been in current organization?

|                    |  |
|--------------------|--|
| 5 years or less    |  |
| 6-10 years         |  |
| 11-15 years        |  |
| 16-20 years        |  |
| More than 20 years |  |

6. Occupational Level

|                      |  |
|----------------------|--|
| Managerial staff     |  |
| Non-managerial staff |  |

7. Range of Salary Before Taxes

|                          |  |
|--------------------------|--|
| Under 300,000 Ks         |  |
| 300,000 – 600,000 Ks     |  |
| 600,001 – 900,000 Ks     |  |
| 900,001 – 1,200,000 Ks   |  |
| 1,200,001 – 1,500,000 Ks |  |
| Above 1,500,000 Ks       |  |

### Part A: Occupational Stressors

Please rate your agreement level upon these following statements in terms of  
(Strongly Disagree =1, Disagree = 2, Neutral =3, Agree =4, Strongly Agree =5)

| No. | Occupational Stressors   | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
|     | <b>Work Relationship</b>   |   |   |   |   |   |
| 1   | I enjoy good and healthy relationship with my team members                       |   |   |   |   |   |
| 2   | I get upset when my colleagues do not support me at work                         |   |   |   |   |   |
| 3   | I can easily share worries and burdens with my colleagues                        |   |   |   |   |   |
| 4   | My colleagues and I seek out the advice both for work related and personal issue |   |   |   |   |   |
|     | <b>Work-Life Balance</b>   |   |   |   |   |   |
| 1   | I have enough time after job to spend with my family.                            |   |   |   |   |   |
| 2   | There is no job to work when I come back home.                                   |   |   |   |   |   |
| 3   | I can stay without worry about job at my home.                                   |   |   |   |   |   |
| 4   | I can do my job without specific effort.   |   |   |   |   |   |
|     | <b>Overload</b>  |   |   |   |   |   |
| 1   | Workload is distributed equally throughout the department                        |   |   |   |   |   |
| 2   | My workload is not heavy on my job   |   |   |   |   |   |

|   |  |  |  |  |  |  |
|---|--|--|--|--|--|--|
| 3 | My job is easy for me to complete  |  |  |  |  |  |
| 4 | I can work very fast in my job   |  |  |  |  |  |
|   | <b>Job Security</b>  |  |  |  |  |  |
| 1 | My department provides encourages continuous learning and development                                  |  |  |  |  |  |
| 2 | I have promotion opportunities in my current job   |  |  |  |  |  |
| 3 | Maintaining the opportunities to receive periodic pay increases exists in my job                       |  |  |  |  |  |
| 4 | The status that comes with the position in the organization exists                                     |  |  |  |  |  |
|   | <b>Resources and Communication</b>   |  |  |  |  |  |
| 1 | I'm provided with all the trainings necessary for me perform my job                                    |  |  |  |  |  |
| 2 | My department provides all the equipment, supplies and resources necessary for me to perform my duties |  |  |  |  |  |
| 3 | I feel encouraged by my supervisor to offer suggestions and improvements                               |  |  |  |  |  |
| 4 | The building, grounds and layout of this facility are adequate for me to perform my work duties        |  |  |  |  |  |
|   | <b>Aspect of Job</b>   |  |  |  |  |  |
| 1 | My work is according to my qualifications and skills   |  |  |  |  |  |
| 2 | Employees are satisfied with the top   |  |  |  |  |  |

|   |  |  |  |  |  |  |
|---|--|--|--|--|--|--|
|   | management   |  |  |  |  |  |
| 3 | Employees in the organization have necessary authority to perform their duties effectively |  |  |  |  |  |
| 4 | Employees get appreciation and rewards if the desired work/targets are accomplished        |  |  |  |  |  |
|   | <b>Pay and Benefits</b>  |  |  |  |  |  |
| 1 | I'm satisfied with my opportunities for promotion, raises and bonuses                      |  |  |  |  |  |
| 2 | I'm satisfied with my health benefits  |  |  |  |  |  |
| 3 | My department adequately compensates employees in order to attract qualified individuals   |  |  |  |  |  |
| 4 | There are clear criteria for hiring and promoting in my organization                       |  |  |  |  |  |

**Part B: Health**

Please rate your agreement level upon these following statements in terms of

**(Strongly Disagree =1, Disagree = 2, Neutral =3, Agree =4, Strongly Agree =5)**

|   | <b>Health</b>  | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|---|--|----------|----------|----------|----------|----------|
|   | <b>Psychical Health</b>  |          |          |          |          |          |
| 1 | I don't lose balance while standing up or sitting down         |          |          |          |          |          |
| 2 | I don't have muscle pain                                       |          |          |          |          |          |
| 3 | I don't have diabetes  |          |          |          |          |          |
| 4 | I don't have hypertension                                      |          |          |          |          |          |
| 5 | I don't have heart disease                                     |          |          |          |          |          |
|   | <b>Psychological Well-being</b>                                |          |          |          |          |          |
| 1 | I have adequate support from the colleagues                    |          |          |          |          |          |
| 2 | I can share my feelings and thoughts with my closed colleagues |          |          |          |          |          |
| 3 | I'm satisfied with the environment and facilities here         |          |          |          |          |          |
| 4 | I'm satisfied with the attitudes of health care for workers    |          |          |          |          |          |
| 5 | I'm clear about the meaning of life                            |          |          |          |          |          |

### Part C: Job Performance

Please rate your agreement level upon these following statements in terms of

(Strongly Disagree =1, Disagree = 2, Neutral =3, Agree =4, Strongly Agree =5)

|   | <b>Job Performance</b>   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|---|--|----------|----------|----------|----------|----------|
|   | <b>Task Performance</b>  |          |          |          |          |          |
| 1 | I plan and organize to meet deadlines                                      |          |          |          |          |          |
| 2 | I could manage more responsibility than typically assigned                 |          |          |          |          |          |
| 3 | I am capable of handling my assignments without much supervision           |          |          |          |          |          |
| 4 | I don't neglect the tasks as required by my job                            |          |          |          |          |          |
| 5 | I am very passionate about my work   |          |          |          |          |          |
|   | <b>Contextual Performance</b>  |          |          |          |          |          |
| 1 | On my own initiatives, I started new task when my old tasks were completed |          |          |          |          |          |
| 2 | I come up with creative solutions for new problems                         |          |          |          |          |          |
| 3 | I love to handle extra responsibilities                                    |          |          |          |          |          |
| 4 | I used to extend to my co-workers when asked or needed                     |          |          |          |          |          |
| 5 | I extend my sympathy and empathy to my co-workers when they are in trouble |          |          |          |          |          |



## Appendix B

### Regression Analysis Results for the Effect of Occupational Stressors on Physical Health

#### Model Summary<sup>b</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |
| 1     | .377 <sup>a</sup> | 0.142    | 0.254             | 0.283                      | 0.142             | 3.954    | 7   | 70  | 0.001         |

a. Predictors: (Constant), WR, WL, OL, JS, RC, AJ, PB

b. Dependent Variable: Physical Health

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

| Model |            | Sum of Squares | df | Mean Square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | 0.901          | 7  | 0.129       | 3.954 | .001 <sup>b</sup> |
|       | Residual   | 5.454          | 70 | 0.080       |       |                   |
|       | Total      | 6.355          | 77 |             |       |                   |

a. Dependent Variable: Physical Health

b. Predictors: (Constant), WR, WL, OL, JS, RC, AJ, PB

**Coefficients<sup>a</sup>**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  | Collinearity Statistics |       |
|-------|------------|-----------------------------|------------|---------------------------|--------|-------|-------------------------|-------|
|       |            | B                           | Std. Error | Beta                      |        |       | Tolerance               | VIF   |
| 1     | (Constant) | 3.985                       | .206       |                           | 19.367 | 0.000 |                         |       |
|       | WR         | .054                        | .043       | .175                      | 1.267  | 0.029 | .658                    | 1.520 |
|       | WL         | .074                        | .043       | .213                      | 1.697  | 0.023 | .805                    | 1.243 |
|       | OL         | .068                        | .061       | .193                      | 1.103  | 0.006 | .411                    | 2.435 |
|       | JS         | .019                        | .048       | .061                      | 0.398  | 0.046 | .547                    | 1.828 |
|       | RC         | .021                        | .054       | .066                      | .390   | 0.004 | .442                    | 2.262 |
|       | AJ         | .021                        | .060       | .051                      | .358   | 0.032 | .616                    | 1.624 |
|       | PB         | .087                        | .043       | .301                      | 2.028  | 0.012 | .572                    | 1.747 |

a. Dependent Variable: Physical Health

**Regression Analysis Results for the Effect of Occupational Stressors on  
Psychological Well-being**

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |
| 1     | .365 <sup>a</sup> | 0.133    | 0.344             | 0.405                      | 0.133             | 1.492    | 7   | 70  | 0.006         |

a. Predictors: (Constant), WR, WL, OL, JS, RC, AJ, PB

b. Dependent Variable: Psychological Well-being

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df | Mean Square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | 1.715          | 7  | 0.245       | 3.492 | .006 <sup>b</sup> |
|       | Residual   | 11.166         | 70 | 0.164       |       |                   |
|       | Total      | 12.882         | 77 |             |       |                   |

a. Dependent Variable: Psychological Well-being

b. Predictors: (Constant), WR, WL, OL, JS, RC, AJ, PB

**Coefficients<sup>a</sup>**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.  | Collinearity Statistics |       |
|-------|------------|-----------------------------|------------|---------------------------|--------|-------|-------------------------|-------|
|       |            | B                           | Std. Error | Beta                      |        |       | Tolerance               | VIF   |
| 1     | (Constant) | 3.947                       | .294       |                           | 13.408 | 0.000 |                         |       |
|       | WR         | .086                        | .061       | .012                      | .088   | 0.046 | .658                    | 1.520 |
|       | WL         | .165                        | .062       | .204                      | 1.622  | 0.022 | .805                    | 1.243 |
|       | OL         | .200                        | .088       | .099                      | .052   | 0.006 | .411                    | 2.435 |
|       | JS         | .057                        | .169       | .124                      | .813   | 0.000 | .547                    | 1.828 |
|       | RC         | .100                        | .078       | .437                      | 2.571  | 0.012 | .442                    | 2.262 |
|       | AJ         | .243                        | .085       | .066                      | .041   | 0.011 | .616                    | 1.624 |
|       | PB         | .056                        | .161       | .139                      | .933   | 0.003 | .572                    | 1.747 |

a. Dependent Variable: Psychological Well-being

## Regression Analysis Results for the Effect of Health on Task Performance

### Model Summary<sup>b</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |
| 1     | .097 <sup>a</sup> | 0.291    | 0.351             | 0.616                      | 0.291             | 4.351    | 2   | 75  | 0.000         |

a. Predictors: (Constant), Health

b. Dependent Variable: Task Performance

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

| Model |            | Sum of Squares | df | Mean Square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | .266           | 2  | 1.172       | 4.351 | .000 <sup>b</sup> |
|       | Residual   | 28.097         | 75 | 0.296       |       |                   |
|       | Total      | 28.364         | 77 |             |       |                   |

a. Dependent Variable: Task Performance

b. Predictors: (Constant), Health

**Coefficients<sup>a</sup>**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  | Collinearity Statistics |       |
|-------|------------|-----------------------------|------------|---------------------------|-------|-------|-------------------------|-------|
|       |            | B                           | Std. Error | Beta                      |       |       | Tolerance               | VIF   |
| 1     | (Constant) | 3.102                       | 1.140      |                           | 5.720 | 0.000 |                         |       |
|       | Physical   | 2.075                       | .247       | .135                      | 4.303 | 0.036 | .980                    | 1.020 |
|       | Psycho     | .127                        | .127       | .185                      | 3.467 | 0.000 | .980                    | 1.085 |

a. Dependent Variable: Task Performance

## Regression Analysis Results for the Effect of Health on Contextual Performance

### Model Summary<sup>b</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |
| 1     | .456 <sup>a</sup> | 0.210    | 0.189             | 0.2888                     | 0.210             | 9.858    | 2   | 75  | 0.000         |

a. Predictors: (Constant), Health

b. Dependent Variable: Contextual Performance

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

| Model |            | Sum of Squares | df | Mean Square | F     | Sig.              |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1     | Regression | 1.639          | 2  | .820        | 9.858 | .000 <sup>b</sup> |
|       | Residual   | 6.153          | 75 | .083        |       |                   |
|       | Total      | 7.792          | 77 |             |       |                   |

a. Dependent Variable: Contextual Performance

b. Predictors: (Constant), Health

**Coefficients<sup>a</sup>**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  | Collinearity Statistics |       |
|-------|------------|-----------------------------|------------|---------------------------|-------|-------|-------------------------|-------|
|       |            | B                           | Std. Error | Beta                      |       |       | Tolerance               | VIF   |
| 1     | (Constant) | 1.703                       | .534       |                           | 3.191 | 0.002 |                         |       |
|       | Physical   | .373                        | .115       | .337                      | 3.228 | 0.002 | .980                    | 1.020 |
|       | Psycho     | .208                        | .081       | .268                      | 2.565 | 0.012 | .980                    | 1.085 |

a. Dependent Variable: Contextual Performance