

An Exploratory Analysis of Factors Affecting Job Stress and its Influence on Service Performance and Job Satisfaction (A Case Study of Entry Level Staff of Mosaic Restaurant of Crowne Plaza Pune City Centre)

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Abstract

Over the past few decades, the nature of employment has altered significantly in numerous industries. Today's organisations view employee job satisfaction and job stress as two crucial workplace challenges. According to recent studies, 50–60% of all missed workdays are due to occupational stress (Naser Hoboubi). When there is a mismatch between the demands of the job and the workers' abilities, resources, or needs, work-related stress is seen to be damaging when physical and emotional reactions take place. The majority of researchers concur that stress at work can be influenced by workplace circumstances. Hazards that are physical and psychosocial are separated among these elements. The presence of physical risks at work may cause worry, which in turn fuels the occurrence of job-related stress. Factors relating to work design, organisation, and management are among the psychosocial hazards. High levels of work stress are associated with low levels of job satisfaction. Job stressors are predictive for job dissatisfaction and a greater propensity to leave the organization.

Stress at work is a key component of job satisfaction. Workplace stress can serve as a motivator by encouraging creativity and fulfilment, which eliminates monotony. When stress acts as a negative influence, it causes hostility and low job satisfaction. Employees that are happy at work may be less vulnerable to stress.

They thought that contentment and production were related in a cause-and-effect manner. This provided an explanation for why businesses strove to raise employee performance in various ways. These two elements—work-related stress and job satisfaction—could negatively affect a team's productivity and, as a result, drive up a company's expenses. From the perspectives of employment and economy, the hotel sector is a significant one in India. There are crucial positions in the hotel sector, including those in housekeeping, maintenance, food preparation, and F&B service. In this field, employee safety and productivity may suffer as a result

of occupational stress and unhappiness. Given the above, since there is little study on such issue among restaurant employees, the present study was carried out to investigate factors affecting job stress & its influence on service performance & job satisfaction (A Case Study of Entry Level Staff of Mosaic Restaurant of Crowne Plaza Pune City Centre).

Keywords: Exploratory Analysis, Factors, Job Satisfaction, Stress, Service Performance, Influence

INTRODUCTION

An important factor in why workers in the hospitality sector are drawn to greater salaries. However, when it comes to the employees themselves, the chance to advance and improve seems to be their top motivator for sticking with a company. In the past ten years, human resource management has grown to be seen as the preeminent paradigm for situating assessments of the workplace. In a very understudied area of the service industry, the hotel industry, this volume investigates the nature and evaluates the impact of HRM.

Organizations today are more reliant on human resources and are aware of the crucial role employees play in an organization. The reason for this is that having employees with skills, abilities, and knowledge is one of the main reasons why businesses are gaining an advantage over rivals (Boxall & Purcell, 2003). This paper will examine the retention and management of valuable employees

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from the subjective perspectives of each manager in this context. There are a lot of studies on talent management and retention in organizations in general, but not many studies on how these theories apply to the real world of an organization. This is why it is important to conduct this research. Keeping this in mind, the goal of this study is to investigate the strategies employed by Crowne Plaza Pune City Centre Hotel managers for talent management.

As I learned during my internship in the Crowne Plaza Pune City Centre's Human Resources Department. I'm going to diagnose the property in light of the overwhelming number of resignations submitted by employees. Managers are doing well in terms of job performance, but employees aren't doing their jobs properly, which can help with guest satisfaction. Whether managers lack the motivation to keep employees from their departments in the hotel. These talented employees can be retained by providing them with appropriate training and development at predetermined intervals and boosting their energy periodically to keep them employed.

Little is known about the type and amount of stress that employees in the hospitality industry face, despite the fact that managing and reducing stress is a commendable goal that can help businesses save money. A number of studies on WRS among hotel personnel in the hospitality industry have been conducted, although they were restricted to Europe and Asia, according to the Health and Safety Executive (2000). Frontline hotel staff are not well-versed in WRS, despite efforts to look into the connection between housing units and stress associated to the hospitality industry. Most research on restaurant workers concentrate more on hotel amenities than workers themselves. The study's focus was on how satisfied employees were at The Mosaic. There are no comprehensive studies including front desk hotel staff in the Mosaic.

DEFINITIONS

Causes of Work-Related Stress

Strank referred to stressors as the sources of stress. Malik asserts that the workplace is a significant source of both the demands and pressures that lead to stress and the structural and social resources that can be utilized to alleviate stress. It goes on to say that workplace factors that have been found to be linked to health risks and stress can be divided into those that have to do with the content of work and

those that have to do with the social and organizational contexts of work. According to Erkutlu and Chafr, the fact that people spend so much time in the workplace makes it stand out as a potential significant source of stress. Michie emphasized factors that are intrinsic to the job (long hours, work overload, time pressure, difficult or complex tasks, lack of breaks, lack of variety, and poor working conditions) in close relation to the preceding. under work or clashing jobs and limits; Stressors in the workplace include underpromotion, a lack of promotion, inadequate training, and job insecurity. He came to the conclusion that workplace stress can be brought about or reduced by two factors: the relationship at work and the organizational culture.

Workplace Demands

According to a number of studies, employees in the hospitality industry exhibit signs of stress and overwork as a result of the demands made by organizations that put a lot of pressure on them. Workplace demands include being exposed to issues like workload, work patterns, and work environments; for instance, excessive work volume and complexity, shift work, and unreasonable deadlines (HSE, 2001). Lee and Wang also discovered a correlation between workload and responsibility and a high level of occupational stress. As a result of working long hours, unpredictability in shifts, a lack of breaks, and heavy physical demands (manual handling of heavy loads, etc.), shift work and fatigue are common in the hotel industry. and demands on the mind and heart. WRS is exacerbated when an employee perceives these demands to be greater than his or her capacity to meet them. Both of these factors contribute to the demand that exists at work.

Relationships

Conflicts with coworkers and a lack of staff support, according to Blair and Littlewood, are two factors that can contribute to stress in work relationships. This assertion is consistent with the HSE view that workers' stress is negatively impacted by managers' lack of understanding and support. Relationships include dealing with unacceptable behaviors like bullying, harassment, and conflicts at work and fostering positive working relationships to avoid conflict (HSE, 2001). According to Rayner and Hoel, one of the most extreme forms of workplace bullying is a bad relationship with one's boss

or coworkers. Because they eliminate tension between employees, managers, and supervisors, good relationships at work result in an amiable atmosphere. WRS is then eliminated as a result. According to Galvin and Dileepan, having bad relationships with coworkers is one of the most stressful aspects of working for an organization.

REVIEW OF LITERATURE

- “Richards Lazarus defined it as “a condition or feeling experienced when a person perceives that demands exceed the personal and social resources they are unable to mobilize.” Because there is a significant positive correlation between job-related stress and role overload, conflict, and strenuous working conditions, their work is the primary source of stress in their lives (Chand & Sethi, 1997).
- French and Caplan (1975), “Pressure of both qualitative and quantitative overload can result in the necessity of working an excessive number of hours, which is an additional source of stress,” An additional source of stress is the pressure to work quickly in order to meet deadlines. According to studies, stress levels rise as difficult deadlines approach.
- According to Beehr and Newman, “a condition arising from the interaction of people and their jobs and characterized by changes within the people that force them to deviate from their normal functioning” is what they mean when they talk about job stress. The interpersonal relationships within the department and between departments significantly contribute to the organization’s qualitative difficulties. The role conflict is negatively correlated with the presence of supportive peer groups and supervisory relationships (Caplan, 1975). Conflicts and negative interpersonal relationships in the workplace are common causes of stress (Dewe, 1993). Employees are more likely to experience high levels of time-related stress, and working longer hours reduces their motivation to perform at a higher level.
- Employee stress can be reduced or increased with support from management. There is a negative correlation between job stress and performance because when stress is present, it has a negative impact on employees’ performance, whereas when stress is reduced, performance rises. As a result, there is a negative correlation between job stress and performance (Stamper & Johlke, 2003).
- Management support and apparent organizational assistance serve as a cushion that helps employees feel less stressed about their jobs. People experience stress unintentionally when they are subjected to severe pressures or other kinds of demands. The work environment, management support, workload, and other key factors that determine how stressful a job can be and how it affects an employee’s physical and mental health are all discussed in extensive and diverse literature (Ganster & Loghan, 2005).
- John W. O’Neill, Kelly Davis (2011) Interpersonal tensions and overloads were found to be the two most common stressors in this study. Stress has a direct impact on employee productivity, job performance, and customer service, as well as on hostility, withdrawal, and costly turnover. Hotel workers who reported having more interpersonal tensions at work were significantly less satisfied with their jobs and significantly more likely to think about quitting to look for a different job.
- Cooper and Marshal (1976) stated that environmental factors or stressors like work overload, role ambiguity, conflict, and poor working conditions associated with a particular job comprise occupational stress.
- A study by S. H. Gani found that managers and employees suffer from severe stress as a result of the burden of responsibility. Because there is a lack of clarity regarding the behavior that is expected of them at work, the managers’ employees face relatively high levels of role ambiguity in the workplace. The members’ levels of workplace stress are correlated with the degree of role ambiguity. Role ambiguity in the workplace is primarily caused by a lack of free and uninterrupted information flow across all hierarchical levels. Also, if a person doesn’t know enough about their job, there will be ambiguity.
- Vinokur-Kaplan (1991) stated that there was a negative correlation between job satisfaction and organizational factors like workload and working conditions.
- According to Fletcher and Payne (1983), a lack of satisfaction can lead to stress, whereas a high level of satisfaction can lessen the effects of stress. According to the findings of this study, job satisfaction and stress were found to be linked.

According to Landsbergis's (1988) research, low levels of job satisfaction are correlated with high levels of work stress.

- According to Hans Selye (1936), stress is the body's non-specific response to any demand for change. Stress has emerged as a major issue for every individual in the current situation. People may experience stress under a variety of circumstances. When an individual's capacity to meet the demands of the workplace or environment falls short of what is expected of them, this can lead to workplace stress.
- Cobb (1975) was of the opinion that "the responsibility causes the employees severe stress." The individual manager may develop a number of physical and mental conditions if they are unable to handle the increased workload. The costs are all too clear to the person whose health or happiness has been destroyed by their inability to deal with the stress of their job. Problems caused by stress have a significant negative impact on people's lives.
- According to Cartwright and Cooper (1997), the intrinsic job characteristics, roles in the organization, relationships at work, career development issues, organizational factors, and the home-work interface are the six primary work-related stressors. Workplace stress is a serious problem that everyone should be aware of in order to deal with.
- It was defined by Vroom (1968) as a person's positive attitude toward their work role. This study examines the impact of workplace stress on employee job satisfaction in the hotel industry.

OBJECTIVES OF THE STUDY

- To study relationship between human resource policies and employees job satisfaction in Crowne Plaza, Pune.
- To explore efforts of managers in managing employee work stress in their organization.
- To determine the rate of employee turnover in the organization.
- To determine the influence of training and development policy on employee's job satisfaction.
- To establish new research to contribute to employee job performance.

SAMPLING DESIGN

Sampling Method and Techniques – Non-Probability Sampling

Non-probability sampling is a good choice for this study because, according to the research questions, the cases selected for this study are people and their willingness to participate in answering questions like "why," "what," and "how." In a few cases, there were budget and time constraints, making it difficult to collect data from the entire population. Participants in non-probability sampling are chosen based on their willingness or availability to participate. According to VanderStoep & Johnson (2008), "a non-probability does not use probabilistic aspect of selection, so each population member is not equally likely to be selected to participate."

According to "Convenience sampling" (Saunders, Lewis, & Thornhill, Research Methods for Business Students, 2009, p. 272), "convenience sampling involves selecting haphazardly those cases that are easiest to obtain for your sample, such as the person interviewed." Although this method of sampling is widely used, it is susceptible to bias and influences that are beyond your control because the cases appear in the sample solely because it is easy to obtain them.

Sampling

Sample size= 52

The results of the survey are gathered, and the information is further analyzed.

Research Instrument

Survey: The study of how a population is sampled individually and how survey results are gathered, including how to create a questionnaire and how to boost survey response rates and accuracy, is known as methodology. The goal of statistical surveys is to draw statistical conclusions about the population under study, and the survey questions employed greatly influence this.

Case Study: An in-depth investigation of a specific individual, nation, or entity is known as a case study. Nearly every aspect of the subject’s life and history is examined in a case study to find behavior patterns and causes. It is hoped that the information gleaned from one case can be applied to numerous others. The researcher was looking over a case study sample.

The survey strategy and case study have been selected by the researcher for this research study’s primary data collection.

Data Collection Procedure

Crowne Plaza Pune City Centre’s Training Manager was approached through email or personally for prior permission for conducting research. The questionnaires were delivered personally to the participants of the organization. Frontline (Entry-level) employees in the Mosaic Restaurants of CPPCC in Pune were handed out the questionnaire.

DATA ANALYSIS

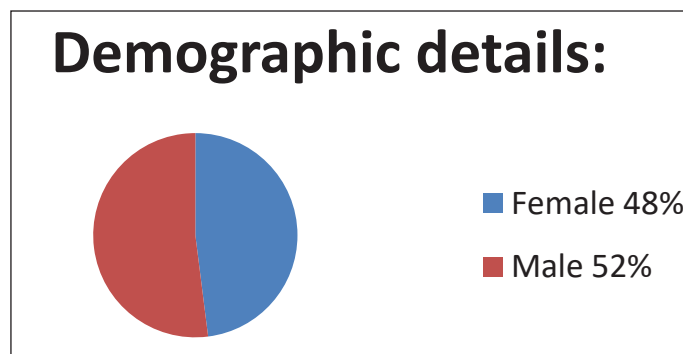


Fig. 1

Table 1: Major Findings of Questionnaire Part-I

Sr. No.	Statements	Response Percent		Mean	Std. Deviation	Satisfaction Rate	Variance	Std. Error
		Yes	No					
1	Adequate opportunities for promotions and career development	40	60	1.6	0.49	60	0.24	0.15
2	Recommend someone to work here	20	80	1.8	0.4	80	0.16	0.13
3	Working on unnecessary things	80	20	1.2	0.4	20	0.16	0.13
4	Bonuses, rewards & recognition	40	60	1.6	0.49	60	0.24	0.15
5	General Manager communication with the employees	30	70	1.7	0.46	70	0.21	0.14
6	Feel neglected/disregarded by colleagues	70	30	1.3	0.46	30	0.21	0.14
	Average	46.7	53.3	1.5333	0.45	53.3333	0.20333	0.14

Table 2: Major Findings of Questionnaire Part-II

Sr. No.	Statements	Mean	Std. Deviation	Satisfaction Rate	Variance	Std. Error
1	Have you received any job related assignment without necessary resources to execute it?	2.3	0.78	43.33	0.61	0.25
2	Do you have clear goals & objectives for your job?	2	0.77	33.33	0.6	0.24
3	Do you have feel organization has given authority to you?	1.7	0.46	70	0.21	0.14
4	Please fix up your priority from 1 to 3 among following can be your motivational factors to improve your work skill.	10.2	12.35	102.86	152.44	3.9

Sr. No.	Statements	Mean	Std. Deviation	Satisfaction Rate	Variance	Std. Error
5	How's your relationship with your senior?	1.7	0.64	35	0.41	0.2
6	Select any 3 key factors you feel causes of stress.	13.2	15.06	147.14	226.82	4.76
7	How would you mostly retaliate with the stress?	2.6	0.92	53.33	0.84	0.29
8	What three words would you use to describe restaurant culture?	12.2	12.1	138.57	146.42	3.83
9	How happy are you at work?	2.4	0.49	46.67	0.24	0.15
10	How would you rate your work-life balance?	2.6	0.49	53.33	0.24	0.15
11	How do you rate your management communication in the aspect of professionalism towards guest?	2.6	0.49	53.33	0.24	0.15
12	How do you rate management in terms of provided guidance to employees?	2.4	0.49	46.67	0.24	0.15
	Average	4.6583	3.753	68.63	44.1092	1.184

DISCUSSIONS

The findings indicate that work stress levels are significantly influenced by gender. Female workers typically experience more stress than their male counterparts. The influence of gender on stress was investigated in 1985 by Todd D. Jick and Linda F. Mitz, and their findings were replicated in this one. They found that female employees experience more stress, which tends to cause psychological distress, in their review.

According to the findings of the current study, there were seven primary factors that were responsible for the occurrence of WRS among frontline hotel employees. The factor analysis revealed that these factors were consistent with other published works. In dealing with WRS, support is the first and most important factor. For instance, employees will be well-equipped and resourced to carry out their duties and responsibilities as frontline hotel employees if training is provided for essential job functions and consideration given to individual preferences. In essence, they were in a better position to provide guests with services that were both effective and efficient, resulting in more frequent visits. Role has been identified as one of the primary causes of WRS, which is the second cause. Bass and Stogdrill add credence to this assertion. They argued that situations that are overly complicated, ambiguous, or unclear lead to stress in individuals or groups. According to Blair and Littlewood, conflicts with coworkers and a lack of staff support are two of the potential sources of stress in workplace relationships.

Since "relationships" emerged as the third cause of WRS among frontline hotel employees in the Mosaic at CPPCC, this is consistent with the current study. According to the HSE, workers' stress is exacerbated by managers' lack of understanding and support. Workplace demands, which include exposure to issues like workload, work patterns, and workplace health, safety, and environment (HSE), have been identified as a major cause of WRS. As the fourth cause of WRS, this emerged. According to Parker and De Cotis, WRS can occur when people have to complete more work than they can handle. The implication is that WRS is more likely to occur among employees whose perceptions of their work load are high, particularly when the demands of the job do not match their capacity to handle such workloads. Customers (guests) were found to be the source of WRS among frontline hotel employees, in addition to the aforementioned. This is clear because front-line employees interact with hotel guests continuously from the moment they arrive until the moment they leave. Karatepe and Uludag claim that this has the potential to raise WRS. Again, the study found that "control" was a factor in WRS among frontline hotel employees. Control refers to how much say and involvement workers have in how they perform their jobs. The implication is that WRS can result from a lack of control over the demands of work, a lack of autonomy, and excessive supervision.

CONCLUSION

Steve (2011) says that when an employee is faced with demands, pressures, and professional aspects at work

that do not match their knowledge levels, they react with stress. This puts a challenge and threat on the employee's capabilities, which in turn makes it difficult for the employee to stay employed. When it is likely to be appropriate in relation to their abilities and resources, as well as the amount of control it will have over their job, any job can be considered healthy. Consequently it can get support individuals who make a difference to them. If individuals have made health an important part of their work environment, then that workplace can be considered healthy.

As a result, it may include the provision of appropriate health-related information and training, as well as the provision and utilization of health-promoting organizational support practices and structures. Hence the finding proves:

- Capabilities of employee.
- Health promoting organizational support practices and structures.
- Factors which positively and negatively influence the employee's performance.

– Pressure—Stress—Destroys Health—Performance

- Worker's ability & knowledge.
- Organization culture, work design, poor management, working flocks are not happy with conditions, and less of support from colleagues and supervisors.
- Significance of job satisfaction and employee performance and their interest to continue with the job.
- The relationship between work stress and employee performance.
- Job insecurity.

The factors which positively and negatively influence the employee's performance.

Workplace stress is also brought on by a variety of professional contexts, according to Jaffe, Smith, and Segal (2007). People who participated in the study agreed that there are a few factors that have a significant impact on the performance of mosaic restaurant employees.

A person can accept pressure, which can make them more alert, keep them motivated, and even help them learn. It is entirely dependent on the resources that are available

and individual characteristics. However, stress develops when these kinds of pressure become unmanageable. The fact that workplace pressure cannot be avoided because of the demands of the modern workplace is regrettable. The health of an employee and the performance of a business can be ruined by stress.

The relationship between work stress and employee performance.

Because it demonstrated the impact of the performance of employees from various departments, this section was extremely significant. As a result, its feedback was extremely helpful in determining the employees' requirements.

Despite the fact that hundreds of papers are published annually on the subject, work-related stress is still a developing concept but is a real thing. The idea is to focus on the most important risk factor evidence from existing research, such as work-related stress interventions and associated costs.

The Measure of the employees' works stress level.

The first goal of the study was to determine how much stress employees were experiencing at work at Mosaic at CPPCC, Pune. To achieve this research objective, a group of specific questions were included in the questionnaire. The respondents, a selected group of employees, provided the data. The interpretations and findings of the collected data as well as the analysis are detailed below.

The subfield of person–environment fit is known as person–organization fit (P–O fit). Kristof explains the concept (1996). It is clear from the data that 70% of respondents disagreed with the statement. The majority of employees, according to this data, do not perceive their position as secure. Employees may experience a decrease in or disruption in their level of job satisfaction as a result of this sense of insecurity regarding the job and related issues. 40% of respondents stated that they are unsure whether or not their employment is secure. Employees' feelings of job insecurity have the potential to lower their level of job satisfaction and, as a result, their performance. This is a clear sign and a possibility. As a result, it can be concluded that Kristof correctly framed the theory.

The outcome of objectives as follows:

- *Identification of Key Stressors*: A precise recognition and comprehension of the main elements inside the

work environment that contribute to job stress.

- *Insight into Impact on Service Performance:* In-depth investigation demonstrating the impact of workplace stress on measures related to service performance, including customer happiness, productivity, quality of work, and efficiency of service delivery.
- *Understanding of Effects on Job Satisfaction:* Thorough comprehension of the connection between work stress and employee job satisfaction, taking into account the ways in which stress levels impact general job satisfaction, engagement, and retention.
- *Development of Mitigation Strategies:* The development of focused tactics and measures to tackle recognized stressors and lessen their adverse effects on job satisfaction and service delivery.

RECOMMENDATIONS

- According to the findings of the study, there is a recommendation that stress management programs must be implemented in order to help address the stressful conditions that personnel face while carrying out their duties, particularly in relation to the associate job roles, in order to increase job satisfaction.
- When assigning roles to employees in policing, it is critical to consider their mental and physical requirements in order to increase job satisfaction.
- The enhancement of the personnel's social support networks is one other type of intervention that management might think about implementing in order to lessen employee stress and increase employee satisfaction with their jobs.
- The relationship between supervisors and subordinates needs to be improved. By implementing programs that strengthen coworker relationships, management must also think about improving coworker relationships.
- Additionally, the hotel must implement cultural practices that encourage employees to care for one another. The employees' levels of job satisfaction and stress will both rise as a result of these strategies.

FUTURE SCOPE OF STUDY

- *Technological Influences:* Examine the effects of technological improvements on workplace stress,

service performance, and job satisfaction, including automation, artificial intelligence, and remote work tools. Examining the impacts of excessive digital communication, virtual team dynamics, and the use of AI to decision-making processes are a few examples of this.

- *Organizational Culture and Climate:* Analyze how company environment and culture affect how much or how little job stress there is, as well as the effects it has. Particularly in high-stress industries, research might concentrate on the effects of employee engagement programs, corporate values, and leadership styles on job satisfaction and service performance.
- *Work-Life Balance:* Examine the effects of work-life balance programs, flexible work schedules, and caregiver support on job stress, job satisfaction, and service performance. Examining the efficacy of various policies and initiatives in diverse organizational and cultural contexts may fall under this category.

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