



## STRESS AND COPING OF EMPLOYEES IN RELATION TO THEIR WORK PERFORMANCE

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### Abstract:

The employees of PAGCOR face a significant challenge as they strive to provide excellent customer service, which has resulted in a highly stressful situation. These employees play a crucial role in responding to crises and delivering direct customer care, putting themselves at risk. In addition to the physical risks they face, they also experience extraordinary levels of psychological stress due to the demanding nature of their work, long hours, separation from family, and the fear of disease exposure. Furthermore, they must also deal with social stigmatization. This challenging situation has the potential to have both short-term and long-term consequences for the employees. It is important to note that stress is a normal reaction to life's demands, and a small amount can even be beneficial in motivating individuals to perform well. However, the daily challenges faced in the work environment, such as meeting deadlines and dealing with customer demands, can push individuals beyond their limits. On the other hand, Employees have very high extent of coping in the area of physical and high extent of coping in the areas of psychological and social.

Accordingly, significant difference was noted in the level of work performance of the employees when grouped and compared according to the aforementioned variables. Lastly, there is no significant relationship between the level of stress and the level of work performance of the employees while significant relationship was noted between the extent of coping and the level of work performance.

**Keywords:** Stress, coping, employees, work performance, physical, psychological, social.

### Introduction:

#### *Nature of the Problem*

A great challenge for PAGCOR employees as they face the costumers and offered services became a stressful situation as they face the battle to attain excellent costumer's satisfaction. Employees play a crucial role in the public in response to such crises, delivering direct customer care and risk. Aside from physical risks, the challenge has placed extraordinary levels of psychological stress on employees exposed to high-demand settings for long hours, living in constant fear of disease exposure while separated from family and facing social stigmatization. The experience in this situation has the potential to have significant short and long term consequences for the employees.

Stress is a normal psychological, physical and social reaction to the demands of life. A small amount of stress can be good, motivating you to perform well. But many challenges daily, such as in work environment, meeting deadlines, facing customer demands, can push you beyond your ability to cope. Your brain comes hard-wired with an alarm system for your protection. When your brain perceives a threat, it signals your body to release a burst of hormones that increase your heart rate and raise your blood pressure. This "fight-or-flight" response fuels you to deal with the threat.

Once the threat is gone, your body is meant to return to a normal, relaxed state. Unfortunately, the nonstop complications of modern life and its demands and expectations mean that some people's alarm systems rarely shut off. Coping with stress gives you a range of tools to reset and to recalibrate your alarm system. It can help your mind and body adapt (resilience). Without it, your body might always be on high alert. Over time, chronic stress can lead to serious health problems.



In the past years, people have started to demand their right to be served better due to their becoming more knowledgeable and savvy about the type of service options they may receive. It was observed that customer's satisfaction is affected by the attitude of employees, ability to offer immediate attention, waiting time, ability to send information, and the tolerance of the responsible person to plainly explain to the customers what was wrong before giving detailed message concerning their needs and the environment (Umoke, et al. 2020).

Meanwhile, Customer's satisfaction is the main target of PAGCOR employees in Casino Filipino-Ronquillo whom created an interest to the researcher where feedback and gap had come up, stress from among employees arises as the clients saw that there was a gap concerning their expectations. The level of clients achieving fulfilled expectations when they need the services to a greater level will make them obey employees, thus, reducing client complaints, high profitability, higher clients return, low stress level for the employees and can easily cope with the challenges that arises.

As an Acting Facilities Management Officer I, it is also of great interest to the present researcher to measure the level of stress and coping of employees in relation to their work performance which is needed to develop plans for the betterment of the organization.

### **Current State of Knowledge**

Service quality has recently received a lot of attention due to its obvious relationship with customer satisfaction and retention (Beyene, 2019) which waiting time was discovered to be an important service quality dimension that predicts customer satisfaction (Nunkoo, Teeroovengadam, Ringle, & Sunnassee, 2019). Finally, the importance of customer satisfaction cannot be overstated. Customer satisfaction can be generated by providing high-quality services. Service quality is especially important for the growth and development of service in public sector (Beyene, 2019). Service quality appears to have a moderate relationship with customer satisfaction dimensions (Nunkoo et al., 2019).

In addition, customers will not return to the office if the service is particularly poor and negative; the negative effects can last for years due to repeated recollection and recounting of the negative experience (Disaster, 2015). Moreover, when a customer perceives that the service encountered is good, he will be satisfied; however, when his or her perception conflicts with the service expectation, the customers will be dissatisfied (Polinar S.F. et al., 2022).

Stress Negatively impact customer's satisfaction, the number of sick days taken due to stress and other mental health issues has shot up by 35 % in the last five years in Switzerland. The implications of stress do not only impact employee's health status but also customer's satisfaction and attractiveness as an employer. When people run out of power, you will not only face higher absences but also face a culture of bad tempered and exhausted people. Thus, attitude leads to burn out, if people do not take enough time to plan, prioritize and reflect, instead continuously skip that extra hour of sleep and do not allow for enough downtime, you will eventually be facing a culture of bad -tempered and exhausted people. Goel, et. al. 2021, "Workplace Stress and Coping Mechanism in a Cohort of Indian services Industry", the authors concluded that older employees reported high stress perceptions and coping mechanisms between age categories. The older employees reported higher stress despite higher coping scores. The study provides an informative Insights into stress perception of employees of different age group and their coping mechanisms and advocates organizational intervention for supporting active coping skills of employees.

Furthermore, there are many ways to reduce workplace stress, but too often it looks like cutting back on responsibilities, slowing down on work place or otherwise wise compromising operations when there is a better way, instead of pulling back on the business side of things, make room for employees to cope with high stress situations and encourage them to participate in mindfulness training programs to learn useful stress-busting skills. This result can be link to the study of Gerhardt et. al. (2021), "How are social Stressors at Work Related to well-being and Health? A Systematic review and Meta- Analysis. The authors concluded that social for well-being and health. Practical implications underscore the importance for supervisors to recognize the relational devaluation in its many different forms and to avoid or minimize it as far as possible in order to prevent negative outcomes for employees.

Gu Zhenjing, et. al. (2022) "Impact of Employees Workplace Environment on Employees Performance: A Multi-Mediation Model", The authors concluded that a positive work environment had the power to improve employees performance. Similarly, a positive work environment also improved the employee commitment level and achievement striving ability significantly. It has also been observed that work place environment triggered employee achievement striving ability which further improve employee performance. Further, Chukwuemeka U.M. et al. (2023), concluded in his study on "Work related Stress, quality of Life and Coping Mechanism" that quality of work life is the provision by employers of a working environment that support employees efficiency, productivity,



morale and motivation by identifying the preferred elements. It has been noted that a lack of awareness and research in the area of psychosocial risks and work-related stress hampers action in developing countries.

Otsuka, 2022, Association between Coping and Work Performance "The study explored the relationship between stress, coping and work performance among employees which suggest that dysfunctional coping profile are associated with work performance independent of stress. The extent of coping of employees is directed to their work performance and they have strong relationship that each is dependent from the other. However, customer service is influenced by a number of factors related to the employee providing the service. And these factors have a direct link to an employee's level of well-being. To reduce stress, start to prioritize well-being by investing resources and time to further improve employee's mental health in systematic and structured way. Empower employees to act on their well-being by giving them access to multidisciplinary coaching platform, a free intake on which will start a pragmatic and step by step well-being strategy. Health Promotion of Switzerland together with Swiss organization, April 2018, concluded and have proven that well-being management contribute to corporation success including reduce cost due to long term absences, increased productivity and increase customer satisfaction. As mentioned by Tiauzon, M. J., Moyani Jr, G., Bautista, M., & Maguate, G. (2023) in their study that, the management skills of department heads play a vital role in determining employees' work performance

### **Theoretical Underpinnings**

The P-E Fit theory makes explicit the interaction between the individual and the environment in shaping their response to work situations and events, but also highlights the importance of the individual's perception of the environment; and the interaction between them. Logically, this lack of fit can take three forms (Edwards, Caplan, & van Harrison, 1998): (1) the demands of the work environment exceed the employee's ability; (2) the employee's needs consistently fail to be met by the work environment; and (3) a combination of the two situations exists (i.e., where an employee's needs are not being met while at the same time their abilities are over-stretched). These evaluations or judgments are made compared to the person's original expectations. When services outperform the person's initial expectations, the disconfirmation is positive, which is posited to increase post-adoption satisfaction. When services underperform the person's original expectations, the disconfirmation is negative, posited to decrease post-adoption satisfaction, i.e., to increase dissatisfaction. The gathering consciousness and satisfaction of community members matures and breaks out on the surface in the form of new ideas and positive outcomes. Their theories can be applied in most government services like health, infrastructures, and economic services. Later, growing success leads to community members' assimilating the new practice, and it becomes regularized and institutionalized. The theories have broad applicability to the Local Government Unit employees on how services influence client satisfaction.

### **Objectives**

This study aimed to determine the level of stress and extent of coping of Employees in Relation to their Work Performance, in a government owned company in Metro Manila during the calendar year 2022-2023. Specifically, this study sought to answer the following questions: 1) the level of stress of respondents in relation to their work performance when grouped according to the aspects of physical, psychological, social; 2) the extent of coping of the respondents in relation to their Work Performance when grouped according to the aforementioned aspects; 3) the significant difference in the level of stress of the respondents relation to their Work Performance when they are grouped and compared according to the aforementioned variables; 4) the significant difference in the extent of coping of respondents in relation to their Work Performance when they are grouped and compared according to the aforementioned variables; and 5) the significant difference in the level of work performance of the respondents when grouped and compared according to the aforementioned variables.

### **Methodology**

This section presents the research design, locale of the study, respondents, data gathering instrument, validity and reliability of the device, data gathering procedure, analytical schemes, and statistical tools.

### **Research Design**

This study aimed to determine the level of stress and extent of coping of employees in Relation to their work performance in Metro Manila during the Calendar Year 2022. In addition, it likewise aimed to describe the particular situation or condition that existed and was specified. The descriptive research design was incorporated in the study to show design through the analysis of numeric data (Bueno, 2016). The design utilized and describes the data gathered and can be used for major purposes of both qualitative and quantitative research studies. Through descriptive research design, the researcher's objective will gain more information about occurrences with a particular field of study. Furthermore, the descriptive research design is a study designed to depict the participants in an accurate way. To Kowalycsyk (2015), it describes the people involved in the study and can be done using an



observational, case study, or survey. Likewise, descriptive research design engages in fact-finding procedures, particularly on conditions and relationships that exist, ongoing practices that prevail, beliefs that are held, effects that are being felt, or developing trends. Therefore, the researcher finds the descriptive research design as the most appropriate tool needed.

### **Respondents of the Study**

The respondents of this study are the employees in different sections. These employees will be measured by Cochran's Sample Size Formula, which allows calculating an ideal sample size given a desired level of precision, desired confidence level, and the estimated proportion of the attribute present in the population. It is a part of the population chosen for a survey or experiment. Since the total number of PAGCOR employees is too huge and too expensive, and time-consuming, sample size will be taken; this sample size represents the total population. There are 290 employees will be chosen to be the actual respondents of this study from the total population, which is 1175, wherein the administrative section obtained 121 respondents; security obtained 207 respondents; surveillance obtained 59 respondents; treasury obtained 177 respondents; gaming obtained 487 respondents and 124 for slot machine.

### **Instruments**

The study used a self-made survey questionnaire containing two parts: Part 1 deals with the profile of respondents in terms of age, salary grade level and length of service. Part II of the questionnaire will measure the level of stress and extent of coping of employees in Relation to their work performance in the areas of physical, psychological and social aspects. These three areas were measured using a rating scale of 5 as the highest and one as the lowest with its interpretation to measure the extent of compliance and level of practice, correspondingly: Always, Often, Sometimes, Rarely, and Almost never. The data gathering instrument was subjected to validity (4.59-excellent) and reliability (0.749-acceptable). All of them were interpreted as worthy and good; respectively.

### **Data Gathering Procedure**

After establishing the validity and reliability of the instrument, the researcher will write a letter to the Senior Branch Administrative Manager I, who oversees the operations of the organization, to ask permission to conduct the study and administer the questionnaire to the respondents. The researcher will identify the respondents. The researcher will explain to the respondents the purpose of the study and will give instructions on how to accomplish objectively and honestly the questionnaires. After the approval, the researcher personally administers the questionnaire to the respondents. The researcher will carefully guide the respondents to answer the needed data. The researcher will personally retrieve the questionnaires. Then the data will be categorized, tabulated, and will be prepared for statistical treatment. The respondents' responses served as basis in determining the level of stress and extent of coping of employees in Relation to their work performance. Respondents were assured of the confidentiality of the data gathered.

### **Data Analysis and Statistical Treatment**

Objective No. 1 employed descriptive-analytical scheme and mean to determine the level of stress of employees in Relation to their work performance according to the following aspects of Physical, Psychological and Social, uses the descriptive analytical scheme.

Objective No. 2 employed descriptive-analytical scheme and mean to determine the extent of coping of employees in Relation to their work performance according to the aforementioned aspects.

Objective No. 3 employed the comparative analytical scheme and the Mann-Whitney U test scheme to find out if there is significant difference in the level of stress of employees in relation to their work performance when they are grouped and compared according to the aforementioned variables.

Objective No. 4 employed the comparative analytical scheme and the Mann-Whitney U test scheme to find out if there is significant difference the extent of coping of employees in relation to their work performance when they are grouped and compared according to the aforementioned variables.

Objective No. 5 employed the comparative analytical scheme and the Mann-Whitney U test scheme to find out if there is significant difference in the level of work performance of employees when they are grouped and compared according to the aforementioned variables.

### **Ethical Consideration**



The respondents of this study signed an informed consent form during the data gathering which includes maintaining their privacy and anonymity as well as keeping their responses confidential and used only for the purpose of this study. They were informed about the nature and purpose of the study to establish rapport and trust and as to gain their cooperation during the entire course of the data collection and interview for the respondents. The informed consent was discussed in Tagalog for about five minutes for each respondent to make sure that they have fully understood the nature of the study, the purpose of needing their responses and their right to privacy, anonymity and confidentiality, and that if the researcher violates any of these that they are agreeing to, they may file a complaint against the researcher following the proper proceedings of the law. The data and information obtained used in the study were treated with strict confidentiality. No information regarding the identity of the participant was disclosed unnecessarily in this study. After the data gathering, since there was no need, debriefing was not done by the researcher anymore.

## Results and Discussion

This section presents, analyzes, and interprets the data that were gathered consistent with its predetermined objectives.

**Table 1**

*Level of Stress of the Employees in the Area Physical*

Area		Mean	Interpretation
<b>A. Physical</b>			
1.	Feeling fatigued with back pains leg pains during duty hours	2.71	Moderate Level
2.	Low energy level facing the customer demands	2.20	Low Level
3.	Feeling physically exhausted after duty	2.52	Moderate Level
4.	Unable to perform well because of limited mobility due to Covid 19	2.02	Low Level
5.	Physically exhausted due to lack of support and understaffing	2.29	Low Level
6.	Feeling burnout because of inadequate rest	2.26	Low Level
7.	Doing the task for a long period of time even if it requires unfavorable work posture.	2.23	Low Level
<b>Overall Mean</b>		<b>2.32</b>	<b>Low Level</b>

As gleaned in Table 1, the overall mean score of 2.32 is interpreted as a "low level" of Stress of the Employees in the Area Physical. When respondents were ask , the lowest mean score obtained by item number 4, "Unable to perform well because of limited mobility due to Covid 19", with mean score of 2.02, interpreted as " low level" of stress. This connotes that respondents have no fear and they are confident that Covid 19 will not contaminate them. On the other hand, Item No. 1, "Feeling fatigued with back pains leg pains during duty hours", obtained the highest mean score of 2.71, interpreted as a "moderate level" of awareness. This implies that respondents must be given enough time to rest or break time must be given priority. This further implies that there will be possibility of frequent absenteeism thereby decreasing the income of PAGCOR in the coming years.

This result can be link to the study of Employees level of stress and coping need to be assessed to aid the system in managing customers satisfaction. Customer satisfaction and employee's satisfaction are generally viewed as two drastically separate metrics, but does one stem influence the other. Giving to much ground to employees can also have detrimental effects on customers so it's important to balance things and to foster a business environment that serve customers and employees alike, Annajo, 2016.

**Table 2**

*Level of Stress of the Employees in the Area Psychological*

Area		Mean	Interpretation
<b>B. Psychological</b>			
1.	Feeling disillusioned and resentful towards customers demand	1.66	Low Level
2.	Feeling anxious to cope with customers satisfaction	2.50	Moderate Level
3.	Feared that you will be contaminated of customers with COVID 19	2.51	Moderate Level
4.	Unable to sleep well/ get enough sleep during duty days because of anxiety	2.16	Low Level
5.	Worrying because of work demand	3.03	Moderate Level



6. Mentally challenged because of work related issues	3.08	Moderate Level
7. Experience violence and harassment from customers	2.12	Low Level
<b>Overall Mean</b>	<b>2.44</b>	<b>Low Level</b>

As gleaned in Table 2, the overall mean score of 2.44 is interpreted as a "low level" of Stress of the Employees in the Area Psychological. When respondents were asked, the lowest mean score obtained by item number 1, "Feeling disillusioned and resentful towards customers demand", with mean score of 1.66, interpreted as "low level" of stress. This connotes that respondents have no phobias and not fearful towards customers treating them. On the other hand, Item No. 3, "Feared that you will be contaminated of customers with COVID 19", obtained the highest mean score of 2.51, interpreted as a "moderate level" of stress. This implies that respondents have still phobias or fear from the Covid 19 disease. Bull, 2016, "Perceptions on work Stress causes and Effective Intervention in Employees", results revealed that working conditions and management practices as common cause of works stress. Stress inducing management practices included unrealistic demands, lack of support, unfair treatment, low decision latitude, lack of appreciation, effort reward imbalance, conflicting roles, lack of transparency and poor communication. Coping interventions were perceived as effective if they improve management styles, including physical exercise, taking breaks and ensuring time for planning works task.

**Table 3**  
*Level of Stress of the Employees in the Area Social*

Area	Mean	Interpretation
<b>C. Social</b>		
1. Faced stigma from the demanding customers.	2.09	Low Level
2. Accused of being not giving excellent service	1.66	Low Level
3. Asked to leave the customer alone and lack of social interaction with other employees	1.68	Low Level
4. Feeling unappreciated despite the hard work	2.27	Low Level
5. Feeling mentally exhausted after work and feeling that social life is deprived.	2.21	Low Level
6. Lack of support from family and significant others	1.62	Low Level
7. Unable to take care and spend time with loved ones and family	1.51	Low Level
<b>Overall Mean</b>	<b>1.86</b>	<b>Low Level</b>

Table 3 shows the overall mean score of 1.86 is interpreted as a "low level" of Stress of the Employees in the Area Social. When respondents were asking, the lowest mean score obtained by item number 7, "Unable to take care and spend time with loved ones and family" with mean score of 1.51 interpreted as "low level" of stress. This implies that respondents prioritize their families and to spend quality time with them. On the same table the highest mean score obtained by item number 4, "Feeling unappreciated despite the hard work" with mean score of 2.27, interpreted as "low level" of stress. This connotes that respondents felt that they have lack of support from significant others. This result can be link to the study of Gerhardt et. al. 2021, "How are social Stressors at Work Related to well-being and Health? A Systematic review and Meta-Analysis. The authors concluded that social for well-being and health. Practical implications underscore the importance for supervisors to recognize the relational devaluation in its many different forms and to avoid or minimize it as far as possible in order to prevent negative outcomes for employees.

**Table 4**  
*Extent of Coping of the Employees in the Area Physical*

Area	Mean	Interpretation
<b>A. Physical</b>		
1. maximum tolerance to serve the customers	4.81	Very High Extent
2. Keep yourself busy (doing housework, playing sports, gardening) / Re-balance work and home.	4.65	Very High Extent
3. Keep one's body healthy by taking vitamins and doing exercises.	4.63	Very High Extent
4. Eats balance diet and drinks 8-10 glasses of water daily.	4.36	High Extent
5. Sleeps and rests well to regain back energy.	4.63	Very High Extent
6. Moves and maintains desirable postures during working hours	4.68	Very High Extent
7. Keeps the body clean and well groomed. Do the donning and doffing properly according to the protocol.	4.77	Very High Extent
<b>Overall Mean</b>	<b>4.65</b>	<b>Very High Extent</b>



Table 4 shows the over-all mean score obtained was 4.66 interpreted as "very high extent" of coping of the Employees in the Area of Physical. Data revealed that the item number 1, "Follow the appropriate steps on maximum tolerance to serve the customers" obtained the highest mean score of 4.81 interpreted as "very high extent" of coping. This implies that respondents where matured and professionalism was followed in dealing with customers. On the other hand, data revealed that item number 4, "Eats balance diet and drinks 8-10 glasses of water daily" obtained the lowest mean score of 4.36 interpreted as "moderate extent" of coping. This implies that the employees' health is at risk because of lack of focus on balancing diet and water intake. This result can be link to the study of Goel, et., al. 2021, "Workplace Stress and Coping Mechanism in a Cohort of Indian services Industry", The authors concluded that older employees reported high stress perceptions and coping mechanisms between age categories. The older employees reported higher stress despite higher coping scores. The study provides an informative insight into stress perception of employees of different age group and their coping mechanisms and advocates organizational intervention for supporting active coping skills of employees.

**Table 5**  
*Extent of Coping of the Employees in the Area Psychological*

<b>Area</b>		
<b>B. Psychological</b>	<b>Mean</b>	<b>Interpretation</b>
1. Feel that you have to do your work because this is your job, and you need to fulfill your ethical obligations and there is a sense of accomplishment.	4.57	Very High Extent
2. Appreciate the existence of financial compensation.	2.86	Moderate Extent
3. Practice meditation, stress reduction or yoga.	2.59	Moderate Extent
4. Co-employees in your department have a positive attitude, connect with supportive people	2.57	Moderate Extent
5. Improved health conditions and participate in various forms of activities	4.66	Very High Extent
6. The corporation provides self-protection equipment and proper training to staff.	2.84	Moderate Extent
7. Motivate yourself to face customers by adopting a positive attitude.	4.77	Very High Extent
<b>Overall Mean</b>	<b>3.55</b>	<b>High Extent</b>

As gleaned in Table 5, the overall mean score of 3.55 is interpreted as a "high extent" of Coping of the Employees in the Area Psychological. When respondents were ask, the highest mean obtained by item number 7, "Motivate yourself to face customers by adopting a positive attitude" with mean score of 4.77 interpreted as " very high extent" of coping. This implies that respondents were trying their best to maintain good relationship to customers despite the challenges that they were facing. On the same table, item number 4, "Co-employees in your department have a positive attitude, connect with supportive people" obtained the lowest mean score of 2.57, interpreted as "moderate extent" of coping. This would mean that there is a gap between the employees within the organization. This further implies that conflict will arise if this will not give attention. Bull, 2016, "Perceptions on work Stress causes and Effective Intervention in Employees", results revealed that working conditions and management practices as common cause of works stress. Stress inducing management practices included unrealistic demands, lack of support, unfair treatment, low decision latitude, lack of appreciation, effort reward imbalance, conflicting roles, lack of transparency and poor communication. Coping interventions were perceived as effective if they improve management styles, including physical exercise, taking breaks and ensuring time for planning works task.

**Table 6**  
*Extent of Coping of the Employees in the Area Social*

<b>Area</b>		
<b>C. Social</b>	<b>Mean</b>	<b>Interpretation</b>
1. Take breaks by watching, reading, or listening to news stories, including those on social media.	4.81	Very High Extent
2. Make time to unwind with friends and family.	2.84	Moderate Extent
3. Willing to take the initiative in helping co-employees grow in their faith.	4.77	Very High Extent
4. Prays before endorsement at the start of shift and at the end of duty.	2.80	Moderate Extent
5. Attend seminars and workshops, updates on coping with stress in the workplace.	4.81	Very High Extent
6. Collaborate with support grouped and significant others for work efficiency.	2.79	Moderate Extent



7. Connect with your family or faith-based organization.	4.81	Very High Extent
<b>Overall Mean</b>	<b>3.95</b>	<b>High Extent</b>

As gleaned in Table 6, the overall mean score of 3.95 is interpreted as a "high extent" of Coping of the Employees in the Area Social. Data revealed that items number 1, 4, and 7 respectively, "Take breaks by watching, reading, or listening to news stories, including those on social media", "Attend seminars and workshops, updates on coping with stress in the workplace" and "Connect with your family or faith-based organization" obtained the highest mean score of 4.81, respectively, interpreted as "very high extent" of coping. This implies that the employees have the capacity to cope with different stress and can stand amidst the challenges in the workplace. On the same table, item number 6, "Collaborate with support grouped and significant others for work efficiency" obtained the lowest mean score of 2.79 interpreted as "moderate extent" of coping. This implies that there is a gap between the employees and significant others, this further implies that conflict will arise if this will not give attention. This result can be link to the study of Chukwuemeka, et., al.2023, "Work related Stress, quality of Life and Cooing Mechanism". The authors concluded that quality of work life is the provision by employers of a working environment that support employee's efficiency, productivity, morale and motivation by identifying the preferred elements. It has been noted that a lack of awareness and research in the area of psychosocial risks and work related stress hampers action in developing countries.

**Table 7**  
*Level of Work Performance of the Employees According to the aforementioned variables*

Variable	Category	Mean	Interpretation
<b>Age</b>	Younger	94.9031	Satisfactory
	Older	95.7861	Satisfactory
<b>Salary Grade Level</b>	Lower	94.5276	Satisfactory
	Higher	96.0303	Satisfactory
<b>Length of Service</b>	Shorter	94.5371	Satisfactory
	Longer	96.0875	Satisfactory

Table 7 shows the Level of Work Performance of the Employees when grouped according to the Variables, Age, Salary Grade Level, and Length of Service. Data revealed that with regards to age the younger group of respondents obtained a mean score of 94.90, meanwhile the lower salary grade level obtained a mean score of 94.53 while the shorter length of service respondents obtained a mean score of 94.54 interpreted as Satisfactory, respectively. This would mean that there is still room for improvement for this group of respondents. On the other hand, the older respondents obtained a mean score of 95.79, while higher salary grade level obtained a mean score of 96.03 and 96.08 for the longer length of service respondents. This would mean that maturity is one factor to enhance the work performance of the respondents, further the higher the salary grade level and the longer the length of service signifies excellence in performing work task. This result could be link to the study of Kosec, et. Al, 2022, "Correlation between Employee Performance, Well-Being, Job Satisfaction, and Life Satisfaction in Sedentary Jobs in Slovenian Enterprises", The result suggest that the enterprises involved in the study are confident about their organizational climate. The practical recommendation is to expand the focus from work performance to improving cohesion and the organizational climate in enterprises in order to create the optimal work environment in sedentary workplaces in Slovenia. The results indicate important conclusion as well as making clear the significant need for further research on the impact of well-being on employees' productivity in sedentary jobs, in order to face the new reality requiring the need to organize sedentary jobs in different forms, and providing remote job options which might be critical economically in this new decade.

**Table 8**  
*Difference in the Level of Stress of the Employees in the Area Physical when grouped and compared according to the aforementioned variables*

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	Sig. level	Interpretation
<b>Age</b>	Younger	124	146.40	10180.500	0.874	0.05	Not Significant
	Older	166	144.83				
<b>Salary Level</b>	Lower	120	156.58	8870.500	0.057	0.05	Not Significant
	Higher	170	137.68				
<b>Length of Service</b>	Shorter	127	152.64	9444.000	0.197		Not Significant





Longer 163 139.94

Statistically, Table 28 presents the level of Stress of the Employees in the Area Physical when grouped and compared according to variables. Results revealed no significant differences in the level of Stress of the Employees in the Area Physical when grouped and compared according to age, salary grade and length of service as the computed *p*-value of 0.874, 0.057 and 0.197 respectively are greater than the level of significance of 0.05. Therefore, the null hypothesis which states that there is no significant difference in the level of Stress of the Employees in the Area Physical when grouped and compared according to variables of age, salary grade and length of service is therefore, accepted. This implies that the level of Stress of the Employees in the Area Physical when grouped and compared according to variables among respondents with regards to age, salary grade and length of service is the same. This also implies that the variables did not significantly affect their level of Stress of the Employees in the Area Physical .

This result can be link to the study of Yogisutanti et.,al,2020 " relationship Between Work Stress, Age , Length of Working and Subjective Fatigue Among Workers in Production Department, the authors concluded that age and length of working condition are risk factors for employees stress. This can be controlled with a healthy lifestyle and being positive in facing life trials.

**Table 9**

*Difference in the Level of Stress of the Employees in the Area Psychological when grouped and compared according to the aforementioned variables*

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	Sig. level	Interpretation
<b>Age</b>	Younger	124	120.56	7200.000	0.000		Significant
	Older	166	164.13				
<b>Salary Grade Level</b>	Lower	120	109.38	5866.000	0.000	0.05	Significant
	Higher	170	170.99				
<b>Length of Service</b>	Shorter	127	123.30	7530.500	0.000		Significant
	Longer	163	162.80				

Statistically, Table 9 presents the level of Stress of the Employees in the Area Psychological when grouped and compared according to variables. Results revealed no significant differences in the level of Stress of the Employees in the Area Psychological when grouped and compared according to age, salary grade and length of service as the computed *p*-value of 0.000, 0.000 and 0.000 respectively are lesser than the level of significance of 0.05. Therefore, the null hypothesis which states that there is no significant difference in the level of Stress of the Employees in the Area Psychological when grouped and compared according to variables of age, salary grade and length of service is therefore, rejected. This implies that the level of Stress of the Employees in the Area Physical when grouped and compared according to variables among respondents with regards to age, salary grade and length of service is not the same or varies from one another. This also implies that the variables significantly affect their level of Stress of the Employees in the Area Psychological. This result can be link to the study of Yogisutanti et.,al,2020 " relationship Between Work Stress, Age , Length of Working and Subjective Fatigue Among Workers in Production Department, the authors concluded that age and length of working condition are risk factors for employees stress. This can be controlled with a healthy lifestyle and being positive in facing life trials.

**Table 10**

*Difference in the Level of Stress of the Employees in the Area Social when grouped and compared according to the aforementioned variables*

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	Sig. level	Interpretation
<b>Age</b>	Younger	124	139.28	9520.500	0.272		Not Significant
	Older	166	150.15				
<b>Salary Level</b>	Lower	120	148.53	9837.000	0.604	0.05	Not Significant
	Higher	170	143.36				
<b>Length of Service</b>	Shorter	127	138.69	9485.500	0.220		Not Significant



Longer 163 150.81

Statistically, Table 30 presents the level of Stress of the Employees in the Area Social when grouped and compared according to variables. Results revealed no significant differences in the level of Stress of the Employees in the Area Social when grouped and compared according to age, salary grade and length of service as the computed  $p$ -value of 0.272, 0.604 and 0.220 respectively are higher than the level of significance of 0.05. Therefore, the null hypothesis which states that there is no significant difference in the level of Stress of the Employees in the Area Social when grouped and compared according to variables of age, salary grade and length of service is therefore, accepted. This implies that the level of Stress of the Employees in the Area Social when grouped and compared according to variables among respondents with regards to age, salary grade and length of service is the same or did not vary from one another. This also implies that the variables did not significantly affect their level of Stress of the Employees in the Area Social. This result can be link to the study of Vaidya,et., al, 2015 "A study on Causes of Stress among Employees and its Effect on the Employee Performance, The authors concluded that stress has significant psychological, physical and performance effects on human resources of an organization. Stress was significantly due to the dynamic social factors and lifestyle changes. Stress has some ill health effects like sitting for long periods of time and some employees have developed chronic neck and back pain and effect of long standing or long sitting hours at work.

**Table 11**

*Difference in the Extent of Coping of the Employees in the Area Physical when grouped and compared according to the aforementioned variables*

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	Sig. level	Interpretation
<b>Age</b>	Younger	124	138.96	9481.500	0.204	0.05	Not Significant
	Older	166	150.38				
<b>Salary Level</b>	Lower	120	138.76	9391.500	0.203	0.05	Not Significant
	Higher	170	150.26				
<b>Length of Service</b>	Shorter	127	130.03	8386.000	0.002	0.05	Significant
	Longer	163	157.55				

Statistically, Table 11 presents the Extent of coping of the Employees in the Area Physical when grouped and compared according to variables. Results revealed no significant differences in the Extent of coping of the Employees in the Area Physical when grouped and compared according to age and salary grade as the computed  $p$ -value of 0.204 and 0.203 respectively are greater than the level of significance of 0.05. Therefore, the null hypothesis which states that there is no significant difference in the Extent of coping of Employees in the Area Physical when grouped and compared according to variables of age and salary grade is therefore, accepted. This implies that the Extent of coping of the Employees in the Area Physical when grouped and compared according to variables among respondents with regards to age, salary grade is the same. However, significant difference was noted in the length of service where  $p$ -value of 0.002 is lesser than the level of significance which is 0.05. Therefore, the null hypothesis which states that there is no significant difference in the Extent of coping of the Employees in the Area Physical when grouped and compared according to salary grade is therefore, rejected. This also implies that the variables significantly affect their Extent of coping of the Employees in the Area Physical when salary grade will be considered.

According to Goel, 2021, "Workplace Stress and Coping Mechanism in a Cohort of Indian Service Industry", The study examined the relationship between stress coping mechanism and workplace stress perceptions of employees. The results suggested that perceived workplace stress and stress coping differ significantly with age while other factors insignificant difference. The older respondents scored high on the use of coping mechanisms but their workplace stress was also high in comparison to their younger counterparts. The study attributes high stress-perceptions in older employees to the new stressors at work, thereby negating the experiences explaining high coping ability of older employees at work.

**Table 12**

*Difference in the Extent of Coping of the Employees in the Area Psychological when grouped and compared according to the aforementioned variables*



Variable	Category	N	Mean Rank	Mann Whitney U	p-value	Sig. level	Interpretation
<b>Age</b>	Younger	124	132.10	8630.000	0.017		Significant
	Older	166	155.51				
<b>Salary Level</b>	<b>Grade</b> Lower	120	140.08	9550.000	0.348	0.05	Not Significant
	Higher	170	149.32				
<b>Length of Service</b>	Shorter	127	137.25	9302.500	0.133		Not Significant
	Longer	163	151.93				

Statistically, Table 12 presents the Extent of coping of the Employees in the Area Psychological when grouped and compared according to variables. Results revealed significant differences in the Extent of coping of the Employees in the Area Psychological when grouped and compared according to age the computed  $p$ -value of 0.017 lesser than the level of significance of 0.05. Therefore, the null hypothesis which states that there is no significant difference in the Extent of coping of the Employees in the Area Psychological when grouped and compared according to variable of age, is therefore, rejected. This implies that the Extent of coping of the Employees in the Area Physical when grouped and compared according to variable among respondents with regards to age, is not the same or varies from one another. This also implies that the variable significantly affects their Extent of coping of the Employees in the Area Psychological. On the other hand, no significant differences in the Extent of coping of the Employees in the Area Psychological when grouped and compared according to variables salary grade level and length of service the computed  $p$ -values of 0.348 and 0.133 are greater than the level of significance of 0.05. Therefore, the null hypothesis which states that there is no significant difference in the Extent of coping of the Employees in the Area Psychological when grouped and compared according to variables salary grade level and length of service, is therefore, accepted. This implies that the variables did not significantly affect their Extent of coping of the Employees in the Area Psychological. This result can be link to the study of Rabenu et, al, 2017, "Psychological resources and strategies to Cope with Stress at Work", The authors concluded that the choice of strategies to cope with stress has differential effects on individual and educational outcomes. The result indicated that psychological resources like optimism, hope, self-efficacy and resilience were positively related to coping ;by change and by acceptance and negatively related to withdrawal. The study also contributes to explorations of new relationship between coping and psychological capital and shows that increase conceptual capital capacities and measurement of coping.

**Table 13**

*Difference in the Extent of Coping of the Employees in the Area Social when grouped and compared according to the aforementioned variables*

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	Sig. level	Interpretation
<b>Age</b>	Younger	124	137.41	9288.500	0.146		Not Significant
	Older	166	151.55				
<b>Salary Grade Level</b>	Lower	120	131.59	8530.500	0.015	0.05	Significant
	Higher	170	155.32				
<b>Length of Service</b>	Shorter	127	139.25	9557.000	0.252		Not Significant
	Longer	163	150.37				

Statistically, Table 13 presents the Extent of coping of the Employees in the Area Social when grouped and compared according to variables. Results revealed no significant differences in the Extent of coping of the Employees in the Area Social when grouped and compared according to age and salary grade level as the computed  $p$ -values of 0.146 and 0.252 are higher than the level of significance of 0.05. Therefore, the null hypothesis which states that there is no significant difference in the Extent of coping of the Employees in the Area Social when grouped and compared according to variables of age and salary grade level is therefore, accepted. This implies that the Extent of coping of the Employees in the Area Social when grouped and compared according to variable among respondents with regards to age and salary grade level is the same or did not vary from one another. This also implies that the variable did not significantly affect their Extent of coping of the Employees in the Area Social. However significant difference was noted in the variable of salary grade level with  $p$ -value of 0.015. Therefore, the null hypothesis which states that there is no significant difference in the Extent of coping of the



Employees in the Area Social when grouped and compared according to variables of salary grade level is therefore, rejected. This also implies that the variable significantly affects their Extent of Coping of the Employees in the Area of Social according to salary grade level. The result can be link to the study of Bull, 2016, "Perceptions on work Stress causes and Effective Intervention in Employees", results revealed that working conditions and management practices as common cause of works stress. Stress inducing management practices included unrealistic demands, lack of support, unfair treatment, low decision latitude, lack of appreciation, effort reward imbalance, conflicting roles, lack of transparency and poor communication. Coping interventions were perceived as effective if they improve management styles, including physical exercise, taking breaks and ensuring time for planning works task.

**Table 14**

*Difference in the Level of Work Performance of the Employees when grouped and compared according to the aforementioned variables*

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	Sig. level	Interpretation
<b>Age</b>	Younger	124	128.00	8122.000	0.002		Significant
	Older	166	158.57				
<b>Salary Level</b>	<b>Grade</b>	Lower	120	5110.000	0.000	0.05	Significant
		Higher	170				
<b>Length of Service</b>	Shorter	127	120.92	7228.500	0.000		Significant
	Longer	163	164.65				

Statistically, Table 14 presents the Difference in the Level of Work Performance of the Employees when grouped and compared according to the aforementioned variables. Results revealed significant differences in the Level of Work Performance of the Employees when grouped and compared according to the aforementioned variables when grouped and compared according to age salary grade level and length of service as the computed *p*-values of 0.002 and 0.000 and 0.000 are lesser than the level of significance of 0.05. Therefore, the null hypothesis which states that there is no significant difference in the Level of Work Performance of the Employees when grouped and compared according to the aforementioned variables of age, salary grade level and length of service is therefore, rejected. This implies that the Level of Work Performance of the Employees Extent of coping of the Employees when grouped and compared according to variable among respondents is not the same or did varies from one another. The result can be link to the study of Gu Zhenjing, et. al. 2022 "Impact of Employees Workplace Environment on Employees Performance: A Multi- Mediation Mode", The authors concluded that a positive work environment had the power to improve employee's performance. Similarly, a positive work environment also improved the employee commitment level and achievement striving ability significantly. It has also been observed that work place environment triggered employee achievement striving ability which further improve employee performance.

**Conclusions:**

The study concluded that stress can be a vicious cycle, and often leads to more significant mental health concerns that impact employee's productivity levels. It lends itself to increase anxiety and depression which can affect employees job performance and personal lives. This concludes that workplace stress has adverse effect on worker's mental health resulting from frequent absenteeism with increased risk of anxiety, burnout depression and substance use disorders. Workers who are stress at work are more likely to engage in unhealthy behaviors such as cigarette smoking, alcohol and drug abuse and poor dietary patterns. Furthermore, Stress is a common and inevitable part of life, but when it becomes chronic and unmanaged, it can have a negative impact on work productivity as the respondents perceived that they have still phobias or fear from the Covid 19 disease and felt that they have lack of support from significant others and there is a gap between the employees within the organization that conflict will arise if this will not give attention. This further concludes that this results provide a compelling case for policymakers and head of the organization to develop recommendations that address the interpersonal relationships of the employees within the organization. Stress can place immense demands on employees physical, psychological and social well-being that may affect their behavior, performance and relationships with colleagues. It is a major cause from long term absence from work and knowing how to manage the factors that can cause work related stress is the key to managing people effectively.

**Recommendations**



Based on the study findings, it is recommended to the PAGCOR Branch Manager to create and implement best strategy management program in the work place. This will include counselling sessions, courses in relaxation techniques, yoga classes or even fitness classes like Zumba or aerobics.

It is also recommended to the Company Physician to work with the Department of Health and local medical societies to develop and implement vaccination programs that address the fear of employees to Covid 19 disease. They can also provide accessible and accurate information about the disease, vaccine booster and collaborate with local government officials to promote vaccine uptake in the organization.

It is also recommended to the Employees to take an active role in promoting stress management campaign and coping and encouraging others to do the same. They can also participate in promotion campaigns and advocate for Stress management program in their community.

It is also recommended to the present researcher to disseminate the study findings to relevant stakeholders, such as the Department of Health, local government officials, and medical societies, to inform policy and practice. They can also continue to conduct research that explores other factors that may influence stress management uptake to improve coping strategies of employees.

Lastly, Future researchers can build on this study by exploring other factors that may contribute to stress management, such as cultural beliefs and values, religious beliefs, and trust in healthcare systems.

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