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Research Article

THE IMPACT OF STRESS AND FATIGUE ON EMPLOYEE PERFORMANCE

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Abstract

This study focused on specifically identifying the link between emotional exhaustion, depersonalization and personal achievement with stress; the organisational factors responsible for stress and fatigue of employees. This was done by systematically reviewing existing literatures around the subject, collecting data from secondary sources of studies that attempt to link concepts to stress, fatigue and employees' performance. The secondary sources of data collection include local and international Journals accessed through goggle searches, with the criteria for inclusion being those journal articles that their variables of measurement include at least one or all of stress, fatigue, job burnout, performance measurement, employee performance, and job performance. The data was analysed thematically with the general expectation according to the study's model that stress leads to fatigue which is proxied by emotional exhaustion, depersonalization and personal accomplishment, while employees' performance is proxied by Task performance, contextual performance and adaptive performance. The findings among others indicate that the identified stress factors lead tofatigue, and that there is a negative significant relationship between stress, fatigue and employees' performance. Also, there is a negative and significant impact of stress on employees' performance. The study recommends majorly for managers, organizational policy makers and stakeholders to work on ways of relieving stress for employees by making the working condition good enough for positive work relationship that will increase the optimum performance of the employees.

Key Words: Stress, Employee, Organization, Fatigue, Productivity.

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INTRODUCTION

Changing technology, new product/service demands, demographic changes, increased competition, and increased workload have resulted in an increase in psychological problems and stress issues. These stresses are thought to contribute to lower organizational performance, lower employee overall performance, lower work quality, high staff turnover, and absenteeism due to health issues. This is because stress causes strain, disrupts equilibrium, and is the source of a wide range of emotional, physical, economic, and social issues. Over the years, different definitions of stress have emerged.Originally, it was thought to be a combination of environmental pressure and internal strain. It is the psychological and physical state that occurs when an individual's resources are insufficient to meet the demands and pressures of the situation. As a result, stress is more likely in some situations than others, and in some people than others (Muhammad and Nabila, 2015).

Stress is the result of a facet of the assigned job role that has a negative impact on the individual. Occupational stress is regarded as a negative work environment factor (kahn, wolfe, quinn, Snoek, and Rosenthal, 1964). It also has negative effects on an individual's health in the form of harmful physical and emotional responses that occur when job requirements do not match the workers' capabilities, resources, or needs. Stress is frequently discussed in a negative light; however, it also has a positive value. However, it is critical to investigate the negative impact on employee performance, which is part of what this study aims to do, because many previous studies have found a negative relationship between stress and employee performance.

Fatigue, also known as job burnout by some scholars, is a job-related syndrome characterized by emotional exhaustion and decreased personal efficiency. Emotional exhaustion is characterized by an emotional withdrawal from work as well as a negative attitude toward the workplace and its employees. Employees who are less efficient are unable to work effectively. Job burnout occurs as a result of a variety of organizational and personal factors. High work pressure, a lack of job independence, and an inefficient workplace have all been identified as major contributors to job burnout (Demerouti *et al*., 2007). Job burnout significantly reduces job satisfaction and organizational commitment. Furthermore, job burnout has an impact on a person's well-being. It wreaks havoc on even family relationships, as employees neglect their family responsibilities due to high job demands (Borza *et al*., 2012).

Several definitions of fatigue have been proposed. The term was first used in the 1970s to describe physical and mental exhaustion caused by work, which leads to a lack of motivation to perform job-related tasks (Hsu, 2013). Job burnout is a process in which employees' behaviors and attitudes become negative in response to job stresses. It is also defined as a long-term reaction to repeated stressors in the workplace (Meyer *et al*., 2014). Employees may experience anxiety, depression, a loss of self-esteem, drug use, poor job performance, and increased health problems as a result of this. Furthermore, it may have a negative impact on employees' personal lives, which can translate into the employee's performance at work, making it important to understand employees' performance as a concept.

To determine whether stress affects employee performance, we must first understand what we are seeing on the employees. As a widely researched topic, performance has many and varied definitions. This study is not interested in delving deeper into the dimensions and variables of performance, but rather in grasping the fundamental concept for our cause. It is well understood that performance can be either good or bad. This is true both for individuals and for organizations.On an individual level, performance can be defined as a record of a person's accomplishments (Armstrong and Baron, 2006), whereas on an organizational level, performance would include everything from employee input to output, as well as the efficiency of the systems

and processes used to carry out the tasks (Armstrong and Baron 2006).

On an individual level, performance can be defined as the record of a person's accomplishments (Armstrong and Baron, 2006), whereas on an organizational level, performance would include everything from employee input to output, as well as the efficiency of the systems and processes used to carry out the tasks (Armstrong and Baron 2006). Performance is the accomplishment of a set of assigned tasks that are time-bound, with a result indicator that measures the level of accomplishment of the task assigned, which can only be measured when a performance standard is in place (Dhankar, 2015). Employee performance thus refers to the observable behaviors and actions that explain how a job is done (Manjunatha and Renukamunthi, 2017), so employees' performance can be defined as the manner in which job tasks are performed in accordance with the prescribed description.

STATEMENT OF THE RESEARCH PROBLEM
The issue of the relationship between stress and performance has forced previous studies to grapple with the challenges of providing evidence to show that work stress is the cause of poor employee performance. Employee performance determines service delivery in both the public and private sectors (Kiruja and Mukuru, 2018; Kinyita, 2015), leaving stakeholders with few options but to address employee stress management issues. Furthermore, there is a lack of human resource and institutional capacity to attract and retain the skill sets required to drive performance as a result of work stress (Juma, 2015; Omolo, 2015; Kiprop and Yego, 2014).

In addition, there is a scarcity of information on stress and fatigue and their impact on employee performance in Nigeria and other African countries. The majority of research in this area has focused on stress and its impact on employee or organizational performance, giving the impression that all stress is bad. The lack of information on the impact of stress and fatigue on employee performance creates a knowledge gap on how work stress has increasingly impacted employee performance, particularly in

Nigeria. The current study sought to examine the effect of stress and fatigue on employee performance on this premise in order to capture the negative aspect of stress expressed through fatigue.

Specifically, the study seeks to fulfil the following objectives:

1. To find the link between emotional exhaustion, depersonalization and personal achievement with stress.
2. To describe the organisational factors responsible for stress and fatigue of employees.
3. Examine the relationship between stress and fatigue and employee's performance.
4. Assess the impact of stress and fatigue on employee performance.

LITERATURE REVIEW
Types of stress
Stress is classified into three types: eustress and distress, hypo-stress, and hyper-stress. According to Kiprop and Yego (2014), eustress is stress that results from a "positive" perspective on an event or situation, which is why it is also referred to as "good stress." Distress/dysfunctional stress, on the other hand, is being overwhelmed with stressors in a specific situation, which negatively leads to distress, fatigue, and unpleasant feelings, and as a result affects one's attitude toward a stimuli, resulting in low performance. And Hyper-Stress occurs when a person is pushed beyond what they can handle, resulting in Hyper-stress. It happens more often than not as a result of a heavy workload. This type of stress occurs when there is a constant source of financial difficulty, as well as works both at home and at the office.

Sources of Work-Related Stress
Kinyita (2015) investigated in their study that the origins of stress are solely in changes at work, ignoring other social, political, and cultural factors. According to Kazmi, Amjad, and Khan (2008), stress can be triggered by personal, personality-centered, organizational, and work environment factors. This demonstrates that stress does not come solely from employees. However, from an educational standpoint, stressors can be divided into two types. Sindhi (2013)

distinguished between two types of stressors in the educational sector: professional stressors and personal stressors. Professional stressors include things like excessive paper work, disruptive students, workload, lack of mobility, role conflict, and so on, whereas personal stressors include things like other personal reasons that make employees in the educational sector stressed. They are health, relationship issues, financial problems, living conditions and so on. Other sources of work related stress as identified in literatures are discussed as follows:

Poor Working Conditions: This refers to the physical environment of the job, which may include a high level of noise, high or low lighting, fumes, heat, poor ventilation systems, smells, and any other stimuli that bombard a worker's senses and can affect his moods and overall mental state. Also, a poorly designed physical office can be classified as a poor working condition because it can impede communication, which can lead to poor working relationships and stress (Havârneanu, Măirean, and Popuşoi, 2019; Osca, and López-Arajo, 2020).

Long Working Hours: Many jobs necessitate long working hours, which have a negative impact on employees' health and cause them to experience a great deal of stress. For example, an individual or worker who has not slept for a long period of time may find that his or her work quality suffers. Additionally, the individual's health may be harmed (Bhui, *et al*., 2016; Cantley *et al*., 2016; Cannizzaro *et al*., 2020).

Risk and Danger/ New Technology: Employees are more stressed in jobs that involve more risk and danger. This is because when an employee is constantly aware of potential danger and is prepared to react to any incident without hesitation, it brings about rush, respiration changes and muscles tension which are seen as potentially threatening in the long-term (Marcatto, *et al*., 2016; Lindberg, *et al*., 2018; Havârneanu, Măirean, and Popuşoi, 2019). And this is most noticeable when a new technology is introduced at work. Workers must constantly adapt to new equipment, systems, and ways of working as new technologies are introduced into the workplace. Because of the pressure that comes with it, this is a major source of stress.For example, being trained using current methods may be difficult for an employee who was trained and applied training methods in the past (Muhammad, Mashal, and Amjad, 2021).

Work Under-Load/Overload: Work underload refers to the situation in which employees find their jobs to be too easy or too easy for them. This could be caused by doing the same work over and over again, which becomes a routine, work that is boring and insufficiently stimulating. Employees may become dissatisfied as a result, which can lead to stress (Anbazhagan *et al*., 2013). Overload occurs when an employee has too much work to do because he or she must meet certain deadlines, which frequently causes stress in employees. According to Suneel and Ajay (2012), role overload is the extent to which respondents perceive role demands as exceeding personal and workplace resources, as well as their perceived inability to complete the expected workload.Role overload can thus be defined as the performance of a given amount of work in a given period, and it is felt when an individual decides to conform to some tasks while refusing others in a given period.

Relationship at Work: The way people interact at work has a significant impact on them and their work; working in a stable environment where employees get to know one another well facilitates work and reduces stress. When employees have good working relationships with their bosses, peers, and subordinates, it affects how they feel; however, when an employee has a bad working relationship with his superiors, colleagues, and subordinates, his stress level rises. People who are in desperate need of relationships perform best in stable work environments and may experience stress and be unable to give their all in unstable work environments. Stoetzer (2010) argued that because most employees spend so much time at work, poor working relationships can have a negative impact on them.

Orgaisational Role Definition: When an individual's role and expectations in an organization are clearly defined and understood, stress is reduced. However, when a person's role in the organization is unclear, it

can cause stress. When an employee's role is unclear, it manifests as follows:

Role Ambiguity, Yongkang *et al.* (2014) defined role ambiguity as the degree to which clear and specific information about role requirements is lacking. In other words, the main employee perceived that he or she was in a difficult situation in which the job responsibilities were unclear and not stated clearly. It has also been established to be an aspect of job dissatisfaction, influence employee creativity, and the tendency to quit in the organization, according to Yongkang *et al.*, (2014).

Role Conflict: Role conflict occurs when employees are confronted with incompatible role expectations in the various social statuses they occupy, according to Jahanzeb (2010). It can also be linked to either a short or long period of time, as well as to situational experiences.

Employee Performance (EP)

Employee performance is best understood through the lens of job performance, which has been variously defined in studies. For this study, we adopt Mohamad and Mohsen's (2015) viewpoint that job performance is evaluated from three perspectives: business, customer, and employee. As a result, from the employee's point of view, job performance is defined as the overall performance level of staff in terms of quantity and quality of performance (Urska, Sonja and Simona 2011). Employee performance is critical to an organization's overall efficiency. Employees who were unable to form a fruitful relationship with their jobs performed poorly on the job. In other words, a person's adaptation to his or her job can be regarded as an important factor in improving job performance (Farooqui and Nagendra, 2014).

The EP is diligently carrying out his or her job responsibilities (Bartol, 1999; Briscoe and Claus, 2008). According to Atatsi *et al*. (2019), it is the extent to which employees meet the demands of the job assigned in a well-managed manner within the constraints of the available resources. EP is made up of three components: task performance (TP), contextual performance (CP), and adaptive performance (AP) (Urska, Sonja and Simona 2011). TP is associated with the completion of essential job-related tasks. Motowidlo (2000) defines TP as

participation in completing tasks assigned by an organization. Furthermore, it refers to a person's contribution to organizational efficiency by performing activities that are part of the official compensation system, and it specifies the specifications as outlined in job descriptions.

Various terms, such as technical proficiency or in-role performance, represent the same concept (Urska, Sonja and Simona 2011). Employee actions that are formally prescribed in the job description and are evaluated by management are referred to as TP. According to Johnson and O'Leary-Kelly (2003), an employee's level of TP is determined by psychological ability rather than sociability. According to Colquitt et al. (2012), psychological trust creates a sense of security in employees and allows them to maintain task-related exchanges with the organization. Similarly, CP is defined as behaviors that go above and beyond the officially stated work objectives (Urska, Sonja and Simona 2011). It is a popular research topic that is studied in relation to businesses and individuals.

Theoretical framework
Social Exchange Theory (SET)

Cook *et al*. (2013) developed the SET to provide a common understanding of how workers are likely to react when their psychological states are altered as a result of work pressures imposed by the environment in which they work. Employees and their work environment, according to SET, have a reciprocal relationship. The SET assumes that all human relationships are founded on a "cost-benefit" analysis and the comparability of alternatives (Nguyen et al., 2016). Previous research suggests that psychological contracts can help explain the terms of the social exchange relationship between employees and employers (Ahmad et al., 2019). These relationships are made up of deliberate activities in which all parties participate with the expectation that all stakeholders will reciprocate in some way.

This research suggests a model based on stress and fatigue and its impact on employee performance. Employees may be more conscious of their mental and physical health when they arrive at work, which may impair their performance. Managers who are

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ready to support their staff members by ensuring their safety through relatively secure working conditions are more likely to receive co - operation from employees in the form of higher performance levels. SC is likely to initiate social exchanges between employees and their employers, resulting in a win-win situation for both parties.

The expectation of this framework is that employees who have a sense of safety provided by their employer will remain committed to their work and thus demonstrate better performance outcomes, not only in terms of their tasks, but also in terms of keeping good relationships in the place of work and embracing diverse methods to protect themselves and others by demonstrating consistency in their work. We propose a research model based on SET, as shown in Figure 1.
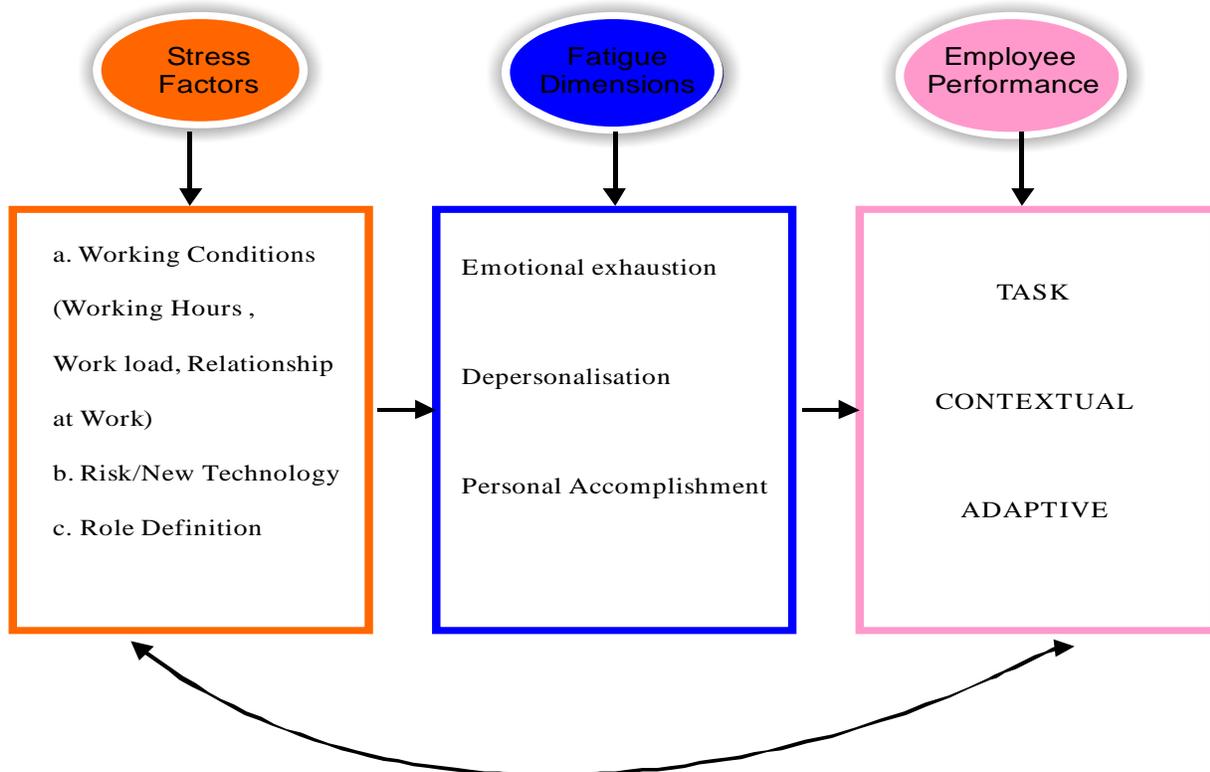

Fig. 1 Model developed for the study

METHODS AND MATERIALS

This study is a systematic review of studies on stress and employee performance. According to Wee (2016), the scientific method of literature review should at the very least include the themes that inform the review, the databases used, keywords, and some of the sources consulted. This paper therefore has stress and fatigue, and employees' performance as the main theme. Secondarily, data were gathered from studies that attempted to link concepts to stress, fatigue, and employee performance.

Secondary data sources include local and international journals found through Google searches. The criteria for inclusion are journal articles with at least one or more of the following variables of measurement: stress, fatigue, job burnout, performance measurement, employee performance, and job performance published between 2010 to 2020. Saudi Journal of Humanities and Social Sciences, The Tibet Journal, Review of Management Innovation & Creativity, Journal of Indian Management, Safety science, International journal of environmental research and public health, Occupational and environmental medicine,

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International Journal of Innovation, Creativity and Change, Journal of Organization & Human Behaviour, Journal of Applied Environmental and Biological Sciences, and others are among the journals consulted.

The primary keywords used in searching for the articles were stress, fatigue, and employee performance in all cases. The data gathered will be analyzed thematically in accordance with the study's objectives, where stress is represented by poor working conditions, long working hours, risk/new technology, an excess of work, a poor work relationship, and conflicting roles. And the study's expectation is that stress leads to fatigue which is proxied by emotional exhaustion, depersonalization and personal accomplishment, while employees' performance is proxied by Task performance, contextual performance and adaptive performance.

FINDINGS AND DISCUSSION

The findings of the study shall be discussed along the lines of the study's objectives as seen in the below subsections.

Linking Emotional Exhaustion, Depersonalization and Personal Accomplishment with Stress

In twenty-first century's dynamic business environment, the success of any business sector is primarily determined by the individual's knowledge, creativity, aptitude, skills, and talent, as well as best management practices (Bergheim, Nielsen, Mearns, and Eid, 2015). However, some studies (Ali and Allam, 2016; Allam, 2017; Mustafa and Ismail, 2020) have argued that if these characteristics are missing or not present, it will undoubtedly lead to stress, worries, anxiety, tension, emotional breakdown, depersonalization, reduced sense of personal accomplishment, disruption in work life, inability to handle time, fatigue, disengagement, and discontent.

To comprehend the relationship between these variables, it is necessary to first comprehend emotional exhaustion (EE), depersonalisation (DEP), and personal accomplishment (PA), which are the three dimensions of Fatigue aligned in the model of this study. Indeed, fatigue has been presented as a broad construct with three main components, which are emotional exhaustion, depersonalization, and

personal accomplishment, in the work of Zafrul, Azam, and Shaju (2021). According to their analysis, EE is the feeling of being emotionally overburdened and exhausted by one's work. DEP is an emotionless and indifferent response toward beneficiaries of one's service, care, treatment, or instruction, whereas PA is a sense of expertise and success from one's work with people.

Jobs that cause stress are more likely to be associated with a sense of pressure than with fatigue, whereas the importance of a job is more likely to be associated with fatigue than with job pressures. According to some studies (Galanakis, Moraitou, Garivaldis, and Filia, 2009; Webster, Beehr, and Christianse, 2010), fatigue is more related to the results and consequences of the job, such as a lack of happiness in the job, a desire to leave the job, bodily symptoms, and the level of perceived performance, rather than job pressures. Iglesias, Vallejo, and Fuentes (2010), as well as Swider and Zimmerman (2010), emphasized that fatigue is a type of long-term professional stress caused by interindividual needs. Swider and Zimmerman (2010), on the other hand, presented empirical evidence demonstrating that fatigue is not always the result of high stress.

In all, a common fact in all empirical evidence reviewed, is that there is a link between the three dimensions of fatigue (EE, DEP and PA) with stress. Majorly, this study deduces from the empirical evidences, that fatigue is the long-term manifestation of stress that has not received necessary treatment. This implies that the causal variables of stress can exist for long period in the work environment without causing fatigue on the employee, yet exerts some accumulating influence on the employee. Such influence when not treated is what will in the long run cause fatigue and other consequent impacts on the employees' performance.

Organisational Factors Responsible for Stress and Fatigue on Employees

The study's model identified some factors as proxy for measuring stress and fatigue in employees, and those factors are working conditions (working hours, work load, relationship at work), risk/new technology, and role definition. These factors are what this section

shall be looking at to identify their causal relationship with stress and fatigue.

Working Conditions

Working conditions were identified as a major source of stress by Kamaldeep *et al*. (2016) in a study on the perceptions of work stress causes and effective interventions in employees working in public, private, and non-governmental organizations. Their research found that factors such as workload, physical environment, long working hours, heavy workload, and understaffing were all related to working conditions. As a result, they concluded that working conditions were the primary source of stress regardless of the sector in which people worked; people working in the NGO or public sector referred to the physical environment and workloads as relevant factors more frequently. Employees in the private sector frequently complained about long work hours and a lack of structure in the workplace.

Hellen, Bertrand, Dorothy, and Eamonn (2018) investigated job stress and working conditions in Ireland using data from the European Working Conditions Survey. The EWCS Survey collected data between 2010 and 2015 in order to examine change over time and increase the number of cases available for analysis. According to their findings, emotional demands, this included hiding feelings and dealing with angry customers, clients, pupils, and so on, have by far the strongest association with job stress of all the stressors in their model. Some who report the strongest levels of emotional demands are 21.3 significantly more likely to report stress than others who report the lowest level of emotional demands.

Hellen *et al*. (2018) discovered that time pressure contributes to the stress that employees experience at work in relation to working conditions. Those who are under the most time constraints are 10.4 times more likely to experience job stress than those who are not under any time constraints. This is related to bullying/harassment, which they discovered to be strongly correlated with job stress. Surprisingly, they discovered that perceived job insecurity was not a reliable predictor of job stress. This also applied to contract type. Their findings are consistent with previous findings (De Witte, 2005; Russell et al., 2016). In particular, Russell et al., (2016) discovered

that those with the relatively short working hours had a higher risk of work-related illness and injury per hour worked.

In addition, Ravalier and Walsh (2018) investigated Working conditions and stress in the English education system in a cross-sectional survey of teachers in England, with the goal of investigating the psychosocial working conditions and prevalence of negative parental and student behavior in a large sample of school teachers and college lecturers based in England, and to assess the influence of working conditions, student behavior, and parental behavior on perceived stress. Their findings show that, when compared to UK benchmark scores, psychosocial working conditions were subpar, with primary teachers in particular exposed to negative parental behaviors and secondary teachers exposed to poor student behavior. Across all job positions, demands were continuously related to perceived stress outcomes. They therefore, concluded that demands faced by teachers in England played a important part in the experience of stress.

Risk/New Technology

Blanco-Donoso *et al*. (2020) pointed out in their work that the observations of teleworking in different organisations lead to the discovery of a series of aspects that are formed as advantages of teleworking and others as aggravations or problems that derive from this new organizational of work and that require consideration in order to alleviate them to the greatest extent possible. According to their findings, the main risks associated with teleworking are, Musculo-skeletal disorders; visual fatigue; risks resulting from the conversion of a portion of the home into a workplace; organizational risk, specifically stress

Understanding the point that teleworkers typically work at home, alone, or at least isolated from the rest of the company's workforce, maintaining almost entirely telematic or telephone contact, implies a number of potential psychosocial occupational risks that can result in a variety of pathologies.

Another study, EU-OSHA (2014), predicts that with the swift introduction and globalization of new technologies, levels of depression and stress will

skyrocket. That the ageing process of the European Union's population, that will change the corresponding relationship between employed and retired people, will not only raise the average age of the workforce, but will also result in increased workload of workers, the number of whom will be gradually reduced, contributing to the creation of stress. They went on to describe techno-stress as an emerging psychosocial risk that is closely related to the widespread use of ICTs in a society where teleworking and new technologies are common.

It should be noted, however, that advances in the use of technology in the workplace have made it possible to increase flexibility, work from remote locations, find the best specialists, and allow certain people to access jobs that would otherwise be unavailable. As a result, it should boost efficiency and work-life balance. However, stress arises when it is not possible to respond to the requirement in the continued use of ICTs or when the demands of flexibility exceed the ability to adapt to the person and superimpose work on personal and family life. This could be seen in the recent Covid-19 experience where people had to work from home, using the Nigerian ICT infrastructure in its level of efficiency, many situations of frustration relating to lose of network while business transaction was in process were experienced.

Techno-stress is thus the result of a perceptual mismatch between demands and available resources, and it is characterized by two central dimensions: (1) affective symptoms or anxiety related to the organism's high level of psychophysiological activation, and (2) the development of negative attitudes toward ICT. This definition is now limited to the most well-known type of techno-stress. According to Chiappetta (Chiappetta 2017), the theoretical framework proposed by them has evolved over time to include the risks of continuous exposure to information. Information provided by digital technology, resulting in information overload. As a result, the inability to manage this volume of information will result in "a state of anxiety characterized by a general fear of being overwhelmed by a large amount of information" (Chiappetta 2017).

The techno-stress of the worker who uses ICT not only in his or her regular job but at any time and in any place (such as his private or personal life). Thus, techno-stress is distinguished by a breakdown in the space/work time binomial: it requires people who can work twenty-four hours (24 h), seven days a week (24/7 worker). In other words, workers are victims of techno-stress because they must be constantly located, under constant supervision, and aware of the platform being used in order not to lose any information, regardless of its importance.

Role Definition
According to Hardy (2018), role stress is an imbalance status caused by some external factors. These are the factors that disrupt internal stability and prevent individuals from expressing themselves through appropriate role behaviors in the social structure. On the dimension of role stress, there are two main points of view. According to one point of view, role stress can be divided into two categories: role conflict and role ambiguity (Baroudi, 2015; Rizzo, House and Lirtsman, 2017). Another viewpoint, based on an in-depth examination of role stress, believes that role stress can be classified into three dimensions: role conflict, role ambiguity, and role overload (Peiró, González-Romá, Tordera, and Maas, 2011). So, for the sake of clarity, this study limits discussion around the literature on role conflict, ambiguity, and stress.

Guangdong, Zhibin, and Junwei (2019) investigated the role of career calling in moderating role stress, job burnout, and job performance in construction project managers. This study makes use of data from 191 Chinese construction industry owners, contractors, subcontractors, and supervisors. According to the findings, role ambiguity has a negative and significant effect on fatigue and job performance; role conflict also has a negative effect on fatigue.

Employees in the banking sector, according to Coelho, Augusto, and Lages (2011), are under a great deal of pressure because they must meet the targets set for each period. Employees are also expected to provide the best service for customers due to the many other similar industries that require

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competition, and employees have increased responsibilities in terms of household care. They concluded that the many different roles compete for the worker's time and, as a result, cause stress. These findings were made in their study on contextual factors and creativity of frontline employees: The role of stress and intrinsic motivation as mediators.Their findings are consistent with those of other studies (Osmonbekov and Bernard, 2013; Greene and Robbins, 2015; Liu and Chiu, 2016) that multiple role conflicts and workload have a direct impact on work stress. As a result of these findings, it is possible to conclude that the relationship between multiple role conflicts and positive work stress, as well as the relationship between workload and positive work stress, indicates that an increase in workload can lead to an increase in work stress. The impact of role conflicts experienced affects not only the employees, but also their families and the organization where they work.

The Relationship between Stress/Fatigue and Employees' Performance.

From the data gathered, it can be concluded that there is a statisticallysignificant relationship between stress, fatigue and work performance. This conclusion is made based on empirical evidences gathered from the data as seen below.

Pentha, Doni, and Rosinta (2018) used a cross-sectional design to study the relationship between fatigue and work performance of XYZ employees in 2017. Their goal was to analyze the relationship between stress, fatigue, and employee performance at XYZ. In May 2017, fatigue was assessed in 22 XYZ employees using the Fatigue Assessment Scale, and the data was analyzed using a correlation test. The findings revealed a statistically significant relationship between stress, fatigue, and work performance, a very strong and inversely proportional relationship in which the more fatigued XYZ employees were, the lower the quality of their work-performance.

In relation to the aforementioned findings, Jian, Poh, Khong, Tee, and Wei (2014) discovered a negative correlation between fatigue levels and work performance, confirming that as fatigue levels increase, work-performance quality decreases. Stress, repetition, fatigue, and the work environment all have a significant impact on human error, according to Jian, Poh, Khong, Tee, and Wei (2014).

Furthermore, Cargan (2018), who studied the effect of stress on personnel performance: a study on teachers, agreed that there is an inverse relationship between stress and performance, and it is assumed that performance will decrease as the stress level rises. This means that employees who want to reduce their stress can waste time and engage in unproductive activities during working hours, lowering productivity.

Nevertheless, there is the finding by Yilmaz (2006), who argued the existence of a positive The link between stress and job performance According to their findings, as job stress increases, so will job performance. Their argument is that the workplace's challenges, concerns, and competitive environment provide opportunities for employees to take constructive actions and improve their performance. High levels of stress imply high levels of competitiveness, and thus high levels of performance. But this can only be true for a short period of time until the objective of that competition is achieved, which most of the time is either promotion or financial reward. Therefore, in the long run, it is argued by this paper, that the relationship between stress, fatigue and job performance is negative since the accumulation of stress as revealed in this studies model will lead to fatigue which unattended to will lead to some health challenges that will ultimately affect the performance of the employee.

The Impact of Stress and Fatigue on Employees' Performance

The model adopted for this study postulates the job stress factors leads to fatigue if unattended to, and that fatigue manifests in three dimensions, including emotional exhaustion, depersonalization and personal accomplishment. The expectation of the model is that the stress factors can lead to the manifestation of any of these dimensions of fatigue, which will ultimately result in any of the types of job performance which includes task, contextual and adaptive performance. Therefore, with this background, the study reviewed

empirical data in relation to these factors and find as follows.

According to Fajar (2015), who investigated the effect of role conflict on employee performance at the Department of Public Works Southeast Sulawesi, work stress has a negative significant effect on employee performance. The study population consisted of all employees at the Department of Public Works Southeast Sulawesi Province 150, and it employed 11 sample size and descriptive statistical analysis techniques, as well as inferential statistics, specifically Multiple Linear Regression Analysis. Work stress has a significant negative effect on employee performance at the Department of Public Works Southeast Sulawesi province, according to the findings, with a correlation coefficient of -0.401. This means that as the level of Job Stress rises, so will the performance of employees at the Department of Public Works Southeast Sulawesi.

In addition, Ashfaq (2013) agreed in their study on the effect of work stress on employee performance that work stress has a negative impact on the performance of employees in Pakistan's banking sector. Guangdong, Zhibin, and Junwei (2019) conducted a study on role stress, job burnout, and job performance in construction project managers: the moderating role of career calling. Their research uses data from 191 Chinese construction industry owners, contractors, subcontractors, and supervisors to conclude that fatigue has a non-significant negative impact on job performance.

Bashir and Ramay (2010) used a questionnaire to survey 144 employees of a Pakistani bank to investigate the relationship between job stress and employee performance. The study's findings suggest that job stress has a negative impact on employee performance. Furthermore, job stress has a negative impact on employee performance, so when stress arises, employee performance suffers.

In agreement with the negative impact of job stress on employee performance, El Shikieri and Musa (2012) conducted a study with 150 people working in different departments of a private university in Sudan to determine factors related to occupational stress and their relationship with organizational performance. A questionnaire was used to collect data, and the results were analyzed using multiple regression. Employees are subjected to high levels of job stress, according to the findings. Role conflict and uncertainty, a lack of promotional opportunities and feedback, a lack of participation in decision-making processes, an excessive workload, inadequate working conditions, and interpersonal relationships are all job stresses that affect employees. Furthermore, the study discovered that job stress has a negative impact on employees' general health, job satisfaction, and performance.

Yozgat *et al*. (2013) conducted their own study among 424 public sector employees in Istanbul to investigate the relationship between job stress and job performance using emotional intelligence as a moderator variable. Their findings suggest a link between job stress and poor job performance in the public sector. Furthermore, job stress appears to have a moderate effect on employee performance.

Despite the above findings, Orucu et al. (2011) conducted a study to determine the stress levels of employees working in the education and health sectors and to examine the effects of stress on performance. In the study, a questionnaire was administered to 156 employees working in the education and health sectors in the Manyas district of Balkesir province. The study concludes that there is no significant relationship between employees' perceived stress levels at work and their performance.

Also supporting the positive impact are the findings of Noviansyah (2011)'s study, which found that work stress variables (labor conflicts, workload, work time, task characteristics, group support, and leadership influence) have a partially positive and significant influence on performance. As a result, only two studies in the reviewed literature predict a positive relationship between job stress and employee performance. Meanwhile, they explained that this positive impact is conditioned by the presence of a reward structure, which increases employee competition. The argument of this study against their result is that the positive effect will be short lived only as long as the employees are still expecting the reward. Secondly, this kind of competition has the tendency of raising unhealthy kind of relationship between the employees.

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According to the study's model, the stress level at which individuals' performance is best is the optimal positive stress level, which is determined and conditioned by organizational goals, which lays structures that help employees not to go beyond their ability. Positive stress increases an individual's motivation, ability to deal with time constraints, speed in making important decisions, and contribution to performance. Following from Dugenci (2018), this study proposes that when individuals are unable to cope with personal and environmental dangers, stress transforms into negative stress, which increases the presence of individuals who require assistance in adapting to the environment and transferring their energy to their work.

Because individuals' psychological structures in the workplace are directly reflected in the work they do, stressful individuals imply that the entire organization is stressful. All types of discomfort, psychological and mental problems caused by stress have a direct impact on employee performance, business relationships, and business success. Occupational stress is a mental and physical condition that affects employee productivity, activity, health, and work quality. Stress that exceeds the optimum limit may reduce organizational performance because it causes discomfort in employees (Jha and Bano, 2012).

As a result, exposing employees to excessive stress at work leads to an increase in costs (an increase in business absences, health expenditures, and insurance expenditures) as well as a decrease in organizational performance and job satisfaction by reducing the amount of goods and services produced per unit time (Karagül, 2011). The individual's late arrival to work, increase in absenteeism, increase in labor turnover rate, alienation of the employee to work and workplace, and decrease in performance are all consequences of stress.

Conclusion and Policy Implications

Stress is an unavoidable part of organizational life, and one of the most significant sources of stress. The level of organizational stress on employees is determined primarily by the working conditions in organizations, the order and structure of the workplace environment, the organizational climate, employee relationships, the quality of work, and employee harmony. Any negative situation affecting the functioning and implementation of these factors may reduce employee performance. Stress that causes social negativity has many negative psychosocial consequences, ranging from dissatisfaction with one's job to a decrease in productivity and performance. Employees' psychological structures are reflected in their careers, so their stress indicates that the organization is stressful.Because any type of problem caused by stress has a direct impact on an individual's performance, this situation is reflected in the employee's business relationships and success at work.

On the other hand, the individual's qualifications, skills, and ability to cope with stress factors will increase the organization's effectiveness and performance to that extent. Employees have been observed to experience organizational stress in previous studies. Working conditions (working hours, work load, work relationships), risk/new technology, and role definition are all organizational stressors that affect employees and their performance. The findings indicate that these stressors have a negative impact on the psychological and physical health of employees, which will invariably lead to fatigue and, as a result, influence employee performance.

As a result, the current study sheds some light on how industrial stakeholders can better control their organizational environment to better manage stress and fatigue in order to improve job performance, as follows:

1. To strengthen therole of stress management organisations, managers should establish and improve their rolestress monitoring and prevention management systems. There is need to implementregular stress assessment, and counseling which will help the employees learn how to adapt to stress.
2. There is need to implement clear role orientation, clear job objectives, responsibilities,authority, and expectations for jobs for the employees. These steps could help

in solving the issues associated with role ambiguity and conflict.

3. The organizational structure should be made in a manner that will enable communication between managers and employees, in order to reduce unnecessaryparadoxical information.

4. The working condition of the organization is the employees' overall perception of the organisation, which canhave an important impact on their understanding of organizational life. Therefore, organizational policy makers should strive to create a supportive atmosphere. Specifically, organisations should respectand attach importance to the needs of employees, appropriately encourage them to put forward their ownopinions and suggestions on the company's operation, strive to meet their reasonable requirements, andactively encourage employees' innovation.

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