

Does Job Stress Affect How Well Employees Perform? Evidence from a Southern Malaysia's Service-Based Company

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Abstract

Nowadays, job stress has become a serious issue that arises in the organization. Job stress, commonly known as work-related stress or occupational stress, arises when individuals experience mental or emotional strain due to the demands and pressures they encounter in their professional settings. This study aims to determine the relationship between job stress and job performance. To achieve this objective, a study was conducted in one service-based company located at southern Malaysia with 100 respondents. The study employed a descriptive research design using the questionnaires as its instruments and utilized simple random sampling to obtain the sample. The instrument used to measure the job stress level was the Job Stress Index with 12 items whereas, for the job performance level, it was the Individual Work Performance Questionnaire with 18 items. The data collected was then analyzed by using descriptive and structural equation modelling. Findings from this study revealed a moderate level of job stress and a high level of job performance among customer service workers. Additionally, job stress is found to have a significant effect on job performance and findings also suggested that there is a significant relationship and negative moderate correlation between job stress and job performance. Nevertheless, additional deliberation and investigation are encouraged.

Keywords: Job Stress, Job Performance, Service-Based Company.

Introduction

In the modern world, stress has spread to every country and manifests itself in different ways at work (Okoye et al., 2016). According to Khuong et al., (2016), one of the major global issues is job stress. According to Yozgat et al., (2013), job stress is one of the issues that employees deal with increasingly frequently, and it has lately reached worldwide growth in the

workplace. An organization must effectively manage staff stress levels since high levels of stress hurt the operation of the business (Okoye et al., 2016). Not only that, but according to Pandey (2020) job stress can also lead to high error rates and shoddy work quality, as well as staff attrition and truancy due to health difficulties such as anxiety, inharmony work-life, melancholy, and various sorts of illnesses such as frequent migraine, fatness, and cardiac infarction. Consequently, occupational stress might affect the employee's physiological as well as psychological well-being.

According to the National Institute of Occupational Safety and Health (NIOSH), 25% of workers believe their jobs are the most stressful aspect of their lives, while 40% of workers say their jobs are extremely stressful. On the other hand, according to the Congress of Unions of Employees in the Public and Civil Services Malaysia (CUEPACS) 2018, in Malaysia, there were more than 21,000 workers who retired early due to stress at work. Therefore, organizations should always be aware of how stressed their staff members are. This is because stress can manifest itself in a variety of ways and affects people differently depending on the situation (Rizwan et al., 2014). A healthier immune system, creativity, problem-solving, and the ability to attain goals can all benefit from job stress, according to (Rizwan et al., 2014). However, the level of stress needs to be only at low to moderate levels of stress. Despite assisting the business in reaching its goal, a successful and satisfied employee will also be born. This shows how crucial it is to carry out research on job stress in service-based companies, particularly in the Malaysian context.

Inconsistent results have been discovered about the relationship between job stress and job performance based on the study's prior findings. The researcher decided to carry out more research in this area to support and validate the findings that low levels of job stress might lead to high levels of performance. A service-based company located at southern Malaysia will be the subject of this study.

Literature Review

Brief Overview of Job Stress

Stress is defined as the mental state that develops when there is a discrepancy between one's judgments of the importance of the demand and their views of their capacity to handle it (Chirico, 2016). Many people think of stress as something bad or positive that happens to them (Undie et al., 2018). Furthermore, according to Undie et al., (2018), when something bad happens to us, we automatically begin mentally assessing the circumstances to determine whether they pose a threat to us, how we should respond, and what tools and techniques we may employ. According to Daniel (2019), stress is a natural component of life. Everyone experiences stress in different ways, regardless of ethnicity or cultural origin, social or occupational standing, or even age. Kotteswari & Sharief (2014), mention that stress is a biological term that describes the effects of an organism's inability to respond appropriately to real or imagined emotional or physical hazards.

According to Baqutayan (2015), the term "stress" can mean several things to different people, some people define stress as incidents or circumstances that make them feel pressure, tension, or unpleasant feelings like anger and anxiety meanwhile others believe that stress is the result of this circumstance. According to Daniel (2019), experiencing stress is common. People may experience stress when they are overworked, under pressure to fulfill deadlines

or have insufficient time to complete all of their tasks. Job stress was described by Cooper et al (2008), as an employee's physical or emotional reaction to unfavorable working variables that are beyond the employee's control. In the meantime, Olusegun et al (2014), note that employees are under a great deal of stress as a result of a number of work stressors, which is widely recognized to be a key issue for organizational management. Occupational stressors tend to contribute to organizational inefficiency.

According to Olusegun et al (2014), job stress is a mental and physical state that has an impact on an individual's effectiveness, productivity, personal health, and quality of work. If not managed properly, employees' persistent exposure to stress can harm their work quality, physical and emotional health, and the organization where they work (Daniel, 2019). Below is the Social Support Theory that is being used by the researcher to describe the model of job stress. The phrase "social support" is widely used in a broad sense to describe any method that has the potential to improve health and well-being through social ties. (Leahy-Warren, 2014). According to Lakey & Cohen (2000), theories regarding how social relationships affect cognitions, emotions, behavior, and biology should serve as the foundation for social support research.

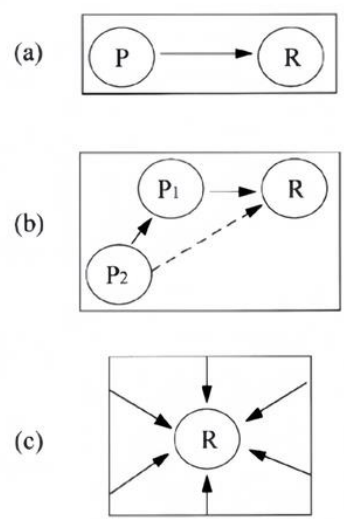


Figure 1. Model of Social Support (Hupcey,1998: 1236)

Figure 1 illustrates the Model of Social Support introduced by Hupcey (1998). Firstly, (a) the single provider meets all of the recipient's needs under this paradigm. Secondly, (b) the primary-secondary provider paradigm, in which the secondary provider helps the primary provider meet the recipient's needs. Thirdly, (c) the multiple provider model: the recipient's needs are being met by several different providers. According to Lakey & Cronin (2008), The following five assumptions summarize this theory. Firstly, life events enhance the chance of developing serious depression. Secondly, people differ in how much life experiences raise their risk of depression. Thirdly, vents are stressful (in part) because people interpret them as threats. Fourthly, the extent to which events enhance danger is also determined by people's coping mechanisms, and finally, social support is a time-limited resource that reduces the extent to which events increase risk (i.e., stress buffering), mostly by impacting evaluation and coping.

However, a recent meta-analysis of social support summarizes two conceptual models: general benefits and stress-buffering (Rueger et al., 2016). Furthermore, Clark et al., (2020) claim that social support increases adaptive outcomes by increasing positive affect and decreasing negative affect. As a result, social support is thought to diminish negative effects (Rueger et al., 2016). According to the stress-buffering model, social support buffers against the negative repercussions of increased levels of stress; as a result, the influence of social support may be stronger for people who are under more stress (Clark et al., 2020). According to Rueger et al., (2016), this model proposes that the negative consequences of stress are stronger in people who have little social support than in those who have appropriate support. Social support benefits both people in low and high-stress situations, but those under high stress should gain much more from social support (Rueger et al., 2016). Finally, the Social Support Theory examines how people join a social network through relationships and how they use those connections to seek or provide support. (Maier et al., 2015). According to Lakey & Cronin (2008), social support includes both what people think to be high-quality enacted support (i.e., perceived support) and what friends and family say and do in reaction to the events (i.e., enacted support). As a result, Social Support Theory is considered in this study. The next section will present the model of job performance used as a reference in developing the job performance instruments in this study.

Brief Overview of Job Performance

According to Dharmanegara et al (2016), job performance is made up of both the quality and quantity of human resources used in a single period when doing tasks by assigned responsibilities. Furthermore, according to Jalagat (2016), the word "job performance" refers to a person's influence on the organization through his behavior, which the organization may judge as effective or unsuccessful. Work performance, on the other hand, is a complex notion that may be examined from the perspectives of in-role work performance and inventive job performance, according to Henttonen et al (2016). Meanwhile, according to Chen et al., (2020), in-role job performance indicates the task that is expected of each person. According to the job description, this calls for workers to exhibit formal behaviors to meet their performance goals (Deng et al., 2023). The intentional generation, promotion, and realization of novel ideas within the organization are described as innovative work performance by (Janssen et al., 2004).

According to Koopmans et al (2016), work performance is more concerned with an employee's behavior or activity than with the outcomes of that action. Job performance is a concept that includes employee-controlled behavior that advances organizational objectives (Campbell et al., 2015).

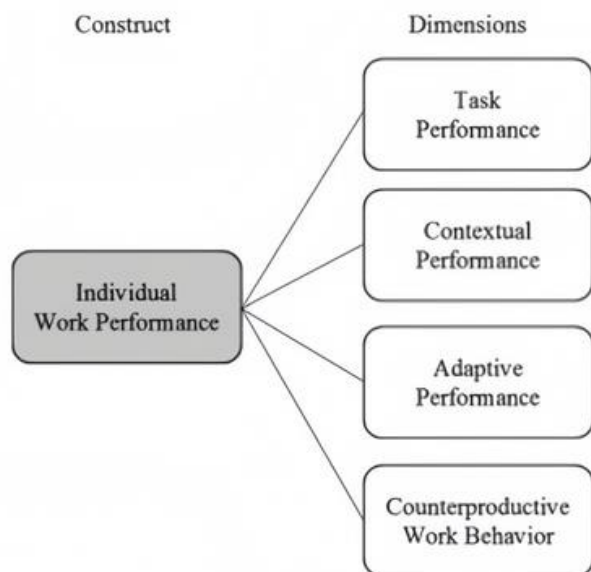


Figure 2. Heuristic Framework of Individual Work Performance (Koopmans et al., 2014:48)

A heuristic framework for comprehending the concept of individual work performance is shown in Figure 2. According to a study by Koopmans et al (2014), the latent, generic element of individual work performance appears to be the most important factor. Four aspects of each employee's work performance are located at the second level. The distinct measurements associated with each dimension are located at the third level. Depending on the environment, the significance of these dimensions and the precise indications connected to each dimension may vary. The heuristic framework is also crucial for guiding workplace intervention design and evaluating how well it affects employee performance (Koopmans et al., 2014). A heuristic framework can also be utilized in businesses for staff selection, evaluation, training, and development (Koopmans et al., 2014). Allworth and Hesketh (1999), Pulakos et al., (2000), and Griffin et al (2007), emphasized the increasing interdependency and uncertainty within the work system, advocating for the recognition of adaptive performance as a distinct dimension of individual work performance. In contrast, certain frameworks assimilated adaptive performance into contextual performance rather than isolating it as a separate dimension (Koopman et al., 2014). Hence, in this study, the researcher only focuses on three main dimensions which are task performance, contextual performance, and counterproductive work behavior.

Task performance is the first dimension. According to Koopmans et al., (2011), task performance is the competence or capacity to carry out the primary or essential duties of the work. Other than that, task performance also can be defined as the proficiency with which one performs a central job task (Campbell, 1990). This dimension entails the capacity for task planning and organization, the caliber of the job, a results-driven mindset, and the capacity for efficiency (Widyastuti et al., 2018). Task performance, according to Koopmans et al., (2011), includes completing essential job duties in addition to the accomplishments required of every employee, such as quantity, quality, knowledge, and skill in the workplace. Task performance is defined as behavior that contributes either positively or negatively to the

organizational, social, and psychological context in which the technological core must operate. (Koopmans et al., 2014).

Another factor to consider is contextual performance. Contextual performance can be defined as extra behavior and activity outside the necessary tasks supporting the organization. Examples of contextual performance include the ability to execute additional activities, initiative, taking on tough jobs, and improving knowledge and abilities (Koopmans et al., 2011). By enabling task performance, contextual performance indirectly supports organizational performance (Widyastuti et al., 2018). Additionally, Widyastuti et al (2018), mention that individuals can contribute through contexts in several ways, including first, by persuading others to engage in behavior that enhances organizational effectiveness. Second, by enhancing their readiness to perform contributions to the organization (e.g., by developing their job-related knowledge and skills), and third by taking a direct action that affects the organization's financial resources.

The final dimension is counterproductive work behavior (CWB). Contrast with behavior that is related to the organization's aim is counterproductive behavior at work (Motowidlo, 2003). It includes, among other things, being present less, whining, purposefully performing tasks wrong, and abusing privileges (Koopmans et al., 2011). Counterproductive work behavior, defined as behavior that affects the organization's well-being, has become more prevalent in recent years (Rotundo & Sackett 2002). Koopmans et al., (2014) it was mentioned that it includes behaviors like tardiness, absence, unfocused behavior, stealing, and misuse of drugs. Counterproductive work behavior is not only wasteful to the organization, but it also has several negative consequences for individuals (Lubbadeh, 2021).

Influence of Transformational Leadership on Job Performance

There are several researchers found a study regarding the relationship between job stress and job performance. Firstly, Wu (2011), researched the relationship between occupational stress and performance: the contribution of emotional intelligence on employees in Taiwan's banking sector. Researchers investigated the impact of emotional intelligence on the link between job stress and job performance using a sample worker from Taiwan's banking industry. The studies revealed that emotional intelligence both moderated and improved job performance. Employees with high emotional intelligence are thus more likely to be able to reduce or otherwise adjust the potentially negative effects of work-related stress on job performance than those with low emotional intelligence. The study's findings contribute to a better understanding of the effects of stress, which can increase and improve the effectiveness of stress management approaches.

Not only that, another study on the impact of job stress on employee job performance was carried out by Ahmed et al (2013), in the Pakistani banking industry. This study investigates the association between job stress and job performance among Pakistani bank employees. The results are considerable, demonstrating that job stress considerably lowers an individual's performance through a negative association between job stress and job performance. According to the findings, the team has maintained a highly positive, friendly, and collaborative environment, which has improved performance. Last but not least, in the healthcare sector, Deng et al., 2019 found that this study investigates the effects of job stress on job performance among Chinese healthcare employees were also undertaken by Deng et

al., in 2019. This study investigates how challenge and hindrance stress affect job performance among healthcare personnel in Chinese public hospitals. This study offers crucial empirical data on how job stress and motivation for public service affect healthcare employees' performance at work in Chinese public hospitals. Limiting construction stress, which delivers moderate challenge stress and boosts enthusiasm for public service, may improve job performance.

Meanwhile, in Malaysia, several researchers support the same hypothesis. Firstly, Azmi et al., (2016), conducted a study in Malaysia to investigate the association between occupational stress and front-line worker performance in a shared service center. A total of 132 questionnaires were issued to front-line employees at the shared service center, which provides solutions ranging from day-to-day back-office operations to consulting and management decision support services, and 113 (85.61 percent) responded. A convenience sample strategy was used to pick 113 front-liners from diverse departments in a shared service center as responders. According to the findings, occupation stress was highly associated with job performance. The findings and outcomes among police officers vary as well. Arujunan et al., (2021) also conducted a study at the Federal Territory Police Headquarters to investigate the association between job stress, job performance, and job motivation among police officers. Job performance is an important feature of employees that ensures an organization's efficiency and effectiveness. The findings revealed a strong, negative link between job performance and job stress, as well as between job stress and job motivation.

Moreover, Basit (2013), researched the effect of occupational stress on employee performance. The goal of this study is to investigate the effect of occupational stress on employee performance. As a result, the researcher determined that increased time constraints and role ambiguity will lower employee performance in all areas. If managers want to improve employee performance, they must minimize role ambiguity and assign and explain defined duties to staff. Therefore, it can be seen that there is a clear linkage between job stress and job performance which contributes to the hypothesis development which is:

H_a: There is an effect between job stress and job performance among employees at southern Malaysia's service-based company.

Research Methodology

The population involved in this study is among employees of a service-based company located at southern Malaysia with a total of 130 customer service employees. In this study, the researcher applied the probability sampling design to randomly determine 103 customer service employees that will be the samples. The job stress variable was measured by Job Stress Index by (Bernas et al., 2000). There are 12 items to be used to measure the level of job stress among the respondents, in this section using the 5-point Likert scale (1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree). The Cronbach's Alpha value for the variable is more than 0.948 indicating excellent reliability. The Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al (2014), was used to measure the job performance variable. This instrument comprises three dimensions which are task performance (5 items), contextual performance (8 items), and counterproductive work behavior (5 items). All items were measured using a 5-point Likert scale (0 – 4) which the task performance and contextual performance range from seldom sometimes, frequently, often,

and always, whereas counterproductive work behavior is measured with a scale ranging from never, seldom, sometimes, frequently, and often. This variable recorded a value of Cronbach's Alpha 0.879 indicating that the items have good reliability. Descriptive statistics (mean and standard deviation) and structural equation modelling were conducted to answer the research purpose.

Findings

The Level of Job Stress among Employees at Southern Malaysia's Service-Based Company

Table 1

Findings on Job Stress

Variable	Mean	Standard Deviation	Level
Job Stress	2.66	0.072	Moderate

Table 1 presents the overall mean score of job stress. Based on the finding the mean score of job stress was moderate, as the mean was 2.66 and the standard deviation was 0.072. The moderate score means an explanation that the respondent has much work to do, and at the same time they feel stressed to think about their job. Furthermore, this finding also explains that although the workers feel burned out after a full day of work, however, they still feel happy at work. This means that the amount of job stress in organizations is moderate, particularly in terms of physical, mental, and work environment issues. A total of 12 statements were measured for job stress level using a 5-point Likert scale.

The Level of Job Performance among Employees at Southern Malaysia's Service-Based Company

Table 2

Findings on job performance and its dimensions

Dimension	Mean	Standard Deviation	Level
Task performance	3.79	0.762	High
Contextual performance	3.56	0.722	Moderate
Counterproductive work behaviour (reversed items)	4.34	0.664	High
Overall Mean for Job Performance	3.84	0.515	High

Table 2 presented the overall mean score for all dimensions of job performance. Overall, the mean score for the task performance dimension is 3.79 (Standard deviation = 0.762) indicating a high level of mean. This means that the respondent kept in mind the work results that they needed to achieve and were able to set priorities in completing their task. Moreover, the overall mean score of contextual performance level among the respondents is 3.56 (Standard deviation = 0.722), demonstrating a moderate mean value. The moderate level shows that although the respondent worked on keeping their job-related knowledge up to date, however, they still did not take on extra responsibilities. Lastly, the overall score of the counterproductive work behavior dimension is 4.34 (Standard deviation = 0.664), demonstrating a high level of mean. The high level shows the respondents did not complain

about minor work-related issues at work and they did not focus on negative aspects of the situation at work.

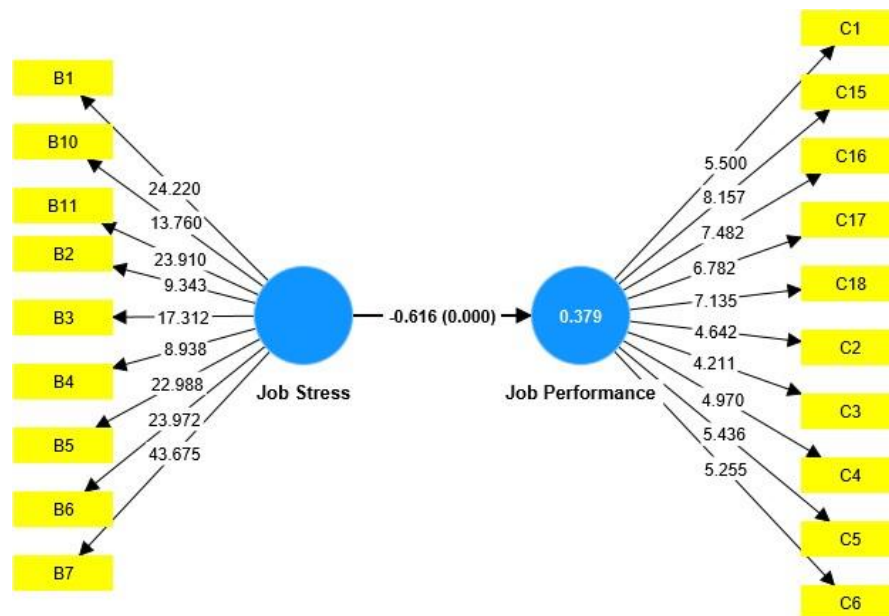
Based on Table 2, the job performance variable presents a mean score of 3.84 which falls under a high level. This high level shows that the respondent can carry out tasks efficiently and works on keeping their job-related skill up-to-date. This demonstrates that the company is capable of handling employee performance better and producing employees who are exceedingly loyal to the organization. This indirectly causes a less stressful job and can contribute to improved job performance in the workplace.

The Effect of Job Stress and Job Performance among Employees at Southern Malaysia’s Service-Based Company

Table 3

Summary of analysis findings on the effect of between job stress on job performance

Hypotesis	Relationship	Path Coefficient	Standard Error	t value	Decision	R ²
H _a	Job Stress → Job Performance	-0.616	0.058	10.541	Supported	0.379



B= Job Stress; C = Job Performance

Figure 3: Analysis of the model to measure the effect of job stress on job performance

Statistical Package for Social Sciences (SPSS) version 23.0 and Smart PLS version 4.0.9.5 were used to analyze the collected data. In this study, SmartPLS software was adopted to run structural equation modelling using partial least square (PLS) method. As highlighted by Thaker et al (2020), Partial Least Square (PLS) has the ability to analyze all constructs involved at the same time. On top of that, Haenlin and Kaplan (2004), offers an explanation that SEM has an ability to test theoretically supported linear and additional causal models; therefore

this second-generation multivariate data analysis method were most frequently employed in social science studies. Table 3 shows the results of the structural equations modeling and Figure 3 explains the model that measures the effect of emotional intelligence on job performance. As mentioned by Ramayah et al. (2016), R^2 value is used to determine the effect of studied variables. As found in this study, R^2 value of 0.379 confirms that 45.4% of job performance is explained by job stress. Furthermore, the t-value of 10.541 proved that there is a significant effect of job stress on job performance among the studied sample. Closer inspection of the path coefficient value (-0.616) shows that job stress is negatively correlated with job performance. This negative relationship means when job stress is low it thus increases job performance among the respondent. As a result, the findings supported the hypothesis of the study.

Discussion and Conclusion

Discussion of Findings

The Level of Job Stress among Customer Service workers in Southern Malaysia's Service-Based Company

The researcher's initial objective in this study is to determine the level of job stress among customer service workers Southern Malaysia's Service-Based Company. Twelve-item questionnaires were employed in the study. There are three factors included in the question physical factors, mental factors, and workplace environment factors. The findings showed that although the respondent has too much work to do, however, they do not find that their job is stressful. This shows that the employee has a happy, healthy work-life balance and that the organization has been successful in fostering a culture that encourages workers' loyalty. Supporting work-life balance also increases productivity, lowers attrition, and enhances the mental and physical health of employees. Additionally, it may appear that managing job stress is crucial for enhancing productivity. The results from the questionnaire show that the amount of job stress strongly supports the idea that improving job performance requires minimal job stress.

After the researcher analyzed the data, the result showed that the level of job stress among customer service employees was at a moderate level. The moderate score means explains that although the respondents feel burned out after a full day of work, they still do not feel that their job is stressful. As mentioned in the literature review, most of the past researchers also support these findings. Hence, this result is aligned with the finding in the study by Ahmed et al (2013), where the results are considerable, demonstrating that job stress considerably lowers an individual's performance through a negative association between job stress and job performance. Another finding that stands out from the results reported in this study is that Azmi et al (2016), emphasize that occupational stress was highly associated with job performance. To conclude, the lower the level of respondent job stress, the higher the level of job performance respondent.

The level of Job Performance among Customer Service workers in Southern Malaysia's Service-Based Company

The second objective is to assess the level of job performance among customer service workers Southern Malaysia's Service-Based Company. The researcher employed a series of questionnaires with three dimensions to measure the degree of job performance for this purpose. Task performance, contextual performance, and counterproductive work behaviors

make up the dimension. After the data had been analyzed, the results showed that respondents' job performance level was high. The high level explains that the respondent able to carry out their work efficiently and continually sought new challenges in their work. This finding was also reported by Dharmanegara et al (2016), that mention job performance includes both the quality and quantity of human resources used during a certain period to complete tasks according to assigned duties. Comparison of the findings with those of other studies confirms that the high level of job performance is consistent with the results of research conducted by Arujunan et al (2021), as well.

A key characteristic of personnel that ensures the efficacy and efficiency of an organization is their performance on the job. This result matches those observed in earlier studies, respondents believe that the organization has worked hard to ensure that workers have a work-life balance because of strong job performance. The results of the study showed that task performance was a high-level dimension and the second-highest mean score among respondents, which indirectly shows that the employee has a good ability to finish the crucial aspects of the job. This shows the employee's competency and capacity to carry out the main or essential activities at work. Good employees are essential to the success of the organization since they allow it to expand. Next, a medium level of contextual performance was also seen. This suggests that the employee enjoys engaging in extra behavior and activity above what is required to help the organization. Additionally, it demonstrates how the company's success was attributed to its ability to hire and retain skilled workers who actively sought out new challenges. The last dimension of job performance with the highest mean score, when compared to other aspects, is counterproductive work behavior. This high level demonstrates the respondent's comprehension of protecting company names. This is so that the well-being of the organization is not harmed by counterproductive work behavior. An employee who engages in a high degree of counterproductive behavior at work supports the objectives and commercial interests of the organization.

The Effect of Job Stress on Job Performance among Customer Service workers in Southern Malaysia's Service-Based Company

Finding the effect of job stress and job performance among customer service workers Southern Malaysia's service-based company is the third objective of the current study. To examine the effect between the two variables, structural equation modelling using partial least square was used. The results revealed job stress has a significant effect on job performance among the studied respondents. It is also found that there is a negative relationship between the studied variables. It can be said that the respondent may execute their jobs more well overall if they can effectively manage their stress. Furthermore, it also can help to increase the level of effective workers in the company. These results reflect those of Ahmed et al (2013), who also found that job stress significantly reduces an individual's performance by demonstrating a negative correlation between job stress and job performance. These results are in agreement with Azmi et al (2016), finding which showed a substantial connection between job stress and job performance in a shared service center, also supporting the findings of this study. Additionally, this study supports evidence from previous observations by (Wu, 2011; Ahmed et al., 2013; Deng et al., 2019). As a result, these research findings are consistent with the earlier study and indirectly demonstrate the relationship between the two factors. As a result of the negative direction, the lower the amount of job stress, the better the performance of employees in the organization.

Suggestion for Future Research

As the researcher was able to prove a moderately significant relationship between job stress and job performance, there are several recommendations suggested by the researcher to improve the organizational culture and customer service job performance in the studied company. Firstly, the organization should carry out a comprehensive job analysis of both its employees and their respective tasks. To enhance job performance, the organization should carry out a comprehensive job analysis of both its employees and their respective tasks. Job analysis serves as a valuable tool for the organization to gain a deep understanding of the intricacies of each role. Job analysis serves as a valuable tool for the organization to gain a deep understanding of the intricacies of each role. Furthermore, it is an essential component of performance management. This recommendation is particularly relevant to address the challenge of employees striving to keep their job-related skills and knowledge up-to-date. Other than the recommendations made for the company, the researcher also provided a few recommendations for future researchers who are interested in working on this topic. For instance, they were advised that future research might examine the top management team as well as employees. As a result, it will give full feedback and undoubtedly result in more valuable output because it incorporates feedback from both parties. Other than that, further studies, that take this variable into account, will need to be undertaken.

Conclusion

As a conclusion, this study will be helpful in the sense that it will learn more about or receive guidelines pertaining specifically to the effect of job stress on job performance. Organizations could, inadvertently, become more aware of the pressures associated with the workplace that can cause employee burnout and lower levels of performance. This is because past researchers (Ahmed & Razman, 2013; Azmi et al., 2021; Jalagat, 2017; Khuong and Yen, 2016) have noted that excessive stress might result in poor performance at work. Additionally, to comply with the Department of Occupational Safety and Health Malaysia (DOSH), employers are required to offer their staff a harmonious and stress-free work environment. It could be viewed as a preventative measure to stop the organization from experiencing additional job stress problems.

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