

MANAGING WORKPLACE STRESS IN BUSINESSES IN THE PRISHTINA REGION TO ENHANCE PERFORMANCE

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Effective stress management in the workplace is key to improving the performance of employees and the entire company. Focusing on measures to manage stress and create a supportive work environment not only benefits employee health and productivity but also acts as a catalyst for fundamental changes in the corporate response to various problems. This promotes a healthy work culture that supports user happiness and long-term organizational success. The study analyzed stress management approaches and their relationship with employee performance in the Prishtina region, including a total of 60 participants who answered a survey questionnaire. The results were processed with the SPSS program, using correlation analysis to confirm the hypotheses. Workplace stress, which is influenced by various factors, requires a comprehensive management approach for employee well-being and organizational effectiveness. The complex relationship between stress and performance highlights the need for adaptive strategies and resource optimization. Organizations in Prishtina should prioritize targeted stress management, emphasizing a supportive culture, leadership training, and addressing local stressors. Integrating flexible work arrangements and technology management, along with wellness programs, promotes a holistic approach to improved satisfaction and performance. This study adds to the literature on stress management, highlighting nuanced interventions for different stressors.

Keywords:
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1 Introduction

Workplace stress is pervasive in enterprises worldwide, hurting employee well-being and overall corporate performance. Effective stress management in the workplace is a vital aspect of boosting worldwide performance in the dynamic and competitive corporate landscape (Catherine & Fonceca, 2022). Understanding and treating workplace pressures is becoming increasingly important as firms attempt to maintain a competitive advantage. Understanding and managing workplace stress is critical for a healthy and effective staff. According to researchers, stress can emerge from various factors, including job expectations, corporate culture, and interpersonal connections (Joy, 2020). Recognizing these stressors and executing measures to lessen their impact is essential for effective stress management. Workplace stress has become a common issue in today's fast-paced and competitive corporate climate, affecting people and businesses worldwide. Stress's negative consequences on employee well-being and organizational performance necessitate a proactive approach to stress management (Pandey, 2020).

This study focuses on exploring and implementing stress management strategies tailored to the unique context of businesses in the Prishtina region, primarily aiming to improve employee performance and organizational outcomes. Rapid globalization and technological advancements, coupled with the ever-changing nature of work, have contributed to a complex work environment, increasing the likelihood of employee stress. Recognizing the importance of stress management in promoting a healthy and productive workforce, this study aims to identify specific stressors in businesses in the Prishtina region and develop targeted interventions to alleviate stress and enhance global performance.

2 Literature review

2.1 Stress Management in the Workplace

Workplace stress management is essential for building a healthy and productive staff. Stress may arise from various factors in today's global and competitive work environment, including job demands, company culture, and interpersonal interactions. Recognizing these pressures is essential for carrying out successful

remedies. Workplace stress has a widespread influence on employee well-being and organizational performance, necessitating a proactive strategy (Atroszko et al., 2020).

Prioritizing stress management entails identifying its causes, recognizing individual and group consequences, and applying targeted stress-reduction techniques. By addressing these issues directly, companies may foster resilience, job satisfaction, and long-term productivity in their staff, resulting in a welcoming and harmonious working environment (Khammissa et al., 2022).

Stress in the workforce is defined as the emotional, bodily, and mental strain employees suffer due to work-related obligations and pressures. It has many diverse dimensions and influences, including job responsibilities, interpersonal connections, company culture, and external pressures. While little stress can be motivating, prolonged or severe stress can lead to burnout, lower job satisfaction, and poor performance (de Vries & Bakker, 2021).

High job demands, tight deadlines, and ambiguous employment objectives considerably increase stress levels. Employees subjected to unreasonable job objectives may suffer increased anxiety and decreased job satisfaction. Poor communication, disagreements with coworkers or bosses, and a lack of social support can all contribute to a challenging work environment (Yaşar & Sasan, 2020).

Work stresses have been shown to have a detrimental influence on cooperation, group dynamics, and overall work satisfaction (Wibowo et al., 2021). Stress may also be exacerbated by organizational culture, leadership style, and a need for more employee engagement in decision-making processes (Stufano et al., 2022).

2.1.1 Workplace Environment and Stress

The physical and psychological characteristics of the employment environment greatly influence employee stress levels. Workload, role uncertainty, and a lack of control have all been cited as prevalent stresses. Establishing a friendly and inclusive workplace culture, offering services for workers, and fostering work-life balance are critical for reducing workplace stress. Employees with excessive workloads and inadequate autonomy may suffer heightened stress, highlighting the necessity of balancing expectations and control. Organizational culture significantly impacts stress climate (Cao et al., 2023).

Supportive and open cultures reduce stress and improve employee well-being. Furthermore, adopting a transformational leadership style corresponds with stress reduction, as leaders who inspire and motivate generate a favourable work atmosphere. The impact of physical room design on stress is also highlighted. Natural light, ergonomic furniture, and well-ventilated areas are all associated with reduced stress levels. Their physical surroundings affect employees' comfort and focus, which influences their entire stress experience (De Carlo, Dal Corso, Carluccio, Colledani, & Falco, 2020).

Strong interpersonal ties defend against stresses, highlighting the importance of colleagues and leaders in fostering a supportive work environment. The development of remote work has sparked studies on its effect on stress. It should be highlighted that the impacts vary, with some employees claiming stress alleviation from commuting while others find difficulties managing work and life limits. The virtual work environment introduces unique dynamics that necessitate stress management solutions tailored to the situation. Technostress has emerged due to the integration of technology in the workplace. Employees are stressed due to constant connectedness, information overload, and digital demands. Understanding and controlling technostress is critical in today's workplace.

According to the Job Demands-Resources Model, not all demands are stressful; specific demands can be invigorating. Resources such as skill diversity and social support operate as stress buffers, emphasizing the need to consider both demands and resources in workplace treatments. The extensive use of virtual collaboration technologies impacts stress dynamics (Schneider et al., 2023).

2.1.2 Employee Performance and Stress

Identifying the ideal stress for peak performance and executing focused treatments are critical for an organization's success. The link between stress and employee performance has many interpretations, with various positive and negative consequences. While modest stress can be motivating, persistent stress can have a negative impact on performance. Chronic stress has been related to cognitive deficits that can affect decision-making and overall job performance (Sari et al., 2021).

Stress activates the body's physiologic reaction, producing cortisol, which affects memory, attention, and problem-solving abilities when extended. Chronic stress is thought to hurt emotional well-being and employee burnout. Employees who are burnt out have lower job engagement, more absenteeism, and lower performance, demonstrating the extensive effects of chronic stress (Pariona-Cabrera et al., 2020). In the stress-performance relationship, job satisfaction emerges as an important mediator. Happy employees are more likely to participate and be resilient under pressure (Quick et al., 1992).

Leadership styles significantly impact how stress appears in the workplace and, as a result, employee performance. Stress may be mitigated by supportive and revolutionary leadership. Leaders who provide direction, recognition, and resources create a pleasant work atmosphere that supports higher performance. Individual aspects like coping techniques and resilience help to moderate the stress-performance link. Employees with excellent coping methods are better suited to deal with pressures, which has a less negative influence on performance.

Workload overload and excessive job expectations are two separate stresses that negatively influence performance. To enhance performance without compromising happiness, organizations must balance pushing people and preserving their overall well-being (Pariona-Cabrera et al., 2020). As workplaces grow more digital, the idea of technostress has gained popularity. Employee performance is influenced by stress caused by constant connection and digital expectations (Pandey, 2020). To avoid performance deterioration due to technostress, organizations must control technology use.

Organizations have developed various strategies to control stress and increase employee performance (Maslach et al., 2001). Stress reduction programs based on awareness and resilience training show promise in stress reduction and performance enhancement. As stress management measures, flexible work arrangements, such as remote work possibilities and flexible timetables, have gained traction. Flexibility is thought to help improve work-life balance and, as a result, performance (Sari et al., 2021).

Employee Assistance Programs offer discreet counselling and support services to employees experiencing stress. Organizations that invest in health and well-being

activities, such as fitness programs and mental health resources, help to achieve a more comprehensive approach to stress management (Khammissa et al., 2022).

3 Methodology

The research is quantitative and qualitative, where, through a literature review, we have presented the aspect of stress management in a narrative form. At the same time, through surveys, we have conducted the quantitative part of the research, thus presenting the employees' opinions on behaviours and reasons for leaving their current jobs. The study includes a total of 60 employees during the period from December 1 to December 31, 2023. The research instrument contains demographic information (gender, age, education, years of experience), the human resources management section, and employee performance. The data were processed using the SPSS program (version 27), presenting demographic and comparative data through minimum, maximum, mean, and standard deviation parameters. For hypothesis verification, statistical tests such as Pearson correlation analysis were applied. The data are presented in tables and graphs in a narrative form.

Questions and hypotheses of the research:

1. How does stress management in the workplace affect the performance and well-being of employees in Prishtina's companies?
2. Which specific strategies and practices of stress management have been used by companies in the Prishtina region to improve the work culture and their long-term success?

H01. A high level of stress management in the workplace has a positive and statistically significant impact on the performance of employees in Prishtina's companies.

H02. Companies that use specific strategies of stress management have a higher level of employee performance compared to those that do not use these strategies in Prishtina.

4 Results

The research included 60 employees, 30 of whom were female and 30 male. Twenty-four had a bachelor's qualification, 12 had a master's qualification, 2 had a PhD, and

22 others had a different qualification. Their average age was 32.93 years with a standard deviation of 9.94 years, while the average experience in the current position was 5.07 years with a standard deviation of 2.8 years.

Tabela 1: Demographic results

Gender	N	%
Female	30	50.0
Male	30	50.0
Education	N	%
Bachelor	24	40.0
Master	12	20.0
PhD	2	3.3
Other	22	36.7
Age	Mean	Std.
	32,93	9,94
The duration of employment in this organization/business.	5,07	2,85

The survey results provide insight into employees' perceptions of various job duties, responsibilities, and environments. A significant percentage of respondents express dissatisfaction or disagreement with the detailed nature of their job duties and requirements, the written documentation of their responsibilities, and the specification of necessary knowledge, skills, and abilities. Moreover, there needs to be more clarity regarding identifying social and psychological conditions for job performance and the transparency of the job position announcement. The selection process, recognition of career aspirations, and formal training programs also receive mixed feedback. Additionally, employees seem divided on the presence and effectiveness of performance evaluation, compensation management systems, and the definition of monetary and non-monetary rewards in their jobs. Overall, these results highlight areas where improvements or adjustments in organizational practices may enhance employee satisfaction and engagement.

Table 2: Management of human resource

	Completely disagree.		Disagree		Neutral		Agree		Completely agree	
	N	%	N	%	N	%	N	%	N	%
	My job duties and requirements were detailed.	5	8.3%	28	46.7%	25	41.7%	2	3.3%	0
My job responsibilities were written down.	0	0.0%	14	23.3%	25	41.7%	21	35.0%	0	0.0%
The knowledge, skills, and abilities necessary to perform the job were specified.	0	0.0%	27	45.0%	33	55.0%	0	0.0%	0	0.0%
Social and psychological conditions for performing a job have been identified.	0	0.0%	21	35.0%	32	53.3%	7	11.7%	0	0.0%
My job position was announced in appropriate sources with clear and attractive job specifications.	0	0.0%	21	35.0%	31	51.7%	8	13.3%	0	0.0%
My selection process was based on clear evaluation criteria.	0	0.0%	11	18.3%	24	40.0%	16	26.7%	9	15.0%
The decision to hire me was made based on the best match between the organization's requirements and my skills and qualifications.	16	26.7%	30	50.0%	14	23.3%	0	0.0%	0	0.0%
My appointment was made based on critical assessment and fairness after the interview process.	0	0.0%	42	70.0%	18	30.0%	0	0.0%	0	0.0%
In my organization, there are formal training programs to be able to perform the job better.	0	0.0%	36	60.0%	24	40.0%	0	0.0%	0	0.0%
In my organization, there are training programs to enhance the knowledge and skills of employees.	0	0.0%	24	40.0%	23	38.3%	13	21.7%	0	0.0%
In my organization, there are clear career path plans.	0	0.0%	8	13.3%	29	48.3%	23	38.3%	0	0.0%
In my organization, career aspirations of employees are recognized by immediate supervisors.	0	0.0%	31	51.7%	24	40.0%	5	8.3%	0	0.0%
In my organization, there is an official performance evaluation system for measuring employees' performance.	0	0.0%	6	10.0%	20	33.3%	20	33.3%	14	23.3%

	Completely disagree.		Disagree		Neutral		Agree		Completely agree	
	N	%	N	%	N	%	N	%	N	%
The results of my work based on my job responsibilities are measured against certain standards.	0	0.0%	32	53.3%	26	43.3%	2	3.3%	0	0.0%
My immediate supervisor provides periodic feedback on my performance.	0	0.0%	0	0.0%	18	30.0%	27	45.0%	15	25.0%
The performance evaluation process is used to determine salary, career advancement, or the need for training.	0	0.0%	23	38.3%	14	23.3%	20	33.3%	3	5.0%
In my organization, there is an official compensation management system for employees' wages/benefits in exchange for their work.	0	0.0%	0	0.0%	12	20.0%	26	43.3%	22	36.7%
Monetary and non-monetary rewards are defined in my job.	0	0.0%	20	33.3%	20	33.3%	17	28.3%	3	5.0%
In my organization, a compensation management system is used to ensure fair pay for my work compared to others.	0	0.0%	8	13.3%	24	40.0%	19	31.7%	9	15.0%
I am paid for the work I do based on an official compensation system.	0	0.0%	8	13.3%	24	40.0%	19	31.7%	9	15.0%

Hypothesis

H01. A high level of stress management in the workplace has a positive and statistically significant impact on employees' performance in Prishtina-based companies.

The Pearson correlation test was applied to the relationship between stress management as the independent variable and employee performance as the dependent variable to confirm the hypothesis.

Table 3: Correlations between stress management and the performance of employees

		Stress management	The performance of employees
Stress management	Pearson Correlation	1	.748**
	Sig. (2-tailed)		.000
	N		60
The performance of employees	Pearson Correlation		1
	Sig. (2-tailed)		
	N		

** . Correlation is significant at the 0.01 level (2-tailed).

The research results indicate a positive correlation between stress management and improved employee performance ($r = .748^{**}$, p -value=0.000). This suggests that stress management for employees through various stress management methods statistically enhances their performance. Therefore, we accept the hypothesis and conclude that a high level of stress management in the workplace has a positive and statistically significant impact on employee performance in Prishtina's firms.

H02. Companies that use specific stress management strategies have a higher employee performance level than those that do not use these strategies in Prishtina.

To validate the hypothesis, I applied the Pearson correlation test between the two stress management methods, General Performance Management, Workplace Environment and Company Development Management, and employee performance as the dependent variable.

Table 4: Correlation between General Performance Management, Workplace Environment and Company Development Management and The performance of employees

		The performance of employees
General Performance Management	Pearson Correlation	.621**
	Sig. (2-tailed)	.000
	N	60
Workplace Environment and Company Development Management	Pearson Correlation	.715**
	Sig. (2-tailed)	.000
	N	60
The performance of employees	Pearson Correlation	1
	Sig. (2-tailed)	
	N	

The research results indicate a positive correlation between General Performance Management and job performance ($r=.621^{**}$, $p\text{-value}=0.000$), while we have a higher correlation between Workplace Environment and Company Development Management and employee performance ($r=.715^{**}$, $p\text{-value}=0.000$), showing that managing the work environment enhances employee performance. Therefore, we accept the hypothesis and conclude that companies utilizing specific stress management strategies have a higher employee performance level than those not employing these strategies in Prishtina.

5 Conclusions

According to the considerable literature on workplace stress and its management, stress is a ubiquitous concern affecting human well-being and organizational performance. The complex character of stress in the modern workplace, resulting from job demands, business culture, interpersonal interactions, and technological integration, necessitates a holistic approach to stress management. The research examined emphasizes the necessity of knowing the subtle elements contributing to workplace stress and implementing targeted remedies.

The working environment significantly impacts employee stress levels, with factors such as workload, position clarity, and leadership styles impacting employee well-being. Furthermore, introducing remote work and technostress creates new dynamics that demand adaptive stress management solutions. The Job Demands-Resources Model highlights the need to manage stressors and improve resources like skill diversity and social support to mitigate stress.

Furthermore, the complex link between stress and employee performance emphasizes the necessity for firms to achieve a balance between pushing individuals for peak performance and protecting their well-being. Effective leadership, coping methods, and establishing a healthy work culture all appear as critical components in reducing the harmful impact of stress on performance. The research also stresses the potential benefits of stress management programs, flexible work schedules, and employee support programs in fostering a healthier and more productive workforce. The survey findings description gives insight into employees' impressions of job obligations, responsibilities, and the general work environment. Overall, a sizable proportion of respondents are dissatisfied or disagree with the exact nature of their work assignments and requirements, the documentation of their obligations, and the identification of required knowledge, skills, and abilities. There also needs to be more clarity on identifying social and psychological prerequisites for work success and the openness of job postings. The selection procedure, identification of professional goals, and the availability of official training programs all earn mixed reviews. Furthermore, employees appear divided on the availability and efficacy of performance evaluation, pay management systems, and the definition of monetary and non-monetary benefits in their professions. The findings identify areas where organizational practices may be improved or adjusted to boost employee happiness and engagement.

The data analysis results demonstrate a statistically significant positive association between workplace stress management and employee performance, verifying the first hypothesis (H01). Similarly, the second hypothesis (H02) is verified, showing that firms in Prishtina that use specialized stress management tactics have greater levels of employee performance than those that do not. To improve these outcomes, firms should consciously and transparently create and apply stress management measures, such as performance management and working environment improvement, to increase employee happiness and efficiency.

6 Recommendations

According to the literature study, organizations in the Prishtina region should emphasize developing and implementing tailored stress management techniques. Initiatives should prioritize the development of a supportive workplace culture, providing resources to employees, and identifying and resolving specific stresses in the local environment. Leadership development programs that stress supportive and transformational leadership styles can create a healthy work environment. Furthermore, to alleviate the impact of technostress, firms can consider implementing flexible work arrangements and technology management strategies. Employee well-being programs, such as counselling services and health initiatives, can supplement these efforts by promoting a comprehensive stress management approach that improves individual happiness and organizational performance.

Some of the characteristics essential recommendations for companies may be made based on the analysis results. The primary goal should be to strengthen job tasks and required specifications to provide a clear grasp of expectations. Transparency in the selection process and job postings will help to build a fair and motivated workplace. Managing social and psychological circumstances at work, improving training programs, and implementing stress management measures are critical to increasing employee engagement and happiness. Interventions in performance management and remuneration systems are required to increase motivation. Continuous communication and involving people in decision-making are critical to linking success and organizational performance.

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