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# A Theoretical Approach: the Worker's task Stress and its Association with Job Performance

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## Abstract

**Purpose:** Purpose – This study investigates and aims to discuss regarding the employee's work stress and its relationship with employee's workability based on literature content analysis. Finally, this study will provide how employees can manage it and coexist while enjoying the benefits of a stress-free working environment. **Research design, data, and methodology** – The author collected many textual contexts from mostly peer-reviewed academic journals, which means that academic comprehensive integrity can be obtained by qualitative approach for this study with discussing and following a constructive review analysis. The content analysis aims to determine a textural dataset in the longtime frame from the newest textural information. **Result** – There is little doubt that this study was significant and relevant to the relationship between employee work stress and workability, indicating how organizations that manage their employees in a stress-free working environment. the present researcher separate the solutions into five categories according to the person or body responsible for the answers. **Conclusion** – The numerous solutions on how to deal with various stresses, the theoretical aspect of the solutions involving the theories developed by multiple past articles on how to solve work stress. In general, workability and work stress is a very large field of study. Another consideration is the numerous professionalisms in the world, and each has different ways stress is induced in the organization.

**Keywords :** Work Stress, Work Ability, Employee Management, Job Performance

**JEL Classification Code:** J50, J53, C35

## 1. Introduction

Stress is ubiquitous in society, every individual undergoes stress at one point in their life, and therefore, one cannot avoid stress issues. Stress has adverse effects on an individual; the worst part is that it affects the environment one life in when one person is under stress, and people near him are likely to be under stress. To understand the concept of stress, employees need to understand the definition of the term; stress involves an individual's emotional well-being; this affects the feelings a person has created pressure in an individual because of various reasons like the inability to meet demands. In this paper's case, the demands involve work issues where an individual has stress in the workplace because of numerous problems discussed in this paper. Workability, on the other hand, in simple terms, is the ability to carry out a task by the employee; the concept of ability is what creates complexity in the definition of the term. When an individual is able, it means the individual possesses all the

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attributes necessary to complete a task; anything affecting the task's completion makes the individual unable. Some factors involving an individual's workability include knowing to complete a task; the ability may come from training or education. The following requirement applies to how healthy an individual is; it also consists of the employee's values to complete the task competently.

Getting deeper into the two concepts, we look at how the two concepts of workplace stress and workability relate, factors creating stress, the types of stress in the workplace, the symptoms that come with having stress in the workplace, the effects of stress, and benefits of dealing with stress. All the explanation of these factors explains the relationship that work stress creates on an employee's workability. Chronic stress is stress built up over a long period and continuously affects an individual, which is usually very common in the workplace. Acute stress comes from shock or unanticipated events occurring, creating disruptions; this may come from sudden changes or expectations in the workplace. The other type of stress is acute stress that occurs episodically, meaning one stress occurring frequently; the stress goes away but comes back another time. Other types of stress include psychological, stress from religion, or the workplace's social environment, affecting workability since one cannot focus on the task at hand. Factors inducing stress include causes that are part of the work environment, issues like the work environment's culture, the management or leadership strategies at work, working very long hours, harassment at work, and social relationship issues with colleagues or superior officers. Other causes of stress at work include discrimination, tight supervision with no room for expression, inadequate equipment when an employee lacks work skills, problems with other employees involving roles. In this case, the exact roles interchange creating unclear circumstances, and besides, having a lot of work to do causes stress, doing work that employees do not have interest in or sudden changes at work. Next are the symptoms of an individual going through work-related stress; one can notice these symptoms from sudden behavior change like isolation, mood swing, or an individual lashing out at colleagues for no reason. Some signs are psychological, like anxiousness and depression. When employees feel tired or quick heartbeats at the workplace, these may be physical symptoms of stress. All the types of stress and their symptoms affect the workability of the individual. There are effects of having pressure at work like causing injury to colleagues or yourself, not delivering on targets that affect productivity. This study investigates regarding the employee's work stress and its relationship with employee's workability based on literature content analysis and provides how employees can manage it and coexist while enjoying the benefits of a stress-free working environment.

There are detailed studies on workplace research focusing on the cause, effects, and mitigation measures. Though these studies offer comprehensive problem analysis, a majority focus on the workplace as a whole unit. It is critical to notice that any form of stress affects people differently depending on their personality, exposure, and role in companies. Therefore, this broad investigation into workplace stress might not offer an adequate solution. This project aims at filling this gap by delivering a personalized solution so that every employee can identify the best approach to managing the workplace. An employee-centered workplace stress management is critical because they are the main victim of any bad situation. According to the previous study (Sahoo, 2016), many employees are familiar with budget cuts or layoffs, resulting in higher stress levels, uncertainty, and increased fear. The impacts manifest differently for every employee. Hence, before establishing an organizational stress management framework, it is necessary to focus on individual personalities. Stress management in a workplace distinguishes between failure and success. Though organization structure might affect managing stress, it is necessary to note that there is always one source that spreads to the entire unit. Hence, employee-centered stress management is more effective in preventing organizational compromise. Khan and Khurshid (2017) found that organizations are important in handling employees' wellness to balance work life and guarantee optimal performance and productivity. Such interventions are work towards staff-centered care by offering counseling and testing sessions for better stress coping. However, this study offers additional focus to equip employees with skills for interpersonal and intrapersonal relationships, which enable them to prevent, identify, and respond to stressors before they get to damaging levels. The expectation is that the finding from this study will enable employees to assist organizations in strengthening the existing stress management procedures.

## **2. Literature Review**

### **2.1. Review on Symptoms and Causes of Work Stress**

In this section, this study indicates to understand the subject under study from work done by other authors on the same topics or issues relating to the relationship between workability and stress at work. The present author continue to look into the five types, symptoms, effects, benefits from overcoming work stress, and factors relating to workability. The first article under review involves the types of stress, in this case, the chronic and acute types of stress. Hammen, Kim, Eberhart & Brennan (2009) look into the two kinds of stress with specificity on women; the research was the relationship of the types of

stress to depression. Depression is one of the effects of stress and may affect workability in my paper. Still, on the review, the sample of 816 women concluded that chronic stress came out of rapid changes in the women's lifestyle under study. Besides, the research indicates that chronic stress would start from any daily duties because working takes up a large part of any working human being's life; it becomes a significant factor. Vrshek-Schallhorn, Stroud, Mineka, Hammen, Zinbarg, Wolitzky-Taylor and Craske (2015) also look at the three types of stress roles treating depression and the differences between the three types with the levels of depression. In conclusion, acute, episodic, and chronic stress are common types of stress, mainly concerning depression; this makes them relevant for workplaces and can affect workability in day-by-day activities.

There are also other types of stress. Beehr (2014) researches psychological stress at work, he looks into the various stressors at work. The faces of stress at work, theories in workplace stress, behaviors that create tension at work, and results come out of stress scenarios. The paper details workplace stress, looking into stress models like the Newman model to stress; he also looks into different periods in analyzing stress. The work details are essential in developing this research, from the definitions to the causes of stress and stress results. Leather, Beale and Sullivan (2003) also look into the types of stress, specifically psychosocial stress at the workplace. The paper's relationship is about the relationship between the noises at the workplace, and this informs this research that noise affects psychosocial stress, either positive or negative. Therefore, Leather's research focuses on the environment's effects in creating stress, specifically psychological stress. In conclusion, there are numerous types of stress in the various workplaces affecting different groups of people; this makes an enormous scope of study on stress types.

## **2.2. Review on Types of Stress**

From the prior study (Michie, 2002), there is mention that there are numerous causes of stress in the workplace; he also mentions some symptoms that one can observe on an individual undergoing stress. Some of the causes of pressure at the workplace include conflicts at the workplace when one loses focus on working in an organization, tension from work schedules like time limits on work, or tight deadlines. There is also the aspect of external issues creating stress. Some symptoms include anxiety, irritation, and depression at work. Bhatti, Shar, Shaikh and Nazar (2010) took a case study of the causes of work stress and Sukkur and the manufacturing sector. Additional factors like climate, leadership, and family issues came up from the research.

Betoret (2006) focused on researching workplace stress in a teacher's workplace, highlighting the causes of stress in a teacher's work environment. The study was in Spain, with a sample of 247 teachers; in their research, they introduce two issues of burnout and self-efficacy, which are effects of stress understudy in their study; the fundamental cause for this stresses interference in their teaching by other parties. There is also the issue of resources affecting the effects from the causes of stress. Prasad, Vaidya and Kumar (2016)'s research is in the IT department also looking at the impact. In this case, the focus of effects was on the productivity of the agricultural plant. In their research, the conclusion was that job insecurity and health problems relating to long working hours were the causes of stress at their workplace. In conclusion, from the review, employees can notice that with the different workplaces and professions, workplace stress causes are universal, with their effects; an example from the last case of IT, the results were on productivity.

## **2.3. Review of Effects of Stress on Work Ability**

In looking into the effects of stress on workability, the concept of workability index comes up in many reviews; this is the index used to measure how much work stress affects workability. Therefore, apart from looking at other work stress effects, the studies in this section focus on the relationship between work stress and knowledge as one factor. The first review looks into the effects of stress on workability (Gharibi, Mokarami, Taban, Aval, Samimi, & Salesi, 2016). The study is in Iran, with a sample of 449 workers. Some impacts they intend to look into include factors like early retirement and injuries at the workplace resulting from work stress, but the primary focus was on the workability index. In conclusion, the study found out that at least one-third of the employees at the different workstations did not have a good workability index, which means stress. In these cases, they found causes like excessive demands from the jobs, the support for the leadership; also, other factors like the quality of sleep and individuals' weight were affecting their workability. Therefore, stress has significant effects on workability when almost one-third of the samples taken had unacceptable levels. Yong, Nasterlack, Pluto, Lang and Oberlinner (2013) also looks into the workability index, focusing on the immediate effects of early retirement in the workforce and health-related outcomes of stress at work. The studies' focus is on healthcare practitioners; it also mentions the causes of stress at health care facilities. The basis of analysis was questionnaires of a sample of 663 members of the medical field; some effects on the workplace from the study was the deterioration of health because of fear of working standards. Stress also

affects the workability index, same as the first review. Knezevic, Milosevic, Golubic, Belosevic, Russo and Mustajbegovic (2011) takes a study on workability and stress on midwives in Croatia; the primary issue was how, in this case, the midwives did not take more than five years at one place of employment. Another major conclusion was how the workability index was falling with the age of midwives. Bethge, Radoschewski and Müller-Fahrnow (2009) discussed on German employees; the ample was over 1463, with about 32 percent of the sample results of less than average workability index. Therefore, from all these reviews, the workability index is greatly affected by stress, and the most common effects are on the health of employees and early retirement.

#### 2.4. Benefits of Managing Workplace Stress on Work Ability

In the past work (Sahlin, Ahlborg, Matuszczyk, & Grahn, 2014) looks into some of the benefits of managing stress on workability and other services from a good work environment. They suggest a procedure for managing stress based on nature and its influence on reducing work stress. Some of the benefits of their method of dealing with stress involve reducing burnout and sick leaves; these are also new effects of workplace stress from others like retirement. The benefits of reducing the impact of symptoms at the workplace and the general increase of the workability index were another benefit. To look for solutions to stress, they benefit from a rise in strategies to cope with stress. McGonagle, Fisher, Barnes-Farrell and Grosch (2015) also look into methods to reduce work stress to get benefits of increasing the number of years a person works; this is to reduce the early retirement cases. Reducing early retirement benefits from lowering the age at which the government has to pay total social security to retirees. Improving workability also increases control at the workplace and better employees' physical and mental health.

Lottrup, Stigsdotter, Meilby and Claudi (2015) also look into some benefits of a positive relationship between workability and stress levels at work. The two significant benefits, in this case, includes better job satisfaction and increased performance at the workplace. They suggest a green outdoor to help reduce workplace stress. Kompier and Cooper (1999) focus on improving physical and health issues because of reducing work stress, reducing absenteeism at work, reducing the time taken for completion of projects enhancing productivity, and benefits of reducing costs because of a healthier workforce. In conclusion, from all the reviews, the present study suggests that people can notice the importance of reducing stress at work as it benefits both the employees and the companies.

#### 2.5. Factors making up Work Ability

Simonton (2003) mentions competence as one of the essential aspects of workability; he even looks at the effects of considering competence versus intelligence in the work environment. He focuses on the social perspectives of work and mentions how expertise and creativity are essential issues that an employee should have. England (2013) also says other factors necessary for workability; his focus is on education and training as workability factors. Gustafsson and Marklund (2011) look into health as a factor of workability. He looks into sickness affects an employee's health and workability. Finally, Sellars and Tegart (1972) show the importance of virtues and values as workability factors. A very long time when the concept of work stress relationship with workability was under investigation by unions' employers' state.

**Table 1:** Literature Review of Related Study

Topic	Sample Reference	Findings
Review on Types of Stress	Hammen, Kim, Eberhart & Brennan (2009).	An explanation of chronic and acute stress types and the effects of depression.
Review on Symptoms and Causes of Work Stress	Betoret (2006).	Causes of stress in the workplace, specific to the case of teachers. Effects like burnout.

Review of Effects of Stress on Work Ability	Bethge, Radoschewski, & Müller-Fahrnow (2009).	The relationship of stressors and workability, specific to the German case study.
Benefits of Managing Workplace Stress on Work Ability	Kompier & Cooper (1999).	The benefits of managing stress specific to increasing workplace productivity.
Factors making up Work Ability	Tengland (2013)	It understands the factors that make up workability for better conceptual understanding.

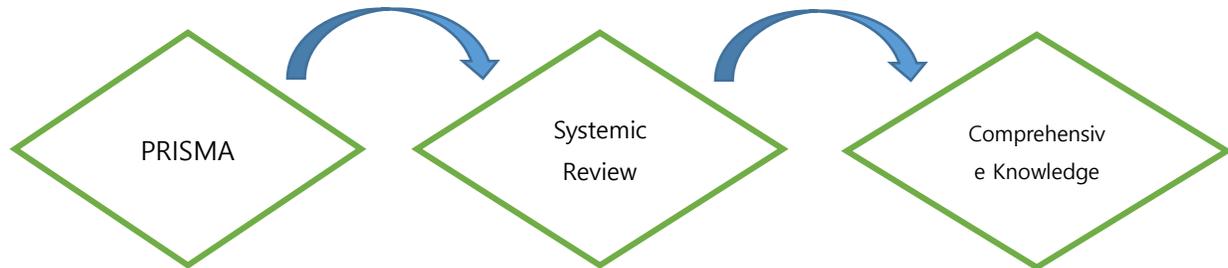
### 3. Research Methods

#### 3.1. Epistemology Positioning Strategy

Epistemology is contributing to the meaning of science and various forms of thinking. An epistemology, therefore, demands that "What is the true component of the information or how it may be obtained?" A model of interpretative has been used by current researchers to achieve this analysis as they are investigating conscious experience. Researchers must support the feasibility and legitimacy of a framework used for study, especially for philosophical knowledge. The analysis provided an interpretive research model to generate a framework to integrate corporate leadership techniques for contemporary organizational leaders. In this ability, "interpretivism" was only the best way to respond to the concern of the analysis since this fact was socially accepted and shaped in the sense of culture, history, society, and politics. The researchers are currently using qualitative methodology as it is inspired by interpretivism. They use many approaches, which correspond with an interpretive approach, to adopt a systemic approach, including action plans. A review from a prior study found that even a translator eliminates (quantitative) methods in natural science because a method of qualitative quality is aware of the realities of the person. There's no specific truth since the interpretive model includes various concepts of leadership. Therefore, the development of an integrated framework that would allow organizations to adopt competitive and ecologically sustainable guidance would be essential to assess its various significances in environmentally sustainable leadership. Qualitative methods correspond with interpretation since they are comprehensive and reliable approaches designed to consider the inductivity of materials. A quality approach is important since it varies from the approaches used in positive scientific law frameworks. Becker describes quantitative theoretical methods in seminal studies as "inactive dolls" because they have to explain why things are, not to consider how and why things have happened (Kang, 2020; Woo, 2021; Sung, 2021; Richard & Kang, 2018).

#### 3.2. Data Processing with a Content Analysis

The researchers currently working on qualitative coding methods have been used for the study and interpretation of data collected with a PRISMA resolution. PRISMA refers to evidence-based minimally set items for reporting in systemic reviews and meta-analysis. Prisma majorly focuses on review reporting rather than qualitative or quantitative analysis. Qualitative analysis is important in studying because the importance of knowledge requires honesty, transferability, accuracy, and enforcement. Therefore, the data obtained must not contain any validation, refutability, or factual honesty. The review covers a comprehensive knowledge of a subject, which, as stated in the previous article, helps expand the understanding of a problem. In the interpretation and analysis of PRISMA-resolution data collected, researchers actively working on qualitative coding approaches were used. Quality analysis is essential for studies since integrity, transferability, precision, and compliance are required to be essential for expertise. Therefore, the collected data should not be verified, disproved, or factual integrity. The analysis covers a detailed understanding of the topic that helps to broaden the understanding of the problem, as stated in the previous article. That being said, past researchers have pointed out that "distinguishing the level of abstraction as well as the level of comprehension" is a challenge in the literature review, which leads to a lack of reliance on quality data. The researcher demonstrated the logic of the classification of the subjects and groups (Lee, 2021; Park, 2021).



**Figure 1:** Procedure of Content Approach

## 4. Findings (Solutions)

After looking into the causes, the effects, and the benefits of workplace stress concerning workability, the next important concept is how to solve the problems to achieve the benefits. To get the most, the present researcher separate the solutions into five categories according to the person or body responsible for the answers. Solutions can either come personally, which is personal interventions, or workplace interventions from management. There are also theories on solutions for implementation by either the organization or the individual. There are also environmental solutions and solutions from colleagues.

### 4.1. Self-Intervention

Stress is a personal situation, and an individual will easily identify stress before another person sees that employees are under stress. Therefore, the best method is to try to deal with the stress before it gets severe and has effects like depression or lashing out at colleagues. Some means of self-help include talking ab issues with someone like a psychologist or even employers if the employer is in a position to help. Talking with a professional is important in professions like nursing, where one may have post-traumatic stress disorder from the work environment (Kravits, McAllister-Black, Grant & Kirk, 2010). Other methods like organizing, exercising, and eating healthy are important in professions involving long hours doing the same activities. A pilot, for example, needs to be in good physical and mental shape to be at their sharpest and avoid burnout, which may be catastrophic (Montanari, Bowe, Chesak, & Cutshall, 2019). If the cause of stress is the workload, talking to the employer may be one solution; another is proper planning of daily schedule and arranging all responsibilities in order of priority to meet the organizational deadlines. A teacher, for example, may have a lot of duties in a day, all that they are to meet and deadlines of submission of reports plus classes attend to, a good organization schedule is important in reducing stress and increasing the productivity of the teacher (Żołnierczyk-Zreda, 2005). Another important solution is for the individual, after creating a schedule, to create free time for him or herself to relax and deal with the pressure from work. The ability to make free time is important in all professions; for example, a physician with tight schedules needs some free time to breathe and focus before the next patient (Gregory, Menser, & Gregory, 2018). Another way to help is to know relaxation strategies like breathing and overwhelmed and serious heartbeats. One also needs to know how to focus the mind and relieve themselves of any work pressure and other good habits like getting ample sleep to have focus at work. When employees combine the strategies, it is very easy to manage stress at the onset before it develops into catastrophic levels.

### 4.2. Workplace Intervention

Effects of workplace stress affect the companies directly; it means loss of profitability or injuries at work. That necessitates the need for the employers to have measures to relieve employees of stress at work. One of the intervention strategies involves creating a human resource department for a company that does not have it. This department deals with all employees' issues and listening to their concerns. Carr, Kelley, Keaton and Albrecht (2011) emphasize the importance of a human resource department that can provide safety to the employees and, at the same time, removing the stigmatization of dealing with issues

of stress. Stigmatization may come when someone feels their feelings are misplaced or unimportant yet affecting their health and the company's performance. Cooper and Cartwright (1997) seals with organizational strategies like how a company can change its culture to realize that it affects workability through stress. Besides time and creating schedules, they feel the employees can achieve need the organization to notice individual employee characteristics and assist where necessary. The management should also realize the stress that comes from mergers and sudden changes in the environment, give the employees adequate time to adapt, and not add on their pressures. Crandall and Perrewé (1995) gives perspective on organizational interventions in the early years before the twentieth century. They advanced a theory about the transactional process, which is the individual's relationship to the environment; this is for the management to consider the environment's effects on the stress levels. Therefore, the administration may create a climate that is receptive to the employees. Bickford (2005) involves employee programs to help them manage stress at the workplace, train individuals in stressful situations, and deal with stress issues. The programs to help the employees go to two targets enable the employees to go through stressful moments and improve productivity on employees not reaching full potential because of stress. They are training to manage a crisis in the organization, do meditation at work, or do relaxation practices that an individual can do independently. Training on behavior that may negatively influence an individual is also part of the training or identifying the stressing factors at work. Therefore, employer involvement is a great way or solution to manage employee stress and improve productivity.

### **4.3. Theories on managing Workplace Stress**

According to the prior research (Richardson, Maspero, Golightly, Sheffield, Staples, & Lumber, 2017), the first theory is about the nature and gardening model in solving stress issues in an organization. It involves the benefits that a green environment has on the feelings and well-being of people. When one is in a green surrounding, the feeling is different from an individual in a workplace with no nature. Richardson and his associates (2017) brings up the concept of ergonomics in dealing with challenges that human beings go through in daily life, one of which is stress at the workplace. Therefore, nature influences individuals' attitudes making the environment happier, hence reducing the effects of stress. Activities like gardening at the workplace may also benefit the workers by creating an avenue to relieve stress. Meurs and Perrewé (2011) also bring out another theory in helping workers deal with stress at the workplace. The view of cognitive activation theory on stress, the focus, in this case, is on an individual's stress levels and not the organization. Stress is normal in this case; therefore, how an individual deal with stress is the problem. Thus, in understanding that stress is a natural part of any human's life, employees can easily get solutions on how to deal with the stress and identify when their reactions are under normal reactions or a negative kind of stress that needs help. Foy, Dwyer, Nafarrete, Hammoud and Rockett (2019) brings forth the theory of equality in leadership and the involvement of emotions in the workplace that may result in stress. When there is no equality at work, some workers may feel left out or at a disadvantage; this affects their workability through emotional involvements. Using the equity theory, any decisions that may cause inequality at work are analyzed to avoid the effects. The final theory is creating a system that can analyze equity and the convergence of roles at the organization. Creating a system that can flag potential causes of stress in an organization is important in any place; in this case, the solutions will be before the employees and Osibanjo, Salau, Falola and Oyewunmi (2016) feel adverse effects of stress.

### **4.4. Environment Solutions**

The environment has great effects on any individual, whether at work or doing any activity, even at home. Numerous factors impact an individual's state of mind; the first is the work environment's temperature. When an individual is working in a place where they do not like the temperature, it is likely to frustrate the person into stress. Therefore, the organization needs to create a good temperature for a conducive work environment, eliminating it as a stressor (Epstein & Moran, 2006). Another factor is an environment with noise; this is a great stressor for workers who cannot tolerate stress; therefore, the individual or the company should reduce the noise. Action like rooms that are soundproof or material to block the noise, especially in engineering industries. Another solution that involves environmental concerns is about the climate an office is situated in; maybe the temperatures are seasonal. An organization needs to be aware of this and provide a solution. An example of a cold environment is providing room heating for the employees because climate change affects workers' health, affecting employability (McMichael, Woodruff, & Hales, 2006). Altitude is another factor affecting people in an environment; this is important. When someone cannot tolerate high altitude and a location change, they will face stress in adapting to the new environment. Therefore, before making decisions on an organization's sites, there is to be consideration of the employees. Even if a firm has elderly employees, locating offices on very high floors that only use stairs may be disadvantageous and stressful to the elderly. Therefore, in conclusion, the environment is an important consideration for creating solutions to work stress.

#### **4.5. Colleague Solutions**

The people one is working with have adverse effects on how one copes with stress or how frequently they get anxiety. The first influence on work stress is gender differences at work, how different genders manifest stress and deal with it; this may not change from the individual perspective. In this case, the management of the company provides the solution to the gender differences. In this case, differences affect men more than women; this is because there may be some judgment, especially when a woman takes a position held by a male figure. Women are also thought to be under the control of men; this makes them not have authority in the workplace. The solution for this is to avoid prejudices at the workplace and give women the respect and control of their positions; this should be part of the organizational culture (Ptacek, Smith, & Dodge, 1994). The other issue with colleagues is the differences in personalities; this is where one feels left out because of a difference in workplace characters (Karabay, Akyüz, & Elçi, 2016).

An example is a workplace with extroverts; outgoing individuals, and employees are an introvert with limitations on their social skills. The solution, in this case, is on the individual to identify their strengths in how the people around the individual find value in the work he does to compensate for the social skills deficiency. One also needs to understand that there are differences in individuals; this may be part of the organizational training.

The next issue on colleagues is on the age differences; age differences can create stress at work because of the different performance and various factors that depend on age. One of the factors depending on age includes the adoption of technology at work; this is because most elderly populations have difficulties using the current technologies, which may affect workability and create stress to the individual unable to use the new technology. Thus, the company needs to start training for those with age differences when adopting new technology as this may frustrate someone into stress (Morris & Venkatesh, 2000). The final issue is social support in an organization; one that lacks this support can have individuals undergoing stress at work. That necessitates solutions like teamwork forums or team-building practices; this improves competition and creativity at work while at the same time reducing work-related stress.

#### **4.6. Techniques for coexisting in a stress-free work environment**

Working style is the first issue employees need to master in managing work and coexisting while maintaining a stress-free environment. Though stress can come from external factors, the working style can act as a trigger. Katić, Knežević, Berber, Ivanišević and Leber (2019) the urge for perfection, strength demonstration, pleasing others, hurry, and trying harder is significant works style features contributing to stress. The “be strong” mentality does mean operating well under crisis or pressure. Though the idea can imply some leadership traits, they are often misleading because they ignored individual vulnerability and emotional risk (Klingberg, Mehlig, Johansson, Lindahl, Winkvist, & Lissner, 2019). Hence, everyone must acknowledge their breaking point and surrender whenever necessary. Also, perfectionist ideas are another misleading working style. Perfectionists spend more time and energy on a few issues at the expense of other critical life aspects (Kala, Jan, Subramani, & Banureka, 2017). They might plunge themselves into stressful situations, especially when their efforts are incompatible with expected results. Katić et al. (2019) add that perfectionists are unproductive because of irrationally spend time to attain irrelevant results. Such efforts might expose them to stress, especially if they do not find relevance in their output. Besides, employees must shun working extra hard or speeding their work to please others. Instead, they should work on SMART objectives for personal and organizational satisfaction.

Apart from working style, every employee needs to understand the impact of their lifestyle in their occupation. Most lifestyle elements are independent of the occupation but have a direct impact on the work environment. According to the past research (Li, Gao, Liu, Ge, Ning, Zhao, & Liu, 2017), lifestyle refers to how individuals utilize their leisure time and spend resources, as defined by their social relationships and interpersonal characteristics. These elements rely on social, mental, and physical wellbeing. Employees who cannot appropriately handle these issues might have difficulty managing stressful work environments. This study recommends that employees improve their lifestyle by spending time with someone they love or a family and dedication time for such a relationship. Alternatively, they can focus on appreciating the present moment and minimize worrying about an uncertain future. Since some people might not find a meaningful relationship, they can have an egoistic approach to life. That technique enables them to prioritize their wellbeing and satisfaction, reflecting their job productivity and better stress coping. Other lifestyle methods effective in having a quality lifestyle include religious traditions, Prometheus activism, and knowledge orientation.

The focus on employees taking control of their emotions to improve work-related stress does not undermine management’s input. This paper recognizes the effect of leaders in influencing employees’ attitudes, beliefs, and values. According to the

previous study (Okita, Daitoku, Abe, Arimura, Setoyama, Koriyama, riuchi, 2017). staff’s response to their role in promoting a stress-free workplace depends on structured collaboration with the management that provides prudent procedures and rules. The leaders create the foundation for followers to build their skills and interests. The management is also responsible for facilitating learning, mentoring, and behavior modeling (Hasan, Elsayed, & Tumah, 2018). Hence, this study suggests that when the managers give directions, they must offer detailed information, supervise their implementation, and give guidance whenever necessary. They are responsible for assisting employees to overcome work style challenges. As for delegating duties, the manager must ensure collaboration, give reasoning, and define principles. Clarity is necessary for avoiding any ambiguity or misunderstanding that can lead to confusion. Finally, a manager’s role in assisting employees is not an isolated task because it requires participation and collaboration among the teams involved.

**Table 2:** The Summary of Findings

Topic	Challenges	Possible Solution
Self-Intervention	(1) Communication challenges with the top management. (2) Poor Health. (3) Time Management Challenges.	(1) We are approaching the management to voice concerns about work stress. (2) Regular exercise and healthy eating. (3) Better time management creating free time.
Workplace Interventions	(1) Discrimination (2) Stigmatization of work stress issues (3) Underdeveloped Human Resource department	(1) Management creating a safe environment free from discrimination (2) Creating a human resource department to deal with all employee issues
Theories on managing Workplace Stress	(1) Lack of employee knowledge on stress issues (2) Complaints on lack of equality and favoritism (3) Complaints on workspace environment	(1) Cognitive Activation Theory (2) Theory on Equity (3) Nature and Gardening model
Environment	(1) Temperature creating stress in the organization (2) Noisy environment (3) Climate complaints	(1) Creating office heating for cold environment (2) Providing noise prevention equipment (3) Proper consideration of office location
Colleagues	(1) Gender different treatment complaints by women (2) Lack of social support Age differences	(1) Enhancing the culture of respect towards the female gender (2) Enhancing teamwork and team-building exercises (3) Decisions on issues like the choice of technology that considers age differences

## 5. Conclusions and Implication

From the fundamental research on the relationship between workability and work stress, employees can realize a great connection between the two factors. The conclusion on the type of relationship is negative; work stress reduces the workability index in all scenarios. In summary of the dissertation's issues, employees see the kinds of work stress, from acute, chronic, psychosocial, and psychological. After that, employees know the workability types, just some rough details in the introduction with a great discussion on the literature review. The symptoms and the effects of stress include depression, anxiety, irritability, fatigue, and other symptoms in conversation in the paper. There are also the benefits of managing stress. A large part of the paper is on coping with stress; getting to this part, we cannot nullify that the relationship between work stress and workability is negative. The literature review section is also very important in analyzing other research that relates to our research of workability and stress relationship. Through the analysis, one can learn new concepts from different authors; also, one can appreciate other researchers' different points of view. Appreciating other research work is important for this paper because it

creates knowledge to better completely new research work. Another importance of the review is that it informs anyone of all the fields under study; hence, even a person having no experience on the subject can take a stand because of the review's understanding. In concluding this, the section is as important to the research as any part of the paper because of the additional understanding to a reader of the dissertation.

Therefore, the numerous solutions on how to deal with various stresses, the theoretical aspect of the solutions involving the theories developed by multiple past articles on how to solve work stress. In general, workability and work stress is a very large field of study. Another consideration is the numerous professionalisms in the world, and each has different ways stress is induced in the organization. Stress is a part of human lives; it is also a large field since factors influence work stress in the external environment. Therefore, we can conclude with confidence the relationship of the two factors understudy that proves a negative relationship. From the research, this study points out to realize there are numerous fields of study that need further research to give better results on the way forward. An example is on the theories relating to workability and stress relationships; the relationship is vague and needs further study. Due to the field's vast nature, getting a specific area to study or work in that has not been under investigation can be important in analyzing workability and stress. Stress in itself is broad, with numerous factors that one can specialize in a study.

Next on the implications, we look at the relevance of the study on current work practices. Some suggestions on the solutions section of the paper provide strategies for organizations to deal with work stress because not many companies acknowledge that employees' stress affects productivity. Stress is normally taken as individual issues, but this paper highlights the relationship to the organization. Therefore, the firms can create policies to mitigate this risk, which is a silent effect on productivity. The government and the work unions should also get some guidelines to deal with work stress for employee protection and peace of mind. Another implication of this research is creating a depth analysis of some factors not seriously taken on other research. Issues that stress individuals that are part of the society, majorly the differences that are in society. Issues of personality, age, and social differences create stress at work. The solutions to such differences are that accommodating the differences is important to create an environment free of stress; this implication is great since it protects the company and the individuals on stress issues. The organization's human resource departments can also understand numerous concepts from the research before making decisions. In conclusion, this very important issue has been underestimated in the recent past.

## **6. Limitation and Future Suggestion**

The primary drawback in this study is the inability to verify results due to several assumptions. Similar to other human resource studies, the project assumes that units are homogenous. In a true sense, personalities are diverse, and even similar ones might work in different environments. The suggested ideas generalize the population, which might not be a practical idea. Also, the researcher had no control over the result because it was an analysis of existing literature. The exercise is likely to import any bias or misinformation from other researchers. Moreover, there are no mechanisms to follow up and ensure the suggestions were successful. The issues in this study also depend on managerial practices and organizational culture, which are never homogenous in any industry. Every business does try to have a unique approach to its challenges, and asking them to apply a standard approach might interfere with their competitive advantage. Hence, adopting the recommendations might be slow. Another limitation exists in the research method's reliability and validity. The very nature of detailed description in qualitative studies is a significant obstacle. Lack of data to measure frequency, central tendency, or variability raises concerns over the result's reliability. The study did not conduct an analysis to express the relationship between variables or prove the practicability of its suggestions. Lack of statistical nature also encourages ambiguity, embedded in human language, making the readers interpret a different message from the intended research. Also, these findings might have limited applications. The research did not use any sampling criteria, and therefore it is impossible to determine which group suits the suggestions. Also, industries have varying occupation risks, and it is impractical to bundle them together.

This study has highlighted essential strategies employees can use in preventing work-related stress. Future studies can improve the finding reliability by incorporating statistical methods. The literature was crucial in informing the study, but a sampling, analysis, and statistical measure will enhance reliability (Bekker & Clark, 2018). Moreover, statistical analysis is necessary for eliminating errors and preventing bias. Future studies must collect an adequate and representative sample for a meaningful analysis that can assist in scaling and identifying application areas. Besides figures, the sampling procedure can also collect opinions to determine trends and the suggestions' suitability. The recommendations in the studies are too abstract to create a meaningful connection. Statistical analysis allows determining a relationship and presenting the result in tabulation or charts for better understanding. Besides sampling procedures, future studies should consider cultural integrity. The

acceptability of qualitative human research does depend on its cultural relevance. Researchers must assess the studies to determine if cultural groups' interests or issues target improving lives (Pelzang & Hutchinson, 2017). In this case, cultural relevance is critical for understanding working styles and lifestyle's impact on the recommendations. Improving cultural sensitivity further demands acknowledging the context. That would be more important in sampling because it affects respondents' will to give correct and consistent answers. A researcher must have the requisite understanding and knowledge of the setting to collect accurate and sensitive information. Furthermore, the researcher must develop culturally appropriate translation, conceptualization, and communication methods. The language must be congruent with participant values and beliefs (Pelzang & Hutchinson, 2017). Future researchers must be willing to overcome traditional boundaries and demonstrate respect to participant's values, beliefs, and views. Finally, qualitative researchers must always be flexible because the expectations might never match the reality. Flexibility enables the conversation to continue and might guide the researcher to more interesting areas.

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