

The Impact of Organizational Stress on Manager's Performance

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Abstract

It is considered that stress is the cause of many work problems, especially stressful is considered the work of the manager. The purpose of this paper is to indicate the impact of organizational stress on the performance of the managers. To address this issue in this research we have conducted the questionnaires' and have results of 381 respondents from middle and upper level managers. Study analyzes resulted in potential stress symptoms in selected business managers. The Cronbach alpha test was used to determine the degree of reliability of the data, showing high level of reliability Results from multiple regression analysis show that effects of stress from work to managers' process have an impact on managers even outside of working hours, and it have the impact on work – life balance. One important factor is also time management, where from the results the time-management is not commonly used in their daily work. The fact that managers feel pressured to succeed at work, feel overloaded with work, are anxious about poor performance and are tense and anxious when it comes to accumulating work, testifies to the presence of symptoms of the stress of these managers.

Keywords: Manager, Stress, Performance, Efficiency, Time-Management

1. Introduction

In the contemporary management businesses, in order to achieve a higher competitiveness, focuses are mainly made on finding practices that ensure a more effective management. Thus, most managers face many new job challenges which can easily turn into stressful ones. Stress at work is a growing concern because it affects the daily work of the manager. For the manager who controls everything in detail, stress is always present, while the harmony in the company lasts very little (Chandler & Black, 2007). Thus, one of the biggest threats to mental health is related to stress at work. Stress is presented as a natural human response to environmental challenges that places physical or psychological demands on the individual (Forster, 2005). So this is a common problem, more precisely, it is a reaction to circumstances (Forsyth, 2009), it is what we experience when we feel that the demands that life is making on us are greater than the resources we have to meet them (Johnston, 2006). The purpose of this paper is to ascertain the impact of organizational stress on the performance of the managers. The research aims to answer the research question: Does organizational stress affect managerial performance?

Stress is a complex process of interactions between the demands of the situation and the person acting (Lazarus & Folkman, 1984). In dynamic circumstances in which the individual is faced with an opportunity or limitation about what he wants and for which the result is considered important, but

at the same time as uncertain, he faces stress. So stress represents the mismatch between the demands of the environment and the qualities of the individual.

Managers carry extra burdens with them every day in the form of intellectual load. Sometimes these loads are so great that they cannot be borne. Cabane (2013) treats stress from a health perspective: "When people are caused a negative emotional state and then asked to suppress these feelings, their negative inner experience often remains unchanged, and in their brain and system "Cardiovascular reactions to stress increase." Therefore in such a stressful situation the presence of stress is inevitable.

Stress in our century has become an inevitable part of work and life. Stress is considered to be the cause of many work and organization problems. Management work is considered particularly stressful. However, in a workplace it is not said that only managers are stressed. Everyone can be stressed, especially the subordinates of a stressed manager. Gaspar et al (2016) say that the business world is increasingly moving towards a knowledge-based economy, a primary concern for employees and employers is job stress. In 1994, Macan conducted a study on time management and stress at work. Based on the results of this study, the author concludes that stress-related work has a critical impact on employee health and well-being. Sixteen years later, Cox, Griffiths, and Rial-González (2000) see stress at work as a global public health problem and as one of the leading causes of occupational diseases and medical leave. Forster (2005) in his research in

several disciplines (pointed out that stress at work became a very important problem in all western industrialized countries over two decades in the late twentieth century. The analysis of the study found that the wide range of possible causes of stress is the variety of personal reactions to stress combined with complex tasks and other factors, which influence from the outside.

2. Literature Review

The biggest source of stress in the workplace according to Chandler & Richardson (2005), is the brain's attempt to process many thoughts, tasks, responsibilities, concerns, future scenarios, ie many problems at once. Most employees, according to the authors, are stressed to show that they are really caring about achieving the objectives. But this is not care but stress. The mismatch between needs and wants on the one hand, and the growing demands of an increasingly complex society on the other, open the door to stress. In connection with this Banfield, Kay & Royles (2018) think that stress is a health-related issue, risk assessment should also be taken into account, when differentiating the abilities of individuals to work in stressful situations.

Chandler & Richardson (2012) explain that a stressed or tense employee uses only a small percentage of his skills and intelligence. This is also the reason for the flow of problems, which have stress as a source. Gaspar et al (2016) refer to some of these problems such as reduced productivity, absenteeism, negligence and sluggishness. That costs companies around the world billions of dollars a year. Stress is one of the main economic problems of developed countries. According to research done by the University of Chicago (Managing Stress, 2007), as well as Forster (2009) there is a clear link between stress-related diseases in all industrialized countries around the world. According to them, stress ranks second in the level of health, based on employee complaints. Papa, Daniels & Spiker (2008) in their definition of stress have emphasized that having high expectations for maximum productivity and efficiency, today's employees take a heavy load on themselves, they do not take regular breaks and work long hours. According to Trakaniqi (2017) the influence of fear of delegation of work from managers to the employees has an impact in organizational stress and as well in poor management. Whilst, Beqiri (2019) showed that for employees is very important and increases their intrinsic motivation, if managers give them competence and trust to work without monitoring, meaning delegate some of their work to employees. Hui & Aye (2018) studied physical wellbeing and psychological wellbeing of workspace users. In catering for the physical wellbeing, managers and designers ensure that the people using the workspace are safe and not exposed to any form of hazards. The second aspect is important in that psychological wellbeing such as the engagement and positive emotions of workspace users can be enhanced by good workspace design. According to Panigrahi, (2016) Stress within a specific limit helps to achieve necessary objectives, but overstress has it effects in lowering the productivity in workplace. When people are able to take more control of their emotions, they can improve the quality of their energy, regardless of the external pressures they're facing Schwartz & McCarthy (2007).

There are a considerable number of factors that affect work stress. Each author presents an increase in the level of stress at work. These increases in reported levels of stress at work, according to Forster (2009) are created by a number of factors

influenced by both society and organizations. Organizations never suffer from a lack of factors that can cause stress. Examples of some of these factors are tensions to avoid mistakes or to complete tasks in a short time, a much more demanding supervisor or uncomfortable colleagues (DeCenzo & Robins, 2016). Based on these authors, the factors that create stress can be grouped into two main categories - personal and organizational. Both of these categories directly affect employees and of course also their performance. The goal of any business is to increase, expand and improve organizational performance. Hale (2004) defines performance as doing considerable work more effectively and efficiently, based on the real constraints faced by the organization, collaborating with people who have the talent and will contribute to the achievements of their goals, which can be seen as an added value for overall effort. While Armstrong & Taylor (2014) define performance as behavior that achieves results. Armstrong & Baron (2002), claim that over the year's performance management has become the most important tool in manager's skills and it ensures that the work of management is adequately addressed.

Difficulties in trying to understand what performance management is and means for managers and employees are also addressed by Armstrong & Baron (1998); Banfield, Kay & Royles (2018); Pulakos (2009); Nelson & Economy (2005); Hale (2003); Armstrong & Baron (2002); Armstrong (2006); Armstrong & Taylor (2014). Given the impact of stress on the manager, some research studies have had the impact of organizational stress on performance. Researchers have found a link between performance and stress during research. At the same time they have found that the relationship between pressure and performance is like an inverted U: a little pressure is enough to not be able to accumulate energy, with too much pressure we cannot concentrate and if we cross the stress threshold performance deteriorates further (Spence et al, 2011)

3. Research Methodology, Analysis and Results of Empirical Data

Numerous researches that have been conducted on this issue also gave great help in compiling the questionnaire, which is the result of combining and adapting several existing questionnaires from different researchers who have been dealing with similar studies.

To extract information about the impact of organizational stress on manager performance, the questions were selected and adapted from the Insel & Roth (2012) and ISMAUK (2013) questionnaires. This questionnaire collected data from selected business managers in the largest cities of Kosovo. The collection and processing of data from the questionnaires are intended to answer the research question and to validate the basic hypothesis of this research.

The impact of organizational stress on the manager is not small. The purpose of the paper is the impact of organizational stress on the performance of the manager. Based on this goal, the research question also arises: Are there difficulties in making decisions and concentrating on work? Do you deal with rapid changes or unforeseen situations at work? Does organizational stress have an impact on the performance of the manager? Based on this and other questions, the hypothesis is constructed:

H.1. Organizational stress has no impact on manager

performance.

3.1 The context of the research (place of study) and the participants in the research

This research summarizes results from the survey of 381 managers of medium, large and DTM businesses, which operate in the largest cities of Kosovo. The focus of this research is only the managers who operate in these businesses, of which 184 (48.3%) operate in service businesses, 132 (34.6%) operate in commercial businesses, 60 (15.7%) operate in manufacturing businesses and 5 (1.3%) are managers who operate in manufacturing, service, trade and construction. This population is derived from the general business population, which relies on the data in the Tax Administration of Kosovo (2019). Samples were deliberately chosen to select middle- and upper-level managers, assuming they have more work load and responsibilities. Medium and large businesses are selected on the basis of turnover, assuming they have selected staff as well as multiple commitments to achieve the goals.

3.2. Research Methodology and Data Collection

3.2.1 Data collection

To answer the research question, to analyze the relationship between the impact of organizational stress on the performance of the manager, data were collected through the distribution of the questionnaire which is the result of combining and adapting several existing questionnaires by different researchers who are taken with similar studies. To extract information about the impact of organizational stress on manager performance, the questions were selected and adapted from the Insel & Roth (2012) and ISMAUK (2013) questionnaires.

3.2.2 Research Methodology

In the beginning, factor analysis was used, which is a statistical technique of multiple variables, which was used to reduce the number of variables, which are found in relation to each other in a smaller number of variables and independent of each other. Variables that have a high correlation between them and are very independent of the subgroup of variables are combined into factors. This analysis is used to measure constructs, which cannot be directly observed in real life.

In the framework of factor analysis, in order to achieve the right results which enable to proceed with multiple regression, several analyzes are included. Descriptive analyzes were applied to find the mean and standard deviation. The Kaiser-Meyer-Olkin (KMO) sample size was applied to compare the size of the observed correlation coefficient with the size of the partial correlation coefficient. To test the possibility of the

existence of high correlations, Bartlett's Test of Sphericity was applied between some of the variables in the correlation matrix.

Extraction of variables - Community (common variances) is applied to represent the sum of variance that a variable divides along with other variables that participate in the analysis. Eigenvalue and Scree Plot were used to determine the number of factors highlighted after extraction. The explanation of total variance, the Eigenvalue, is used to find the average of the sum of the total variance in the data explained by a factor. This value recognizes as important all factors, which are greater than 1.

The following is a graphical representation of explanatory factors (Scree Plot) to show the total variance in relation to each factor. Factors found up to the point, which takes a horizontal shape in the graph, are accepted as the maximum factors to be obtained. Finally, as part of the factor analysis, the Rotated Component Matrix results were used to maximize the high correlations of the variables and minimize the low ones. Of the rotation techniques, Varimax rotation (the most widely used rotation technique) has been used, which helps to achieve a simple factor loading model. The Alpha Coefficient (Cronbach) was used to establish the degree of reliability. This coefficient takes values between 0 and 1. The calculated Alpha coefficient is used to discover the similarity or closeness of the questions in the measurements obtained from the total results of the units and the collection of points of each question. Multiple regression analysis was used to evaluate the relationship between dependent variables and some independent variables. The organizational stress section assesses the relationship between stress symptoms and time management in eliminating stress. From the multiple regression analysis, for the data analysis, Model Summary and Coefficients. Model Summary gives the R values to evaluate the overall suitability of the model. R Square which indicates what percentage of the dependent variable is explained by the independent variables. The Coefficients table presents the regression coefficients and their significance (significance). These coefficients were used to construct the equation and to test the hypotheses on each independent variable. These are analyzed by presenting the parameter values of the predicted results of the model and testing the variables separately (at the significance level of 5%).

3.3 Analysis and Results of Empirical Data

The organizational stress section consists of 22 variables. The descriptive results obtained from the data analysis indicate an average of the responses of (1.72 to 4.01), which are presented in (Appendix 1). According to the Kaiser Meyer Olkin (KMO) method on the analysis of confirmatory factors a result of (0.909) is obtained which is 90.9% and it can be said that the data test is very suitable for factor analysis because $90.9 > 0.50$. The second test is the Bartlett test. According to Bartlett's test for sphericity, the "chi-square" values are statistically significant, indicating that these results are acceptable with the values obtained and the data set is very suitable for factor analysis (Table 1).

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.909
Bartlett's Test of Sphericity	Approx. Chi-Square	3.565E3
	df	253
	Sig.	.000

Table 1. KMO& Bartlett's test
Source; Authors

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The extraction of communalities for individual variables that have significant values are also presented. Communality (common variances) represents the sum of variance that a variable divides along with other variables participating in the

analysis (Hair et al., 1998). From the factor analysis the variables are extracted, which have low variances (eg below 0.60). (Table 2).

	Initial	Extraction
Feeling overloaded with work	1.000	.682
You feel under pressure to achieve success at work	1.000	.717
You are anxious about the poor performance of work duties	1.000	.727
You are tense and anxious when it comes to accumulating work	1.000	.671
You face many responsibilities	1.000	.652
Deal with rapid changes or unforeseen situations	1.000	.604
Leave important projects at the last minute	1.000	.554
Inadequate work environment causes you stress	1.000	.551
Work overtime to do scheduled daily chores	1.000	.565
Make decisions often under stress due to lack of time	1.000	.692
You often feel that you do not have enough time to carry out activities	1.000	.557
Your time is driven by factors beyond your control	1.000	.516
Feeling pressured to meet deadlines	1.000	.582
Find yourself thinking about problems at work and in your free time	1.000	.696
Feeling tired even after getting enough sleep	1.000	.638
Obstacles during the work process bother you even outside of working hours	1.000	.680
You have difficulty making decisions and concentrating on work	1.000	.533
Criticize others instead of praise	1.000	.590
Consider that time management helps to alleviate (eliminate) stress at work	1.000	.810
Your current position at work stresses you out	1.000	.474
Have you undergone any stress management treatment	1.000	.621
Non-compliance with social responsibilities (planned vacations) of the business has increased stress	1.000	.475

Table: 2. Extraction of communalities
Source ; Authors

To determine the number of factors, the Eigen value was selected, which takes into account factors greater than 1. In (Appendix 2) are 5 factors greater than the value 1 (Eigenvalues). The five factors together explain the total variance in terms of the impact of organizational stress on manager performance of about 60%.

In determining the number of factors entering the rotation,

methods other than the Eigen value were used. For example, below in Figure 1, the number of factors is determined to the point where the slope line begins to lose in the graph. Accordingly, after the 5th factor, the graph line will begin to lose the slope considerably. From this the number of factors can be classified into 5 factors, which have values greater than the number 1. (Fig.1).

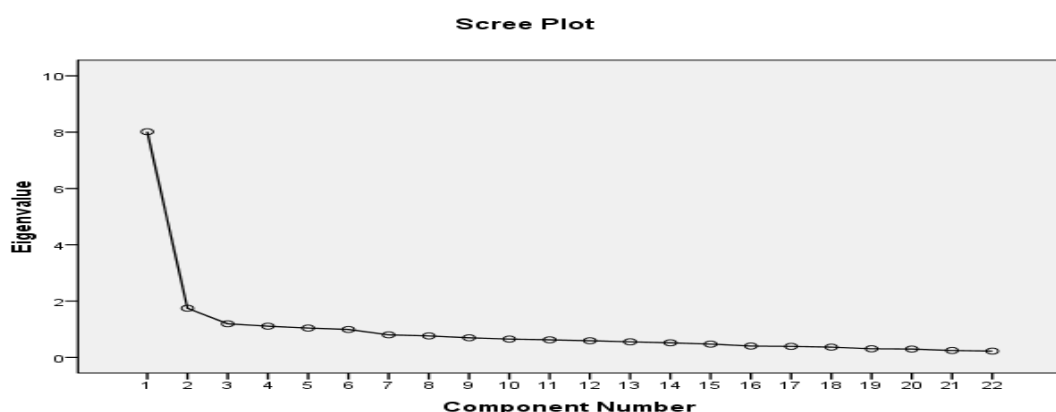


Figure:1
Source ; Authors

The analysis of the exploratory factor (varimax rotation) has resulted in values of (.659 to .811), which indicates an

extremely great statistical significance (Table 3).

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	Component				
	1	2	3		5
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a					
You feel under pressure to achieve success at work	.773				
Feeling overloaded with work	.769				
You are anxious about the poor performance of affairs	.706				
You are tense and anxious when it comes to accumulating work	.663				
Criticize others instead of praise		.729			
Leave important projects at the last minute		.686			
Have you undergone any stress management treatment					
You have difficulty making decisions and concentrating on work					
Your current position at work stresses you out					
Inadequate work environment causes you stress					
Obstacles during the work process, bother you even outside of working hours			.750		
Find yourself thinking about problems at work and in your free time			.713		
Feeling tired even after getting enough sleep			.659		
Feeling pressured to meet deadlines					
You face many responsibilities					
Work overtime to get your daily routine done					
Deal with rapid changes or unforeseen situations					
Make decisions often under stress due to lack of time					
You often feel that you do not have enough time to carry out activities					
Your time is driven by factors beyond your control					
Consider that time management helps to alleviate (eliminate) stress at work					.811
Has non-compliance with social responsibilities (planned vacations) of the business affected the increase in stress?					

Table 3: Results of exploratory factor analysis

Source: Authors

The Cronbach alpha test was used to determine the degree of reliability and to find the consistency of the scale used. The overall effectiveness in terms of stress management by the manager and the monitoring of their implementation with 5 factors and 10 units proved to be very important according to

the analysis of factors on the scale ($\alpha = .832$). Based on the reliability test it is concluded that the variables used in this research are very reliable and sufficient for data analysis. The reliability results of the variables according to Cronbach alpha are documented in Table 4.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.832	.826	10

Table 4. Cronbach alpha

Source: Authors

In the following, the regression model is constructed from factor analysis from the questions posed, in terms of the impact of organizational stress on the performance of the manager. So, the dependent variable in this case is "Managerial Performance", which has resulted in the question of whether as a result of the managerial effectiveness of the business has been profitable or not in the last five years. Of the 4 important factors according to the factor analysis, only 2 of them resulted

in the regression model with significant values, with a value (R^2 of 0.042 with a significance of 0.001) (table 5), ie a considerable correlation of the empirical explanation of the impact of independent variables on the dependent variable. The table shows that in the dependent variable "Manager Performance" there are differences in the independent variables. The value of F is 5.480 and p - the corresponding value is given as <0.001 .

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.204a	.042	.034	22.438	.042	5.480	3	377	.001

Table 5.: Multiple regression analysis

Source: Authors

The following table shows the regression results, where "Manager Performance" is included as the dependent variable.

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So, factor 3 - The effects of stress (you find yourself thinking about work even in your free time, you feel tired even after enough sleep and obstacles during the work process, bother you even outside of working hours) has resulted in values (Beta -0.086, t -1.701, sig. 0.090) and this shows the negative correlation of these independent variables they have in the dependent variable. Factor 5 - Stress management through time management (think that time management affects the

elimination of stress) has resulted in values (Beta -0.175, t -3.466, sig. 0.001) and are significant, but statistically negative. This indicates a negative relationship between the independent variable and the dependent one. It means that as the level of the independent variable increases, the value of the dependent variable decreases. Factors 1, 2, 4 do not have significant values and therefore are not considered (Table 6).

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	32.220	1.150		28.029	.000
	Factor 3	-1.958	1.151	-.086	-1.701	.090
	Factor 5	-3.989	1.151	-.175	-3.466	.001

Table 6: Explanatory Coefficients

Source: Authors

Hypothesis: Organizational stress has no impact on manager performance, since the results are not so significant and robust, we can say that the hypothesis has been rejected and we can say that organizational stress has impact on performance of managers. As part of the factor analysis, descriptive analysis was applied to find the mean and standard deviation. This analysis shows an average of 1.72 to 4.01 responses.

The Kaiser-Meyer-Olkin sample size (KMO) was applied to compare the size of the observed correlation coefficient with the size of the partial correlation coefficient. Confirmatory factor analysis resulted in value (0.909). The Bartlett's test of Sphericity was applied to test for the possibility of high correlations between variables in the correlation matrix. Analysis of the Bartlett test for sphericity resulted in values that are statistically significant (sig. 0.000). To represent the sum of variance that a variable divides along with other variables participating in the analysis, the extraction of variables - Communality was applied. From the factor analysis the variables are extracted, which have low variances (below 0.60).

The analysis of the exploratory factor (varimax rotation) has resulted in values from (.659 to .811) which indicates an extremely great statistical significance.

The Alpha Coefficient (Cronbach) was used to establish the degree of reliability. This coefficient takes values between 0 and 1. The calculated Alpha coefficient is used to discover the similarity or closeness of the questions in the measurements obtained from the total results of the units and the collection of points of each question. Cronbach alpha test with 10 units, confirmed the degree of reliability ($\alpha = .832$).

The results obtained from the factorial analysis confirm that the independent variables are significant with the dependent variable. This correlation has a negative impact on the dependent variable, "Manager Performance", which does not enable the validation of the hypothesis: Hypothesis: Organizational stress has an impact on manager performance.

Next, the regression model is constructed from factor analysis of the questions posed in terms of the impact of organizational stress on manager performance. Multiple regression analysis was used to evaluate the relationship between the dependent variable and the independent variables. The organizational stress section assesses the relationship between stress symptoms and stress management

through time management.

From the regression results where as a dependent variable is included "Manager Performance":

- Factor 3 (Stress effects) has resulted in values (Beta -0.086, t -1.701, sig. 0.090), and this shows the negative correlation of these independent variables with the dependent variable.

Factor 5 (Stress management through time management) has resulted in values (Beta -0.175, t -3.466, sig. 0.001), and are statistically significant but negative. This indicates a negative relationship between the independent variable and the dependent one. It means that as the level of the independent variable increases (Stress management through time management) the value of the dependent variable (Manager Performance) decreases.

The regression equation includes only those independent variables to which Sig. < p or Sig. < 0.05.

$$Y = \beta_0 + \beta_1 * X_1 + \beta_2 * X_2 + \varepsilon$$

$$\text{Manager performance} = 32.220 + (-1.958) * (\text{Stress effects}) + (-3.989) * (\text{Stress management through time management})$$

Multiple regression analysis values show a significant but negative relationship between manager performance and organizational stress.

4. Conclusion and Discussions

The purpose of this paper was to ascertain the impact of organizational stress on the performance of the manager. The results of the regression analysis show that the variable "Effects of stress" (obstacles during the work process have an impact on managers even outside of working hours, you find yourself thinking about problems at work even in your free time, you feel tired even after a sufficient nap), according to the authors of stress, the effects of stress on these managers are considered. The results of the regression analysis show that the variable "Stress management through time management" is statistically significant but negative. These results once again confirmed the rejection of the hypothesis: Organizational stress has no impact on manager performance.

This research aimed to ascertain the impact of

organizational stress on managerial performance. Based on the results of the applied analyzes, these conclusions can be drawn

It is considered that stress is the cause of many work problems, especially stressful is considered the work of the manager. Study analyzes resulted in potential stress symptoms in selected business managers. The fact that managers feel pressured to succeed at work, feel overloaded with work, are anxious about poor performance and are tense and anxious when it comes to accumulating work, testifies to the presence of symptoms of the stress of these managers.

- Analyzes result in the presence of stress in these managers. This is confirmed by the managers, claiming that they leave important projects at the last minute and criticize others instead of praising them.

- The effects of stress on the managers of these businesses are related to the obstacles they face during the work process, which bothers them even outside of working hours. They find themselves thinking about problems at work and in their free time and feel tired even after getting enough sleep.

- It is considered that time management has the effect of mitigating to eliminating stress at work. This was confirmed by most of the managers surveyed. This is another reason why managers pay more attention to time management.

- According to the results of the analysis it was shown that stress is present in the daily work of these managers, but from the results it has no impact on the performance of the manager

Management work is considered particularly stressful. The biggest source of stress in the workplace, according to Chandler & Richardson (2005), is the brain's attempt to process many thoughts, many tasks, responsibilities, concerns, future scenarios, in a word many problems simultaneously. The authors also explain the consequences of stress at work, where according to them a stressed or tense person uses only a small percentage of his skills and intelligence. From this fact arise the problems, which as a source have organizational stress. Gaspar et al., (2007) address some of these problems and argue that stress-related problems lead to reduced productivity. The relationship between organizational stress and performance has been addressed by other researchers. Although the study of Johnston (2011) affirmed the impact of organizational stress on performance, in these studies it resulted that organizational stress has no impact on managerial performance, which gives some of the indications but different results as our research. Bansal (2018) Employees need moral support and guidance from their managers in order to decrease the level of stress and increase their motivation for work.

5. Conclusion

Stress is an interesting subject for research as it represents an essential element of health psychology, and is a problem of our daily life, concurrently it has its effects on the individual and his business. Stress in the workplace and especially for employees in the management positions which is the main subject of this research, is a major obstacle to achieving the organization's mission, objectives and goals. Therefore, managers sometimes create too much pressure at work by setting many goals beyond their and their employee's abilities.

Too many demands and responsibilities placed on a person can result in high levels of stress. From this research we can emphasize that there is an important relationship between time management and stress management. Time management is an effective strategy for managing stress. The indication is that many deadlines, and pressures can be alleviated if managers use their working time effectively, organize their work and delegates some of their work. Workplace stress is an area whose importance is growing every day. Managers consider stress to be a normal part of working life. Since, eliminating stress altogether is impossible, both individuals and organizations must take steps to alleviate it.

The limitations of this study are that the sample is only in Kosovo, it is suggested to expand it further in other countries, although there are some studies that were conducted earlier but the time management was not part of the recent studies.

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Appendix; 1

Table 1 descriptive results			
	Mean	Std. Deviation	Analysis N
Feeling overloaded with work	3.31	.992	381
You feel under pressure to achieve success at work	3.29	1.076	381
You are anxious about the poor performance of work duties	2.71	1.107	381
You are tense and anxious when it comes to accumulating work	2.77	1.089	381
You face many responsibilities	3.75	.953	381
Deal with rapid changes or unforeseen situations	3.34	1.038	381
Leave important projects at the last minute	1.98	1.031	381
Inadequate work environment causes you stress	2.59	1.192	381
Work overtime to do scheduled daily chores	3.31	1.146	381
Make decisions often under stress due to lack of time	2.61	1.094	381
You often feel that you do not have enough time to carry out activities	2.87	.924	381
Your time is driven by factors beyond your control	2.71	1.089	381
Feeling pressured to meet deadlines	3.00	.983	381
Find yourself thinking about problems at work and in your free time	3.36	1.023	381
Feeling tired even after getting enough sleep	2.91	1.155	381
Obstacles during the work process bother you even outside of working hours	2.98	1.050	381
You have difficulty making decisions and concentrating on work	2.24	1.072	381
Criticize others instead of praise	1.81	.955	381
Consider that time management helps to alleviate (eliminate) stress at work	4.01	.932	381
Your current position at work stresses you out	2.25	1.180	381

GENERAL MANAGEMENT

Have you undergone any stress management treatment						1.72	1.129		381
Non-compliance with social responsibilities (planned vacations) of the business has increased stress						2.66	1.142		381
Appendix 2 Total Variance Explained									
Compo nent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.015	36.430	36.430	8.015	36.430	36.430	3.243	14.742	14.742
2	1.746	7.937	44.367	1.746	7.937	44.367	3.172	14.417	29.159
3	1.193	5.423	49.790	1.193	5.423	49.790	2.785	12.658	41.817
4	1.110	5.043	54.833	1.110	5.043	54.833	2.701	12.275	54.092
5	1.042	4.737	59.570	1.042	4.737	59.570	1.205	5.477	59.570
6	.992	4.509	64.079						
7	.801	3.639	67.718						
8	.763	3.468	71.186						
9	.697	3.167	74.353						
10	.650	2.955	77.308						
11	.625	2.840	80.147						
12	.593	2.693	82.841						
13	.553	2.516	85.356						
14	.519	2.361	87.717						
15	.473	2.148	89.865						
16	.403	1.834	91.699						
17	.391	1.776	93.475						
18	.364	1.654	95.130						
19	.306	1.390	96.520						
20	.297	1.351	97.871						
21	.246	1.116	98.987						
22	.223	1.013	100.000						