

# The Impact of Stress on Employees in the Indian Restaurants Operating in the UK

Junu Sharma<sup>1</sup>Nasreen Zehra<sup>2</sup>Edward Anyaegi<sup>3</sup>Received: 10/11/2021  
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## Abstract

This present research discusses the stress management how it impacts the employee performances at various work settings. It describes the role of motivation that take place due to the stress control and how in overall the internal customer satisfaction is enhanced. Aim of the present research is to evaluate the association between the employees and workload in the Restaurant Industry of the UK by scrutinizing the association between various strategies utilized to cope with stress effectively in a current operating environment of the restaurant sector. Almost all employees experience stressful situation from time to time. The stress is also created by the pay scale based on the past research however the present research revealed that approximately 57% respondents are content with the pay scale, thus in the organization of choice the pay scale is not the fundamental factor for generating stress.

The findings of the present research were attained through the means of primary research, for instance the interviews conducted by the management and employee feedback attained through the survey questionnaire disclosed that one of the most common factors is stress existing in both micro and macro environment. Moreover, it has significant impact on individuals in diverse means such as decline in the working efficiency to an extent, decline in the quality of work among employees which further hinders their progress. However, taking in consideration the other aspect of our analysis aim is to analyze the association between the selected organizations and stress. The conclusion can be drawn that stress exists in the organization however management ensures to have strategies in place to minimize the stress and assists its workforce to overcome challenges associated causing stress.

**Keywords:** occupational stress, employee performance, motivation, service industry

**JEL Classification:** L20, L29, M10, M15

## 1. Introduction

Among ethnic restaurants in United Kingdom, several Indian Restaurants are reputed restaurant. Indian restaurants have ensured to distinguish itself with its home-style presence, where Indian culture and the authentic essence of the cuisine is provided to its customers with the unique fusion of western trends of Britain. The introduction of Indian cuisine in United Kingdom was brought to locals by Indian Restaurant establishing its image as a trendsetter. The Indian restaurants have a huge responsibility to stay true to the authentic spirit of the Indian culture and reflect the essence in its decor, atmosphere but most significantly through its cuisine. This is however a major task and puts tremendous pressure on the management to sustain its image and reputation in the industry which often becomes a significant variable in generating stress among employees. Due to the extensive demand and pressure of the fast-paced work environment the execution of the task with minimal or no errors often leads to the higher level of frustration among the staff members.

The Indian restaurants expanded its chain. The restaurant distinguish itself by introducing Indian cuisine in a healthy eating style by blending the traditional Indian prominence of healthy eating, balanced meals, fresh ingredients, and exhilarating dashes of gourmet spices. The restaurants are a pioneer in introducing the citizen of United Kingdom to Indian street food in London restaurants.

<sup>1</sup>University of Sunderland in London, Business and Management, junusharma@gmail.com

<sup>2</sup>University of Karachi, Public Administration, zehra@sribp.com

<sup>3</sup>University of Sunderland in London, Business and Management, edward.anyaegi@sunderland.ac.uk

According to Zagat 2014, London Restaurants Survey, Indian Restaurants have been rated as the most reputed restaurant under the survey of Most Popular Restaurant Group, Best-Buy Indian Restaurants, Best-Buy Child-Friendly Restaurants & Best for Group Birthdays Restaurants. Indian Restaurant offers its customer the unforgettable dining experience with the enjoyable atmosphere with delicious Indian cuisine in existing magnificent décor and stylish hospitality.

The primary focus of the research is to determine and discover the extent of stress level among the employees along with its significant impact on their work performance and the research questions are as following:

Question 1: What are the causes of work-related stress in restaurant?

Question 2: Do there exist a linkage between stress and employees' overall performance in restaurant.

Question 3: To what extent do decision making is affected due to occupational stress?

The rationale to choosing this intentional project is to explore various interrelated factors and variables that lead towards elevated level of stress in particular departments. Furthermore, due to the distinguish working style and pattern of European Restaurant operation in contrast to the Asia based restaurant, limits study has been conducted to generate better understanding. This is found in a similar manner in context of restaurants. This has become a fundamental aspect of effectively manage workforce and provide employees with the stress-free working atmosphere. The employees are frontline staff who is the brand ambassador of the restaurant and initial contact with the customer thus it is significant to have a healthy work environment to enhance the restaurants image and revenue alike. Thus, it can be concluded that the healthy workforce is an integral for the better productivity of the restaurant.

The project will prove beneficial for the restaurant management to attain comprehensive knowledge of the strategic approaches that will play important role in employee stress reduction and enhance their overall work efficiency. Furthermore, the efficient workload distribution strategy will learn that assist in enhancing the overall work quality of the restaurant.

The project is strategic and vital in terms of its capability to assist the restaurant sector of the hospitality industry to learn effective ways of eliminating stress among its workforce and gradually improve the work efficiency and enhance employee performance. The restaurant can establish itself as cost effective operation with the excellent performance quality that provides with the capability to reduce the cost, save time and energy, and modifies the ways that can transform the poor work performance into excellent work routine. The most vital variable that holds all the operational chains linked in an effective manner are the well-organized synchronization among staff, management, and chefs. The often-faced dissatisfaction among employees tends to be the result of pressurized and demanding work environment that causes elevated employee turnover. The reputation of an individual organization is highly depended on the employee's behavior which is further influenced directly by the working environment.

The research topic has gain popularity recently among management and business research due to its direct impact on the organization productivity and its correlation between the employee work performance and organization's productivity. The most crucial aspects of elevated stress level is the high employee turnover due to the extensive workload and has become a major concern for management. Therefore, it is highly important to develop a comprehensive understanding, within the restaurant sector, of the stress and its direct impact on the employee's physical and mental health along with the impact on their works performance. Furthermore, the research is crucial as it provides an insight on the restaurant's working patter and task within its fast-paced environment. The research will assist in providing important knowledge related to the stress caused by extensive workload in restaurant and hotels and provide managers with the important pointers that will prove

beneficial for the managers to sustain a well balance work environment and task distribution. In addition, the research will serve as managerial literature that will assist future researchers to attain knowledge in the related field of stress's impact on the employee as well as organization's performance to advance further in diverse dimensions.

## 2. Literature Review

### *Identifying the actual reason for existence of stress at workplace:*

Stress is often considered a normal part of everyday routine. The extensive workload along with the expectations of excellent workforce has contributed to the increase in the workplace stress level. However, this is a general believe but in reality various other reasons such as an individual's personal issues or emotional imbalance can also play a huge role having higher stress level. In the present working environment organizations are taking in consideration the elevated performance expectation of the employee and its impact on their emotional state as well as the role in increasing their stress level. Furthermore, this is also noticed that expectations often lead to the anxiety among employees in their working environment. Regardless of the variety, the demands imposed can be real one (rational) or unreal (irrational). (David a carol, 2009) demonstrated through this study that in present day the level of difficulty in contrast to the past30 years, has increase by 44 percent, this has been an outcome of the dynamic market competition and higher extent of expectancy. He also proposed through his research that individual comes under immense stress to surpass their competitors and meet the higher expectancy. This often leads to the physical or mental damage.

### *Contrasting views:*

Various research opposes the idea of stress having negative impact on employees. They believe is that employees excel in stressful environment bringing out best in them. The hospitality industry has the same concept rooted in its working. There has been a support from the school of thought on their notion putting forward the symptomatic that employee's perception is an important factor in elaborating on the positive or negative impact of stress on that specific employee. The view of the stress has not been burdensome but on the contrarily it is seen as an essential tool to polish employees' abilities to excel.

According to the detailed explanation of researchers it has been proposed that hotel industry's operational activities are run through diverse styles that could have significant impact on the employee to face stress in present or in near future. For an example the new employees can adjust in their new environment in a comfortable manner however the extensive involvement from the seniors or higher management might make them uncomfortable in the hotel industry. These situations are considered a contributor of the stress. In this school of thought the proposed idea is that employee's personal behavior as newly appointed worker and collaboration with senior employees are often part of stress creation however this usually overlooked.

The communication process, employees personal working experience and use of advance technology are some of the key factors that adds to the stress for hotel employees. There are over one hundred factors that play role in adding however in the slender perspective, they are categorization in six types:

- Innate or present from the beginning (In this the stress of senior management or employees is passed over to the new employees as they are newly appointed and are relatively inexperience.)
- 'A' category personality (Workers with strong desire to succeed, often sets irrational goals to be attained by themselves, lack of tolerance and short tempered)
- Destructive attitude (This is often witnessed when employee tend to see everything in negative manner in their existing environment)

- Unable to contest (These are employees who do not have tendency to refuse the terms or orders, often end up thrust with more responsibility than they can handle. In addition, these employees are often victimized by emotional blackmail)
- Cares too much (Employees that have personality with caring nature and often care too much, they make commitments beyond their reach and often fancy themselves with unrealistic responsibilities)
- Behavior of self-defeat (Employees who often turn their back on the reality and strive to accomplish standards that next to impossible)

The employees cannot operate in isolation the need of communicate, assist, request assistance from coworkers, relay on united efforts, and decision-making process are essential aspects of working in a team environment. Such working environment does create a passage for stressful situation imploring work premises based on the issues of approach, clashes of egos and disagreement and disputes with other employees due to the different mindsets from each other. In such circumstances it is often witness that employee performance declines and stress is then identified as the most important obstacle in business' progress and impacts the employee mental and physical state in a pessimistic manner (Cooper and Marshall, 1976). The focus of the study is to examine the strategies that can assist in the stress reduction of employees of hotel industry and enhance their productivity with the development of an environment in the restaurants that promotes healthy working atmosphere and provides employees with an essential tool to respond in a positive manner to stressful situations.

#### *Shifts in patterns of stress at work premises*

(Cooper and Dewe 2008, Occupational stress p225), grounds were established to examine the ways in which workplace stress has shaped in last few decades.

- 1980s is an era of globalization, characterized as highly competitive with lean production process.
- 1990s and 2000s were regarded as era of flexible workforce and trend.

The end of the 20<sup>th</sup> century witnessed dramatic changes, specifically related to the job segments in hospitality industry in terms of the job insecurity, elevated work pressure and long working hours. These stated factors contributed in misbalanced of employee psychological state. The higher amount of pressure to accomplish assigned task with minimal errors puts tremendous strain on employee. Such situation often affects the trust relationship of employee and employer where strain causes the relationship to weaken. This also adds to the management's concerns list with higher turnover and absenteeism. The recently conducted survey in UK's Chartered Management Institute to measure the extent of the work life quality preference of the managers, approximately 10,000 managers were interviews in the hospitality sector, with the job specification from front desk manager to higher executive and Board directors (ibid). The survey outcome found 57% short term employees, however approximately 25% were outsourced, though 89% of those employees worked extended hours that was beyond their contracted hours (ibid). However, the proper balance and check must be initiated to monitor employees the working hours and overtime to ensure they are in accordance with the hotels and restaurants working hour's contract.

The Cooper and Marshall (1976), study revealed five most important characteristics that produces stress. Nevertheless, considering the present working atmosphere in the industry other factors are contributing along with these major five factors.

The follow are five foremost factors:

**Intrinsic factors-** At the present stress is highly evident in the firms subjected by to intrinsic factor

**Role of Organisation-**The uncertain and conflicting roles in hotel operations also contributes to

create stress.

**Job insecurity-** The present-day practice, in few hotels, of under promotion and job insecurity causes employee higher stress level.

**Unhealthy relation at workplace-** Though most often the present-day management is aware and effectual in handling conflicts but the existence of poor relationship between co-workers and employer is still evident in organizations.

**Structure and culture of an organisation-** The work atmosphere also have a part in stress creation.

A comprehensive study was carried out on work life quality. Research is conducted on extensive level in United Kingdom to address and focus on the issue of psychological and physical stress (Worrall & Cooper, 2007, p. 20). The following are the reported outcomes of the survey:

- 2001-2006 was a period of higher stress level, caused by cost cutting straining employees to put extra working hours, It was estimated to be of a cost, which leads to extra approximately two and a half hour extra per day.
- The United Kingdom organisational changes due to the cost reduction has affected in the highest percentage figures (approximately 59.5% in the UK) (Worrell et al., 2008, p. 20).

#### *Working hours*

It has been witnessed that senior managements faces higher stress in comparison to the other employees of the organization due to spending longer work hours at their work place (Based on findings by Smith and Carol, 2006); the elevated working hours are through various verticals.

#### *Pay rates and salaries*

As per report from National Skill Task Force (1990), the most common concerns that contributed in stress are the management's ill treatment and pay related issues. However such situation in present day has changed the issue is still prevailing in some organizations.

#### *Behavior and violence at work*

In contrast to other industries, hotel and restaurant sector experiences lower workforce trade (Smith and Carol 2006). Internal survey conducted by John and Menzel (1999) discovered that there are two types of stress experiences by experienced employees, physical stress and psychological stress. Physical stress is often associated with the extensive physical movement or leading other employees, it is especially experienced by supervisors, chefs and in charge on round whereas psychological stress comprises of intense pressure of decision making, setting up work standards, conflicts with management, operational and training new employees etc.

#### *Aggressive behavior*

Leith (2002) highlighted in his study that United Kingdom's hospitality industry experiences higher employee turnover rate due to the aggressive behavior found among workers and extensive work pressure. Bearing in mind the case study to Ramada Hotel, the axing employee rate is moderately grinding down. The changing trend in the hospitality industry is hiring employees through agencies and head-hunters. Ramada Hotel invest noteworthy amount of funds to recruit employees through external agencies.

#### *Nature of work*

During 1993, Maslach clarified that occupational stress, especially among kitchen staff, is faced as emotional exhaustion, self-actualization, low self-esteem and depersonalization. However once

provided with effectual tools, proper training and education the staff can handle the stressful situations in an efficient manner. Over the last decade, hospitality industry has been quite successful in overcoming pressure and stressful work environment. (Rowley and Purcell (2001) analysed various kinds of occupational stress that are evident in different organizations of the hospitality sector. Diverse range of occupational stress in various hospitality organizations was evaluated for the Northern Ireland Skills Task Force (2002), the results found stated that chefs are prominent in experiencing higher stress level in comparison to the other employees of the same organization.

The often-experienced consequences of stress are health and emotional imbalance (Buick 1998 and Thomas 2001). (Simma Lieberman 2005) argued that being in control of the stressful situation individual faces less stress, drawing attention to the fact that individual have precise understanding of their job description and responsibilities associated along with it, furthermore such individuals does not get influenced or feel affected by others' behaviors according to the National Institute of Health.

However, it becomes tricky and difficult when employees have minimal or no control of the stressful situations. Various factors become vital such as nature of work, unprofessional conduct, appalling supervision, or the unreasonable expectations from employees in impacting employees overall work performance in their assigned jobs in the hospitality industry as well as other sectors (Barnett, Raudenbush, Brennan and Marschall, 1999). Brymer.et.all, (1991) performed an investigation on physical, behavioral and cognitive pressure faced by the hospitality industry's worker. Vallen (1993) put forward an approach to enhance the employee performance while reducing the senior managements stress level.

#### *Lack of control over demand*

Lazarus and Folkman (1984) portrayed that the most significant stress indicator at workplace is the lack of control over demanding stress situation in cognitive model. Though (Karasek and Theorells, 1990) disputed that higher job demand where employee fails to meet the demands is one of the contributing factor of stress, this is under the demand-control-support-mode. Given the context of chosen case study employees, it has been witnessed that stress react in a negative manner in two situations, employee's perceived control at work place and management, team associates and co worker's support. The deputy chief executive, British Hospitality Association, Martin Couchman, in his newspaper article stated that most of the worker within the hospitality sector are stressed out but the most vulnerable to the stress is Chef, this is often due to the prolong hours and extensive level of commitment in comparison to the other employees who at times have more flexibility than the chef himself. The main focus of the present research is on the senior employees of Ramada Hotel, the Chef's daily operational functions and duties will be monitored to determine the stress level chef undergoes.

#### *Religious issues making it stressful*

Another significant aspect of one of the articles is the religious aspect which also adds to the stress. In the article it was pointed out that Muslim employees' experiences higher stress when its time to perform their religious duties as they cannot abandon their job duties. This was for Muslim employees, in a similar manner the Hindu employees in hospitality sector feel stressed as they are religiously prohibited to use beef, this adds to the stress level for employees working in the hospitality sector. Thus, the religious beliefs can urge employees to feel emotional stress along with other factors such as poor working conditions, lack of resource as well as management's irrational expectations.

*Various working styles of employees, the division of the hospitality industry based on their varied working styles:*

The hospitality industry is classified into subdivision under cafes, pubs, restaurant, bars, clubs and hotels. As per the survey conducted by Oxford business school (2010), one of the most expanding and growing with a rapid rate is the hospitality industry. The ongoing vigorous competition among the major players, due to the growing customer's patrons and needs, the service quality has become priority in the hospitality industry which often have management demanding extensive work hours from employees.

In such stressful environment, management often offers employees with incentives and rewards in form of salary package, performance assessment and evaluation, and effort recognition to reduce employee stress-level. The similar situation is faced in hotel sector and is reduced in a significant manner with above stated incentives to have employees feel appreciated and motivated. However, the extensive number of employees in the hotel sector differs in its nature and temperament thus it becomes challenging at times for the management and employees to handle the situation accordingly. The challenge can be overcome with combined efforts of employee and management by working as a team, most importantly when employees are newly assigned or recruited where it becomes the management responsibility to provide appropriate supervision and guidance. The management negligence in terms of ignored employees often leads to having crucial consequences impacting the organizational performance and generating higher stress level among workforces. In similar manner the improper feedback and lack of support can have crucial impact on the organizational objectives and affect employee's overall performance. The senior management can also come under scrutiny for such major mishap of mismanagement and can become a major factor in employee's elevated level of physical and emotional stress resulting in turnover.

The study conducted by Marshall (1986) and Rose (1995, 1997) recommended that in order to reduce stress level among employees there is a need for increase in empowerment, performing tasks in control and autonomy manner in association with inner motivation and participation, these are vital for high employee demand. (Boles and Balbin 1996) argued, that flexible working schedule with occasional weekend offs can increase the contentment level among an individual and enhance their productivity.

Organizations often seek to change the operational way of working for better but most often the hotel employees are not familiar with the changes in daily work routine that becomes eventually a stressful situation. The individual's perception is directly dependent on the stress. The stress can be energizing if taken in constructive manner and can become a motivational factor in accomplishing assigned tasks and targets but can contribute to the anxiety and depression among employees if perceived in converse manner.

*Conversing notion*

The growth opportunities are sought by employees to grow and develop regardless of the normal conditions. However, if the employees are subjected to no long-term growth in career or not provided with self development and improvement opportunity can leave employees frustrated. Furthermore, the organization's overlooking of such crucial point can also add to stress mostly overlooked for their own financial gain. Different aspects such as green lifestyle ethical leadership, pro-environmental behavior and other aspects might have an impact. For instance, green lifestyles have a significant positive effect on pro-environmental behaviour (Foster et al. 2022). There is a mediating role of psychological empowerment in the relationship between inclusive leadership and voice behavior (Younas, Wang, Javed & Haque, 2022), which may impact stress. Industry 4.0 has a significant role in promoting and improving the performance of the services industry (Rahman, Kamal, Aydin & Haque, 2022). Thus, service sector may experience stress differently.

Service quality mediated the relationship between the CRM performance dimensions (key customer focus, CRM knowledge management, CRM organization, and CRM-based technology) and the marketing performance (Al-Gasawneh, AlZubi, Anuar, Padlee, Haque & Saputra, 2022). This could also mean that there could be different performances due to different practices. Practical transformation is essential as it offers insights into complex situations and practical solutions (Haque, 2022). Stringent rules and regulations, monitoring, training programs, and monetary incentives might be efficient solutions to apply ecological behavior at workplaces (Farooq et al. 2021). Ethical leadership plays a vital role in reducing occupational stress and increasing employees' innovative workplace behavior (Haque & Yamoah, 2021).

Eustress significantly and positively affects working efficiency, while distress and hyper-and hypo-stress significantly and negatively affect university personnel's working efficiency (Haque et al. 2021). One of the most vulnerable sections of the society is the 'aging population' (Nair, Rao & Haque, 2021). They might experience stress differently. Haque (2021) argued that aging population contributions are significant and termed in this study as 'knowledge-gem' (GK). Bulut et al. (2021) found that the environmental concern trait of post-millennials triggers their green purchasing behavior. Business networking is enhancing the effectiveness of total quality management (Urbański et al. 2021). It might impact differently. Haque, Yamoah & Sroka (2020), discussed about the reduction in choices of consumers. Haque et al. (2020) found that external CSR has an impact to sustain the capital and positioning in the dynamic.

#### *Causes of workplace stress*

In the book '*Science of occupational health*' it is affirmed that one of the prime reason for the United Kingdom to pay 40% of benefits of incapacity is due to the work place related stress, the amount was approximately £5 billion paid from the total budget £12 billion per annum (Cooper and Dewe, 2008, page 18). The research investigations conducted indentified stress causes through its research finding.

#### *Support adequate support from superiors, managers and co-workers helps in mitigating stress*

From associates and coworkers along with the management, received in an adequate and appropriate manner is vital to diminish the workplace stress. This becomes even more important during peak hours at the restaurants. The management should provide support to its staff in such time urgent situations. for instance, if one employee is absent, the work should be handled in an efficient manner that does not affect the present employee in a negative manner. This proves that share responsibilities reduce stress among individuals.

#### *Relationship*

The employees in hospitality industries are in constant manner interacting with diverse range of people from all over the globe and thus become integral part of the major industry. Thus, the association and interaction among employees, their coworker, senior management, immediate supervisor and executive management, all is of significant importance. However, the clashes of egos, difference of opinion and attitude can give way to anxiety, frustration and stress affecting employees in a negative manner.

#### *Models of stress*

The foundation layout of the Theoretical approach for models informs in a constant manner how researchers has experienced through the perception however this may not be accurate as employee's personality vary from person to person. There is a possibility that personal prejudice and important point can be overlooked. The notion here is justify that contradiction possibility of information exists due to the difference point of view, this is by no means to prove researcher is wrong. Fineman (2000) statement stated that employee emotions had often been ignored by the



researchers until recently where studies have commenced. This does assist to reduce the gap of the above stated theories and assumptions.

The fluctuating and varying emotional behavior of human is often ignored by the professionals due to its unpredictability however it is connected within the hotel organizations on a strong foundation. The hotel organization has been faced with the huge challenge of effectively manage the emotional behavior. The contentment and happiness often have employee relax which further contribute to the employee enhance performance and organizational progress however in the stressful condition the adverse reaction is faced due to employee's anxiety and frustration.

The gathered information from our surrounding assist us to effectively control the stress through our personal judgment which at times work in our favour or could be against us (Weiss and Cropanzano, 1996). Regardless of the positive aspect identification, these aspects failed at the work (Barling and zachartos, 2002, p.715). The researcher further elaborated on the positive aspects working. It was said that for researchers to explore in depth for their research purpose they must identify the positive aspects and feeling. However, the need to understand the negative aspects with the assistance of employee personal experience by researchers is crucial to determine the positive aspects are able to differentiate them from the negative one (Fineman, 2006)

Fraken Haeuser (1986) along with few other authors was able to identify the important reasons to maintain an appropriate balance between the perceived work demand and resources required to meet the aroused demand. Karasek (1979) and Theorell (1990) both designed a model based on the association between an individual's own perceived resources to meet those demands. Majority of the hotels are striving to attain their daily routine tasks through minimal number of employees while still maintaining excellent customer service quality. This is only attainable with the proper distribution of the workload, keeping in mind the employee capability to avoid creating stressful conditions for employees. At certain point employees willingly take the added responsibility, (that is seen among fewer number of employees) due to their elevated motivation while staying independent of productivity reduction, this is often attained through the inclusion, which is termed as third vital dimension commonly known as social support (Johnson Hall, 1988).

*Recent study is Effort – reward- imbalance model of (Siegrist, 1996)*

CATS (Cognitive Activation theory of stress), theory, experimented between both human and animals alike to gather the results of health and behavior pattern in both positive as well as negative manner. These patterns proved to be effectual in stress reduction and searched for factors that contributed to generating stress. Through the model, outcomes put forward the finding that stress can also emerge from the underestimating or overestimating the real resources in association to the actual demands.

As per (Urban Skytt, 2002) overstimulation happen when employer's demand is significantly higher than the required whereas the stipulation of resources to workers is significantly low. The under stimulation is evident in vice versa scenario, which is another words, the lower employer demand than the stipulation of resources to employees. Thus, we can conclude that the stress can incline or decline with the assistance of these factors such as available resources and demand. Various factors come under stimulation such as below discussed facotrs:

- Highly qualified employees performing in lower job (experience individual performing a low skill job)
- Limited working hours or unemployment (International student provided limited working hours does generate stress)
- Lack of appropriate planning and department mismanagement often leads to a stressful situation that can be experienced by even senior staff members.

Taking in consideration the logics and rationality it seems inconsistency with an idea that stressful conditions are faced by workers if they are unemployed but empirical research disclose that stress reduction and induction in the situation is because of overstimulation (Haeuser, 1971).

Elevated stimulation and under stimulation are situations that form through above mentioned conditions can often contribute to disturbed health (Kivimaki et.al. 2006; Theorell, 2008).

Imbalance of reward effort is also known as ERI model, designed by (Seigrist, 2008) the focus of the model is primarily on 'social reciprocity'. Every worker's contract differs from another's and is known by everyone within the firm. Every individual that is a part of the firm received returns in the form of following:

- Payment mode (money)
- Appreciation
- Future Carrier prospect
- Elevated job security

To above mentioned rewards work in a firm as motivators and to keep the employees stress free. The stress is an outcome of reward imbalance that forms with the employee's negative experience with these situations. The appropriate combination of social rewards and ERI model can be remarkable in reducing negativity and predict and forecast the swiftly changing environment and stress identification (Siegrist, 2008).

(Ursin and Eriksen 2004) suggested a formal system that gives definition of stress based on the exceptions and failures. The employees with the mindset that make them believe that no matter how hard they try the fate, probability, environmental situations as well as specific people tend to have significant role in their lives are highly susceptible experience stress and become depressed. This term is known as 'low of control' (Rotter 1969).

Seyle (1956) proposed a three-stage prototype in reaction to workplace stress, regarded as GENERAL ADAPTATION SYNDROME (GAS). In the initial stage worker experiences lower stress level which emerges from any situation of individual and is overcome swiftly. In following stage if the recovery is not attained instantly, exhaustion seeps in. In the final stage the exhaustion gives way to the burnout situation such as declining health. Another contemporary theory that is significant in nature explains the employee realisation, their experience of stress and response to stress situations according to their personality, individuality, and experiences. This is vital for the differentiation of human behavior, their personality and work experiences.

### **3. Research Methodology**

The tools and techniques used in the data collection process and the various sources from where data & information are gathered by the research have been discussed in this existing chapter. The procedures to discover responses are in similarity with the aims& objectives of investigation

As our research approach is the combination of quantitative and qualitative approach, the philosophy of research is interpretative for this research study. However, our major approach is to find the qualitative aspect in the organisation consequently interpretative philosophy is most suitable. As we know that research philosophy is very essential for the researcher to base their research on it. Various types of researchers choose different types of research philosophy according to their research approach (Saunders et al., 2003). As compared to quantitative approach, this type of approach is more suitable in the business management, therefore interpretive philosophy is ideal for research that needs qualitative aspects (Cepeda& Martin, 2006), Interpretive gives researcher an opportunity to get closer to the respondents so, is more ideal for small size of sample size (Shaw, 1999). Moreover, in this type of approach respondents are answering the questions more in subjective manner (Saunders, et al, 2007). By interpretive approach, the intentions and actions of

respondents are explored in subjective way.

The blend of qualitative approach and quantitative approach is the composition of the research design. The semi organized interviews completed with the 6 people of the Indian Restaurants is fundamentally the qualitative approach while the 20 employees chose for the questionnaire survey to give feedback about the issues identified with stress will be quantified through the procedures of z-test. The feedback form is close ended so it is not difficult to remain switch to the topic and it qualitative approach. The sampling method as specified before is the convenience sampling, the random sampling might have been utilized yet sample size is little in a way convenience sampling is selected. The reliability of answers was check by the help of pilot testing and insertion of self-administered opinion poll.

The proper identification of problem is necessary to initiate research. The problem is stress and the factors that contribute to stress are not clear. This research investigates the reasons that cause stress and how we can reduce these stresses.

To gather data for the research, sampling is a vital requirement with the combination of tow mix approaches (qualitative and quantitative approach). The main objective was the Indian Restaurants restaurant's employees thus the sampling comprises of employees from various department of the chosen restaurants. The employees appointed at various levels with the hotel were contacted for brief interviews. The sampling consisted of experts thus in the secondary data the various authors' vision in terms of stress is included along with the factors.

Due to time constrain, the size of the sample is small limited the number of interviews to just 6 out of 30 restaurants. These employees were selected after considering their long experience in the organisation. The outcomes of these interviews will be restricted to the current research as the sample size is small. As the targeted population, 40 employees working in Indian restaurants are taken for survey questionnaire. The Convenience sampling technique is used to select those employees who agreed to participate in the research. These were considered as respondents.

As discussed earlier, researcher has used two different types of research instrument to gather information for the present study. For interviews with the employees and managers, researcher used open-ended semi structured interview questionnaire. As per Saunders et al., (2009) open-ended questionnaire give interviewer a liberty to explore the research problem in more depth. Thus, for this research open-ended questionnaire is used. Furthermore, semi-structured questionnaire was used to gain the opinion and experiences of employees related to stress at workplace. The questionnaire was close ended so that specific areas could be explored in more detailed manner.

For research investigation, the ethical consideration is very important in order to promote accuracy, facts and errors free study in the whole process of research. For example, the aims and objectives are cleared that data or information is not being changed, incorrect data is not included. In research the ethical norms are sustained to stimulate collective and ethical values maintained by community.

Respondents were informed about the purpose of research in this study and given assertion that respondents are kept as anonymous to maintain confidentiality. Respondents were informed prior about the research's purpose and topic so that no personal data is manipulated for any other gain. It has been declared that privacy will be maintained as they will stay unspecified in this investigation. However, it was cleared that all the data, information, investigation feedback forms, interviews and result will only be practice for the purpose of research and nothing will be included in the research study without the permission of respondents.

The preset study utilized the approach of qualitative and quantitative approach to accomplish the objectives that serves as prerequisite for the essential information relevant to the topic. It plays and effective role in defining the concepts in regards the attitude, behavior, policies, and decision initiation organization. The stated variable factors can be effectively discovered in various methods

however semi structured interviews, consisting of 6 people is included in the present study , thus it is an appropriate choice of an approach. The respondents will be asked question and in-depth discussion will be conducted. The qualitative approach allows an observation opportunity of respondents in a close manner. The information is attained in detail manner through this method particularly related to the stress experienced by the employee in hospitality sector. The present research consisted of two methods a) Delphi technique (Hugh P.Mc kenna and Felicity Hasson, 2000) b) Grounded theory (Glaser and Strauss, 2008)

Qualitative approach is effective with the use of data quantification, which is essential, thus the quantitative approach is introduced through close ended questionnaire that is self administered. The survey questionnaire was time efficient for researcher and was effective in representing the data in statistical manner.

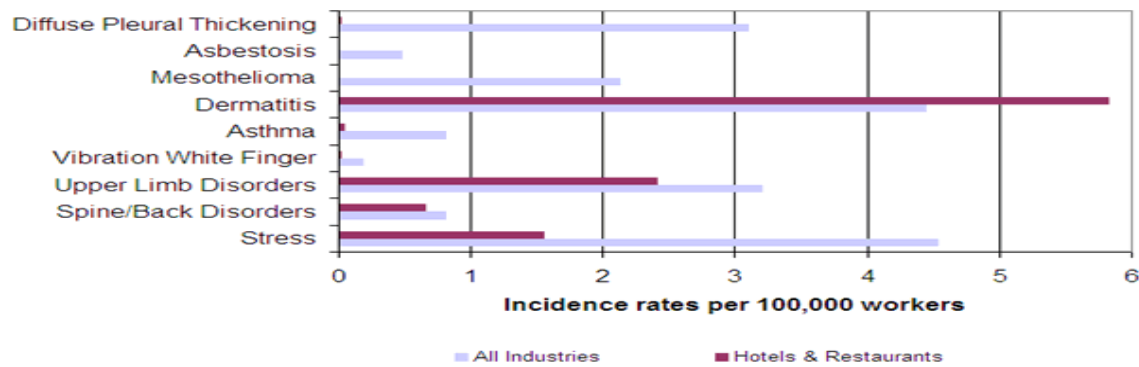
Data collection for the present research is attained using semi structured interviews and close ended questionnaire. The semi structured interview proves beneficial for interviewers as it allows asking of detailed questions associated with certain issues and situations (Sekaran, 2003) thus it can be concluded as two-way communication approach. The new dimensions can be discovering through interview questions that are relevant to the stressors impacting employees work efficiency. The questionnaire is circulated around to gather feedback and respondent's views regarding stress. The attained results through questionnaire are essential for the data representation data in a quantified way and react to the set objectives at research commencement stage.

The interviews, questionnaire primary research sources are used to attain data, which is in form of various scenarios included in the report and is developed through data sorting method to arrive at certain conclusion. Data analysis is a method that enables the data assembling in the form of purposeful and significant details (Jorgensen, 1989, 107).

#### Secondary data findings

In last one year (mid 2009-mid 2010) the various types of incidents & self reported sickness caused due to work as presented below:

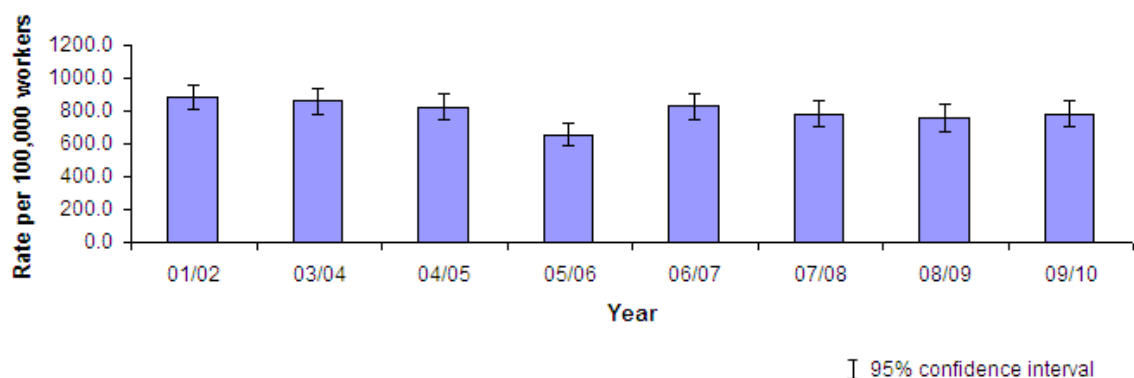
Type of complaint	Estimated incidence (thousands)			Rate per 100 000 employed in last 12 months		
	central	95% C.I.		central	95% C.I.	
		lower	upper		lower	Upper
Musculoskeletal disorders	<b>188</b>	165	212	<b>630</b>	550	710
mainly affecting the upper limbs or neck	<b>85</b>	70	99	<b>280</b>	230	330
mainly affecting the back	<b>74</b>	59	88	<b>250</b>	200	290
Breathing or lung problems	<b>16</b>	9	23	<b>54</b>	32	75
Stress, depression or anxiety	<b>234</b>	210	259	<b>780</b>	700	870
Other type of complaint	<b>36</b>	27	46	<b>120</b>	89	150
Total	<b>476</b>	459	493	<b>1600</b>	15040	1650



Source –Health and safety executive summary /work related illness /stress

Average of the incidence associated with the stress are symbolized in the above chart demonstrating the comparison of stress leading to serious and severe incidents within the hotel sector. Whereas other sectors are established as incident per 1000 workers.

The 2009-2010, labour force survey performed demonstrated that there has been an incline in the stress issue with in the hotel industry which was higher than the 2000-2001, leading to the conclusion that employes of hotel sector ve higher health problems and stress in their life.



Source – Health and safety executive /stress related disorders / statistics / incidence data related to stress

This disclose that there has been minimal improvement in the stress control level within the hotels and restaurant sector.

This is determining the actual cause of stress in the hospitality industry and thus, interviews are conducted with employees of other hotel for cross checking of outcome at later stage and ensuring that authentic causes are determined through interviews. Quantitative analysis as well as qualitative analysis are used in different social science studies often to gain in-depth understanding of the phenomenon (Faizan & Haque, 2015; Faizan & Haque, 2016; Faizan & Haque, 2019; Faizan et al. 2018; Faizan et al. 2019; Gusakov et al. 2020; Haque, 2012; Haque & Aston, 2016; Haque et al. 2016; Haque et al. 2018; Haque et al. 2020; Haque, Aydin & Uysal, 2017; Haque et al. 2017; Haque et al. 2015; Haque, Kot & Imran, 2019; Haque, Nair & Kucukaltan, 2019; Haque & Oino, 2019; Haque, Sher & Urbanski, 2020; Haque & Yamoah, 2014; Imran et al. 2018; Imran, Hameed & Haque, 2018; Imran, Haque & Rebilas, 2018; Javed et al. 2018a; Javed et al. 2018b; Kot et al. 2019a; Kot et al. 2019b; Kot et al. 2020; Ślusarczyk et al. 2019; Ślusarczyk et al. 2020; U-Hameed et al. 2018; Urbański & Haque 2020; Urbański, Haque & Oino, 2018).

The time selection was initiated to observe the stress extent of employees at work. The hotel was visited during mid-day, in the first week of November and were seated at table 13 for lunch. After the observation of 45 minutes, the customer flow increased, and waiters had to be on their heels to serve customers. The family seated next to researcher's table had twice asked for change of their ordered meal and the employee frustration was evident on the face. After lunch the brief interview was conducted the employee who took our order regarding the incident of the close by table and the response was that employee tend to get frustrated when asked over and over for order change as the kitchen team has extensive stress when operating.

During the second visit to the hotel, a waiter who was serving us was inquired about the stress and he responded that at time it happens during the peak hours leading to order mix up and extensive pressure from the kitchen to take the orders out instantly as they are ready to go while new customers are entering the hotel. Thus, due to the pressure the general errors related to order mix up or wrong delivery of order to table takes place. When researcher inquired if the incident happens due to the pressure or the personal stress? The respondent replied that obviously the personal life stress does make us perpetrate a mistake.

This time the visit was performed to Indian Restaurants to determine the stress situation and being a kitchen member, it was easy for the researcher to ask questions from the chef. Following is the response of the interviewee:

Often, the stressful situation takes place when a working hour shift is not explained appropriately prior to the shift commencement, for instance, if that day the hotel experience increases in customer number and rush; it becomes an overload for the employee. With the absence of kitchen staff, the unequal distribution of work tasks often fell on few who are present which could lead to some serious health damage. The missing of certain objects such as ingredients or tools at peak hour could at the frustration. At times, the interruption from many and various people during work also frustrates us contributing to the of excessive workload stress. When we are on constant time sensitive aspects and keep looking at the watch, the level of panic increases adding stress to the work.

The bar tender employee was interviewed who said that there is not stressful however the mismanagement generates frustration such as previous shift put things at wrong place, and it becomes time consuming to locate the object. In addition, to serve drinks at fast pace becomes stressful with minimal workforce. At other times, it becomes challenging to remain calm when tools are not operating, and the place is disorganized. The fast-cleaning factor becomes stressful when utensil and trays are inclining with no assistance in cleaning where we have to clean as well and this becomes a frustrating and quite stressful.

The questionnaire is composed of 15 questions relevant to the stress to measure the behavioral and physical stress problems and demonstrate the impact of stress on employees at work environment.

The employees, working at various level in distinctive stressful situations, were given the questionnaire and the conducted semi structured interviews of the chosen employees revealed that there are various kinds of stress that takes place in diverse situations. In addition, the past empirical research and models are not entirely precise in terms of workplace settings.

#### **4. Findings and Analysis**

##### *Interview Results*

##### **Q1- How do you recognize workplace stress?**

**Manager 1:** Increased employees concerns and frequent mistakes while working are considered elements to identified stress at workplace.

**Manager 2:** Hectic shifts and variation in work pattern in the employees' usual routine.

**Manager 3:** Decline in working efficiency of the workers.

The managers at Indian restaurant recognize workplace stress as a serious decline in the performance of employees by making unusual mistakes that they do not make in routine tasks. Present findings are similar to Carol (2009) findings that there is gradual decline in performance of employees when they are in stress.

#### **Q2- What are the main cause of stress of employees?**

**Manager 1:** Employees who are not trained experience more stress.

**Manager 2:** Hectic shifts, customers behavior, and guest attitude towards the hotel workload is often a cause of stress. The stressful environment also draws employees to experience stress.

**Manager 3:** Increase employee turnover, ongoing employee training and still may not be providing an outcome as expected results makes employees depend on the other employees that eventually adds to the stress.

However, managers in this study have identified various types of causes but both internal and external factors are included. In internal factor, we noticed that inability of employee to manage work-related stress is one crucial factor. In external factor, most evident one is the environmental stress. This includes tough routine, hectic shifts, overloaded work, etc. Thus, Marshall and Cooper (1976) have rightly identified these variables as prominent reason for stress at workplace.

#### **Q3- What is the reaction of employees under stress?**

**Manager 1:** Decline in work quality.

**Manager 2:** Higher mistakes and lesser efforts towards task completion.

**Manager 3:** at times, workers display violent behavior when the pressure and stress become unbearable.

In question regarding employees' reaction when they are in stress, managers gave their opinion based on their observations. However, at times stress is constructive but at Indian restaurant usually the stress works in negative manner on the employees. In stress situation, employees make mistakes, they demonstrate violent behavior, and there is obvious decline in their performance. Decline in performance is a strong reaction under stress. The study of Smith and Carol (2006) stated that in stressful situation, employees might exhibit aggressive behavior. This notion is confirmed in the present study. Furthermore, NSTF (1999) survey showed that reduction in the performance is a common reaction of workforce under stress. Our research confirms it.

#### **Q4- How restaurant manages to relief stress of employees?**

**Manager 1:** Stress is reduced through job charts.

**Manager 2:** Arranging shift rotations and creating friendlier environment to minimize the stress.

**Manager 3:** By evaluating training program, company initiates to minimize its employee stress.

Job chart is a way to give a relief to employees from their work-related stress. Another way to relief stress is by rotation of shift. The last method identified in the interview with the manager was training program. Interestingly, literature at hand only identifies friendly working environment as common method to relief employees' stress as it is proposed in the study of Leith (2002).

#### **Q5- What is the strategy Indian Restaurants use to reduce stress at workplace.**

**Manager 1:** After the review of overall workload and then provide training program.

**Manager 2:** Variation in shift rotation and give proper training.

**Manager 3:** Incentives and enclosure of assistants to minimize the employees' workload through combine efforts.

There are different techniques used by Indian Restaurants Management, but most noticeable ones are rotation of shifts, training program, and incentives. This study confirms work of Leith (2002) that training sessions create friendly environment that eventually reduce employees stress at workplace. Moreover, as identified by Maslach (1993) for some employees, stress can go down when they are given job incentives, rewards, and proper training. Present findings reflect that Maslach (1993) suggestion is correct at INDIAN RESTUARANTS.

#### **Q6- How do you motivate your employees to work in highly stressed environment?**

**Manager 1:** Staff will be elected by nominated by the other staff members. These nominated employees will be the one who has amazed others with their high constancy.

**Manager 2:** Well-bred and friendly environment assist individuals along with the awarding policy.

**Manager 3:** Incentives, steady praises, and program of "I AM AWARDS" which enhance the morale of employees in stressful atmosphere to be highly competitive and efficient.

Interview results showed that performance appraisal is vital for employees to overcome their work-related stress. This means that theory of Rowley and Purcell (2001) is true at INDIAN RESTUARANTS as appraisal and awards make employees feel part of organisation and he or she overcome their workplace stress.

#### **Q7- How do management assure their selves that stress is minimized or eliminated?**

**Manager 1:** Sustaining a good relationship with employees and ensuring the staff is happy.

**Manager 2:** With the feedback forms, for instance "daily brief" which makes certain that stress is eliminated.

**Manager 3:** We ensure that stress is eliminated by checking the work quality; if there is a decrease, it suggests that stress was the reason for problem and then observing the work appropriately.

Managers confirm that check and balance is vital for managing work-related stress. For this purpose, manager follow strong monitoring policy of INDIAN RESTUARANTS that is to ensure employees' performances are checked regularly. When there is a decrease, it indicates that employee is under some type of stress. This is the exact pattern that has been driven because of the NSTF survey in 1999 in the hospitality sector.

#### **Q8- Do you believe that stress management workshops should be initiated to help employees?**

**Manager 1:** Do not think this is extensively relevant but if presented the idea to the staff and employees are interested then the management will consider it.

**Manager 2:** Yes, if employees are assisted with it then sure.

**Manager 3:** If staff can use it as a mean to reduce the stress, yes it could be undertaken by the organisation.

The work of Lieberman (2005) is confirmed by the present findings as in present case study, managers also use a pattern of increasing employee engagement to ensure they are not over stressed. In INDIAN RESTUARANTS, managers encourage employees to participate in the stress-relief workshops to ensure that they are positive to overcome their stress.



### Q9- Do you believe that stress influences the business and personal performance of employees?

**Manager 1:** Yes, if employees are overstressed this becomes evident to the guest and poor experience will become the result.

**Manager 2:** Sure, the effected performance will be evident in the workplace.

**Manager 3:** It is highly challenging to keep the two separates as at times this would be evident in the workplace, unhappy employees will demonstrate this their friends and family in a form of concern and the similar worries will accompany him at work.

Our respondents confirmed that personal stress is vital in creating an impact on the overall performance of the organisation. The work of Bresnan and Marschall (1999) and Bennett et al., (1999) also revealed same findings that when employees are stressed, they do not exhibit quality performance at workplace, which eventually reduces the working efficiency of the business. In present findings, managers revealed that customers are not properly handled by workers when they themselves are in stress, which is not good for business.

### Q10- How do you disconnect employee's personal life stress not to impact on his work performance at organisation?

**Manager 1:** To ensure that contracted hours do not exceed extensively otherwise the staff would enough time to benefit from personal life.

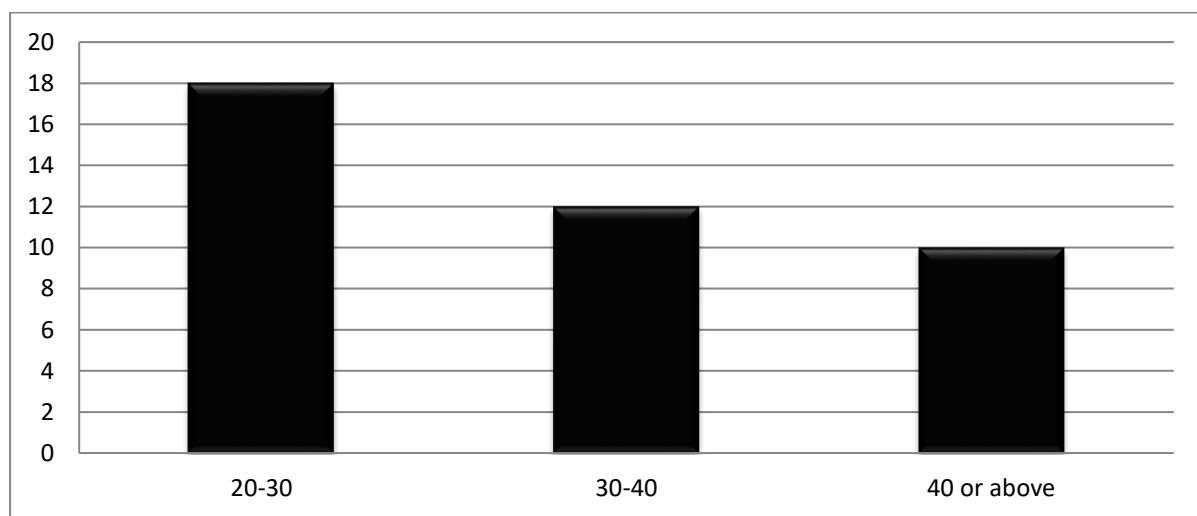
**Manager 2:** Monitoring extensively the contracted working hours

**Manager 3:** Ensuring that overtime does not affect the personal life of workers and ensure the employee has time for his family too.

Managers ensure that employees are not too stressed to perform their routine tasks in inefficient manner. For this, the work is divided. Management also ensure that workers are not stressed by taking time to discuss matters with them. Managers also revealed that employees are given sufficient time to concentrate on their personal life so they can have time to relax with their families. Again, present findings confirm the work of Barnett et al., (1999) that providing employees an opportunity to have time for their own families help organisation to reduce the work-related stress that will increase business efficiency.

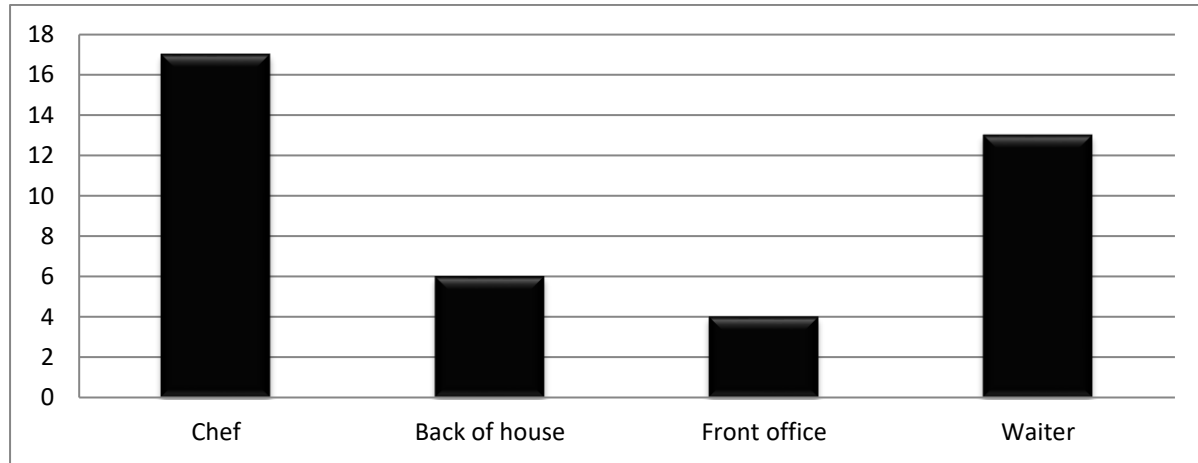
#### *Survey Questionnaire Analysis*

#### **What is your current age group?**



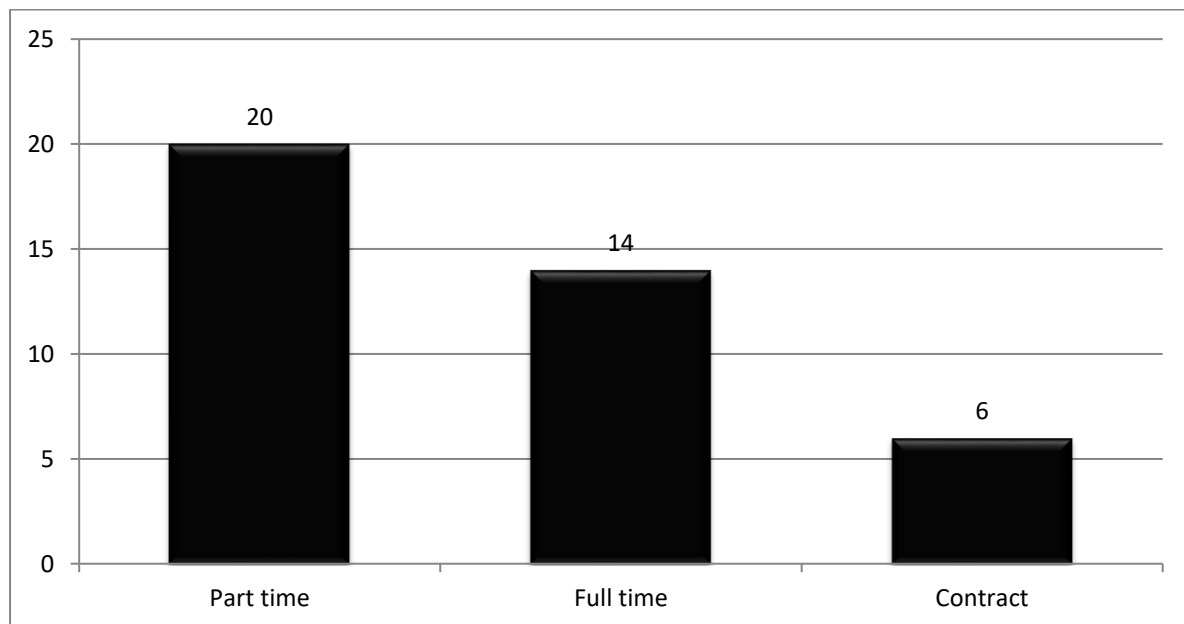
The age bracket of the most employee working in the chosen organisation lie between the 20 to 30 age criterions. It is comparable to the outcome of Northern Ireland Skills Taskforce (2009) survey that disclosed that majority of the employees are young who work in hospitality industry. This is one of the most reason that most of the young workforce are highly exposed to stress due to lack of appropriate training.

#### **What is your current role in the organization?**



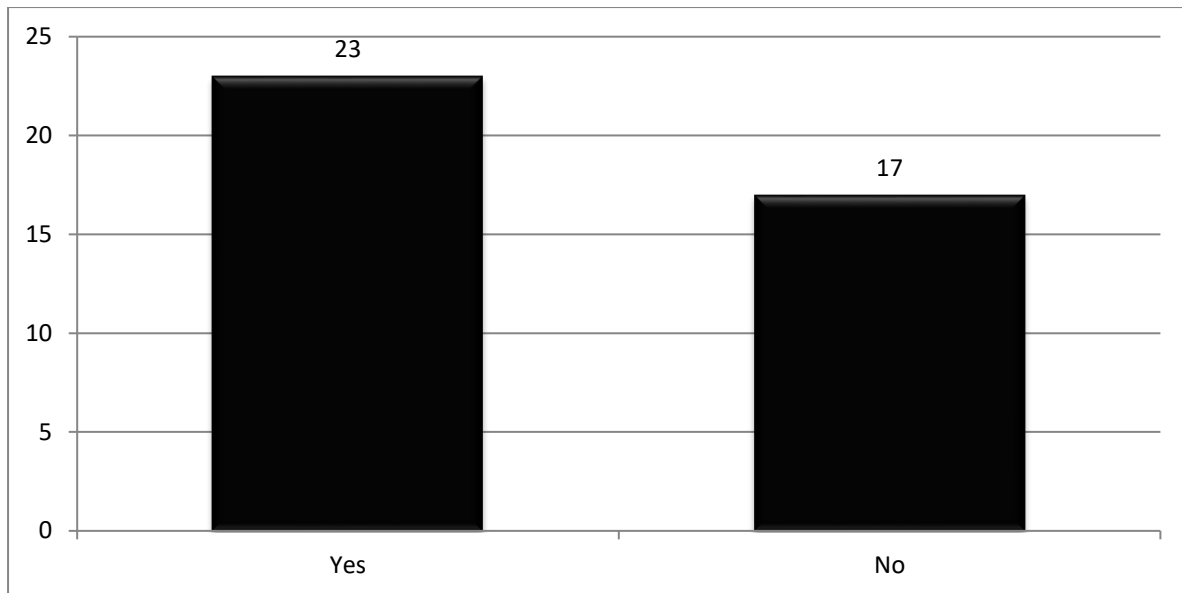
In our present research, most of the respondents are chefs and waiters and the stress they are experiencing in their routine work whereas front office employees encounter minimum stress.

#### **What is your employment status?**



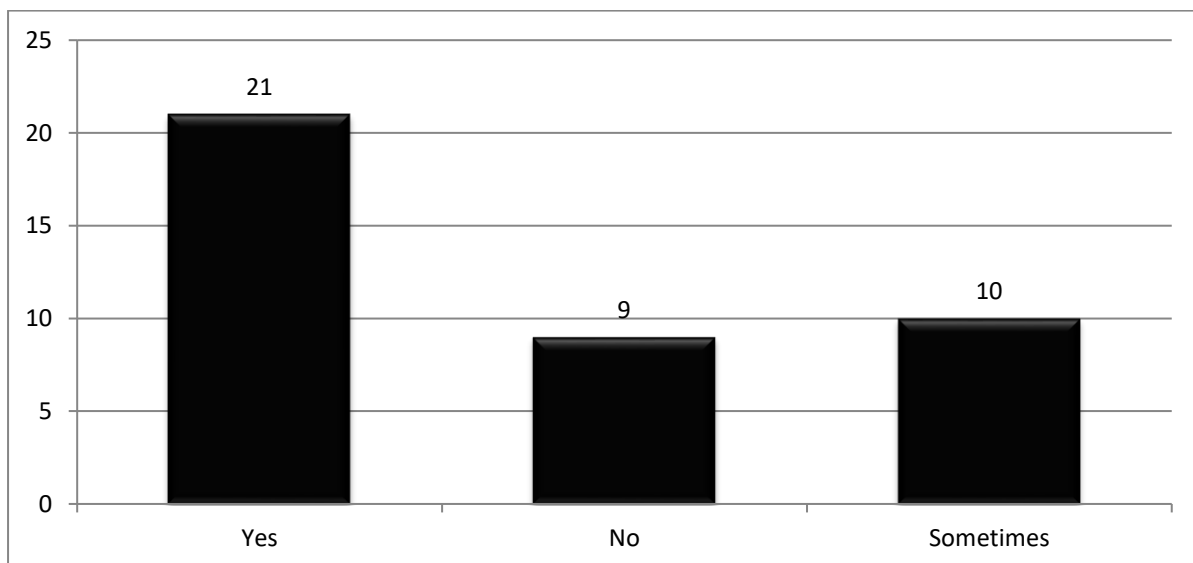
The third question in terms of demographic description was to indentify the employment status and our respondents are mostly part time employee. However, there are employees with other status who participated in the present survey. However, INDIAN RESTUARANTS is a restaurant that opens till late night therefore most employees are part timers.

#### **Are you satisfied with the pay package?**



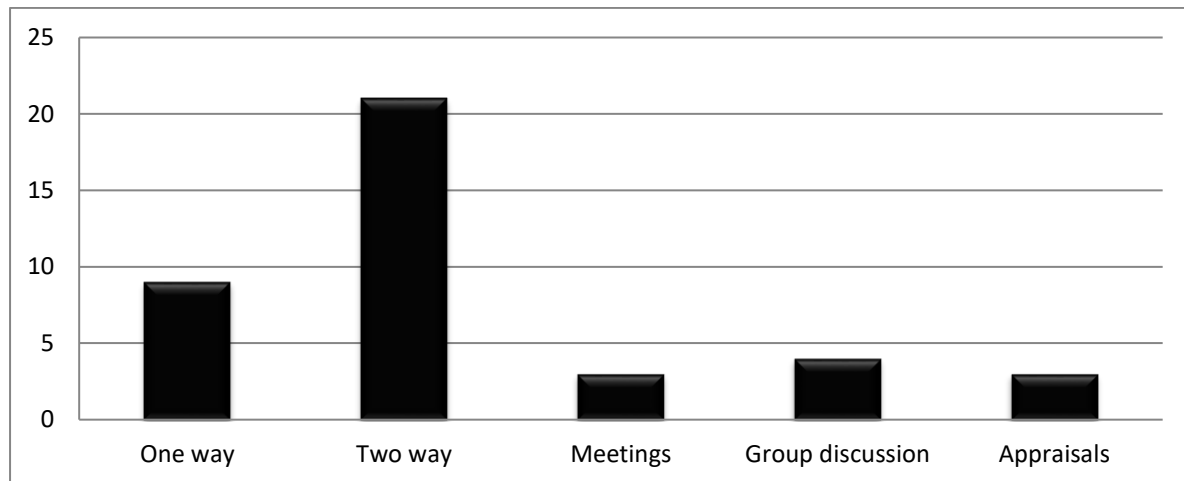
The outcome of our research is distinctive to the findings of National Skill Task Force (1999) that proposed that stress is caused by the pay scale, in our results, 57% employees are content with the provided by pay scale which concludes that pay scale is not a stressor.

#### **Are the colleagues at workplace approachable and helpful?**



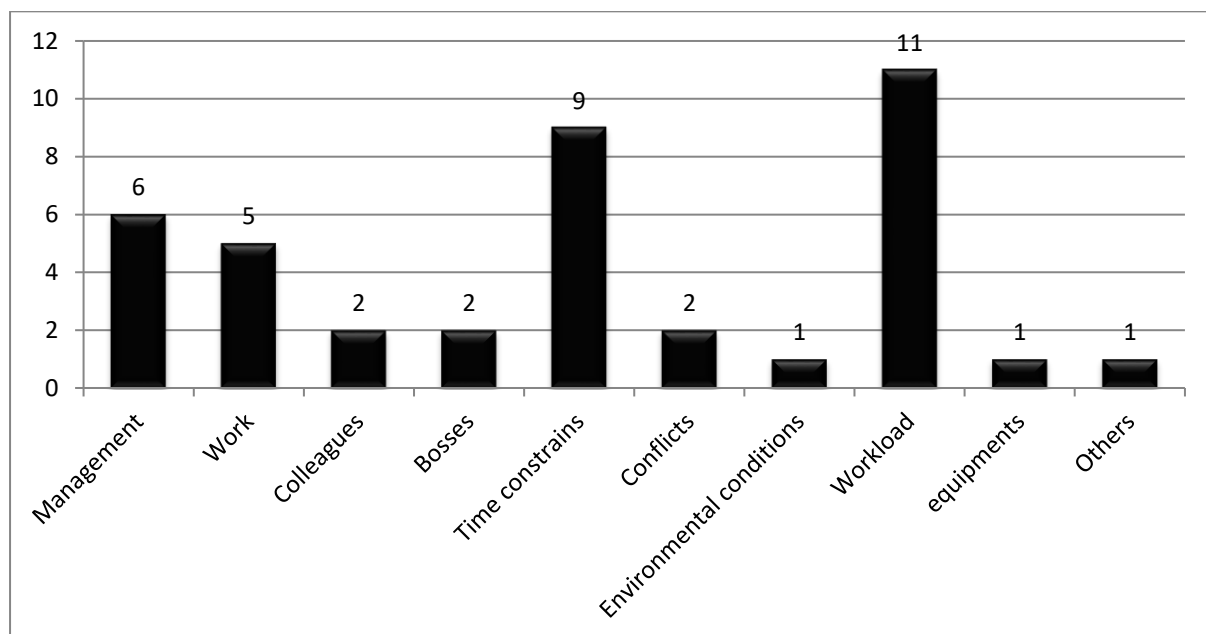
Our conclusion demonstrates that 52% people recognize their colleagues as helping agent and support in stressful time which is like identified made by Cooper and Marshall (1976) that stress generated by the poor relationship between peers.

### Is the communication with your shift manager?



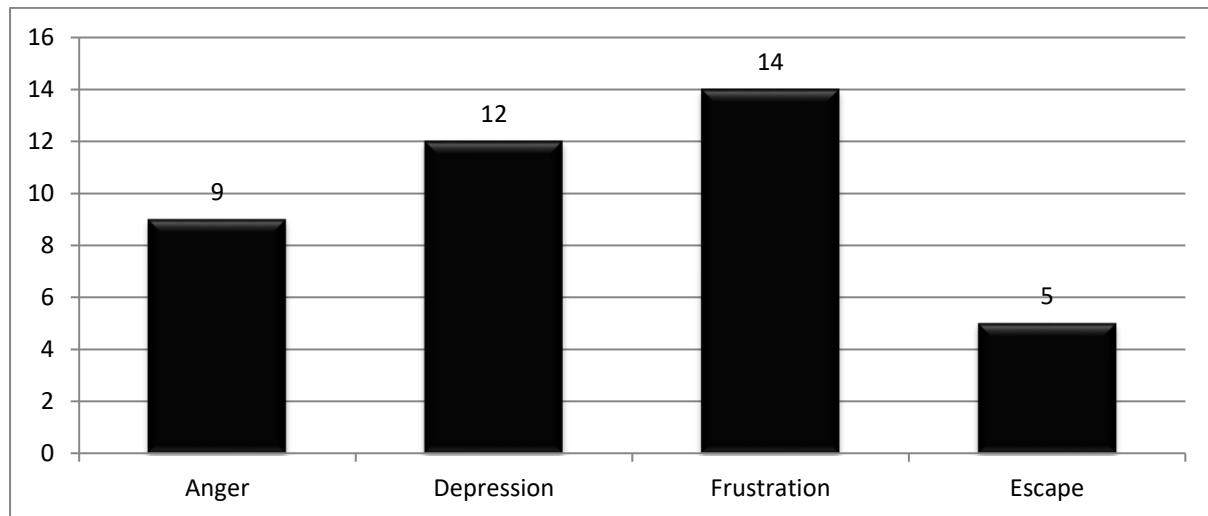
Our research findings proposed that significant number of respondents view two way communication as an essential and integral part of the organisation as two ways communication assist in minimizing the stress as per findings of Worrall and Cooper (2007).

### What is the main cause of stress?



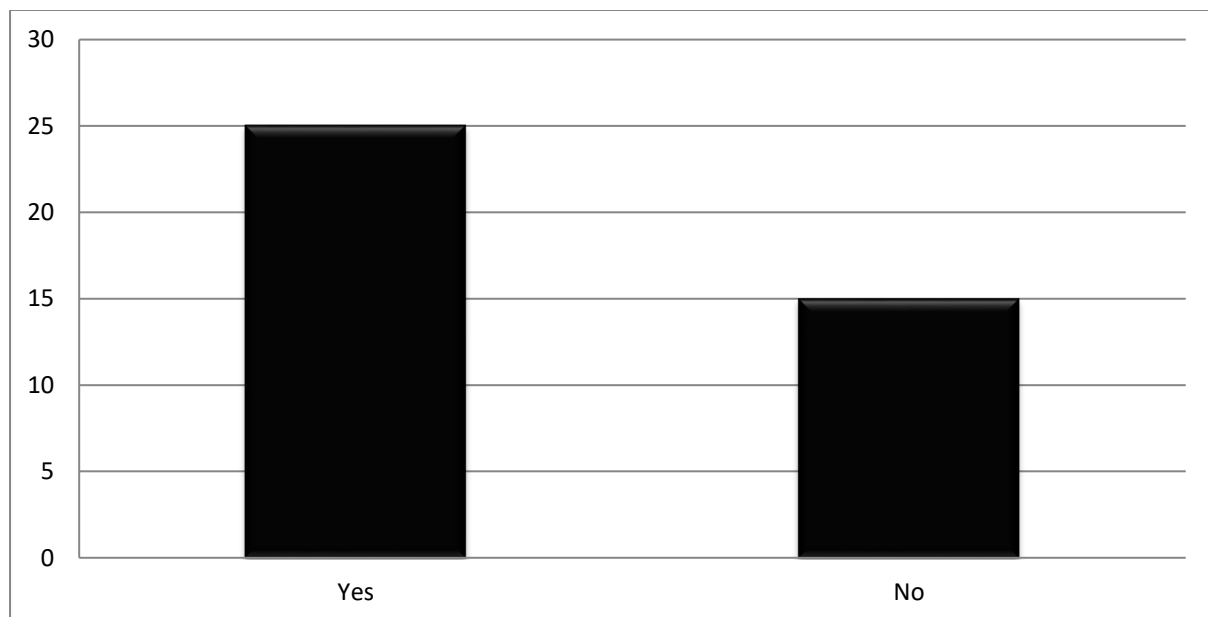
The results demonstrates that time restrictions are worldwide perceived cause of stress after the extensive workload. The present research findings demonstrate that workload contributes to the stress. The past research of Cooper and Dewe (2008) proposed that immense workload generates extensive stress for employees. Whereas time constrain is also considered an added factor to contribute to stress as it was disclosed in the research of John and Menzel (1999).

### What is the reaction under stress?

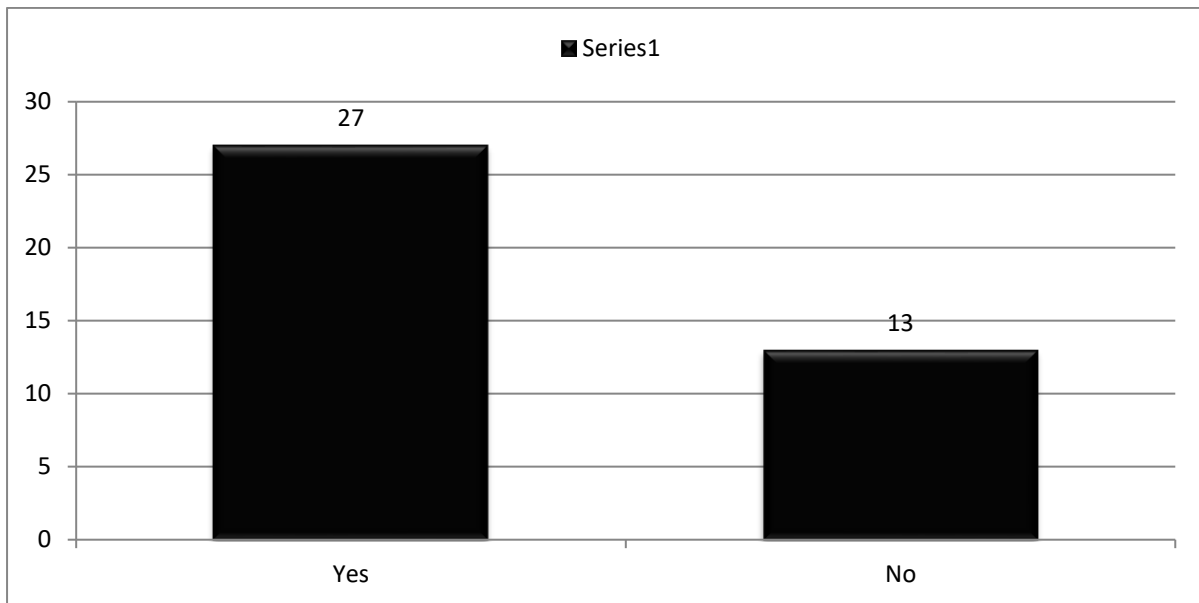


Our research outcome proposed that significant number of employees become frustrated which leads to the second most reported mental disease of depression, occurs due to the workforce stressful situation. The similar is also proposed by the research of Cooper and Marshall (1976), Smith and Carol (2006), John and Menzel (1999), Leith (2002), and Maslach (1993). However, Leith (2002) research proposed that frustration and depression are both an outcome of stress.

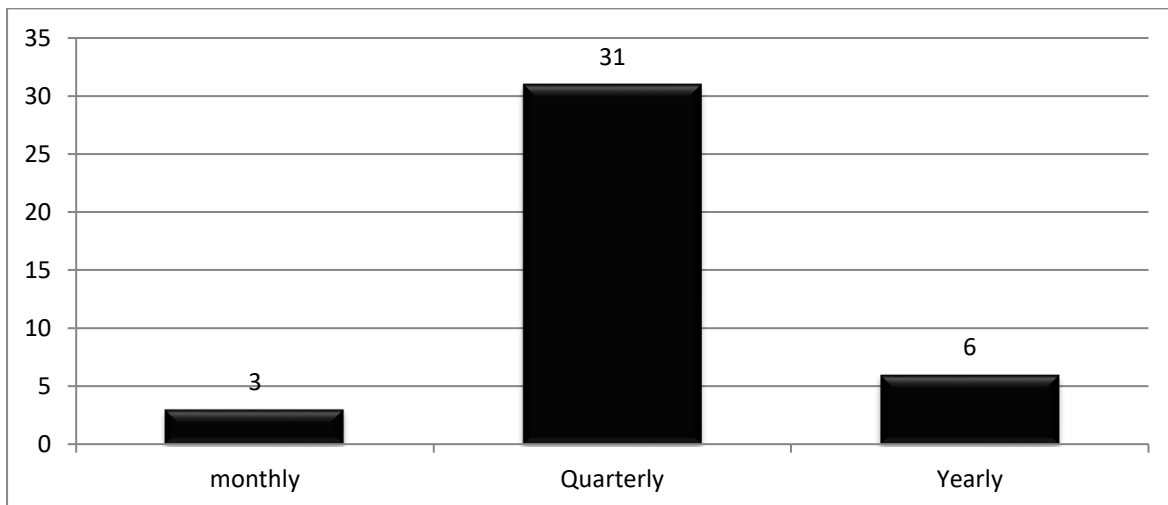
### Is the work time constrained? Do you work overtime?



This question is associated with the past to discover that if time factor is a cause of the stress as employees at time must work overtime to complete their assigned task. 62% of employees agreed that time limitation leads to working overtime. The findings of Cooper and Worrall (2007) argued that time constrain leads to higher stress due to the time restriction and thus end up working longer hours than scheduled for.

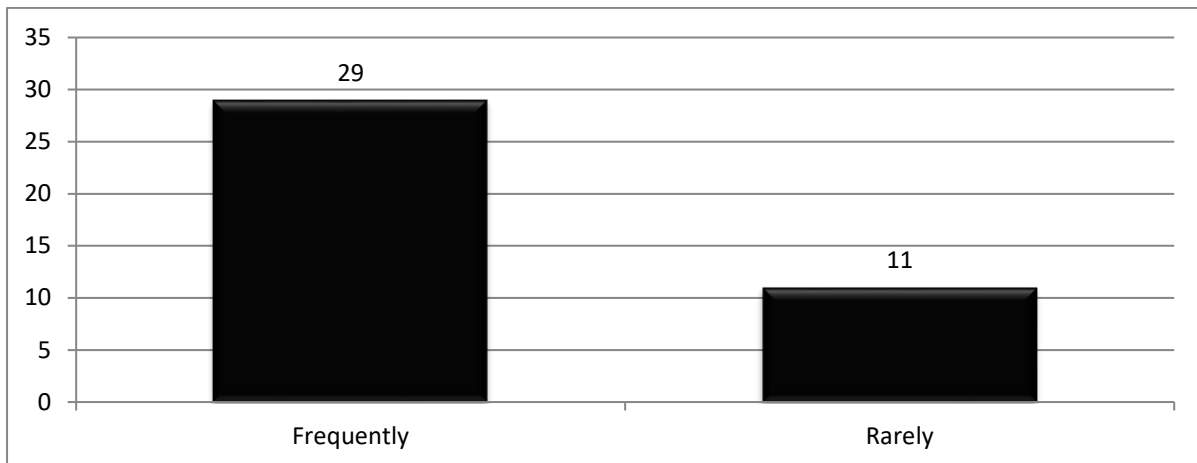
**Has your company offered anything to relief your stress?**

The present analysis outcome proposed that majority of the employee perceives that company is taking measure to ensure that stress is minimized. The survey of Lazarus and Folkmen (1984) also disclosed that employees need a management support to overcome their stress.

**To what extent you are given feedback at work.**

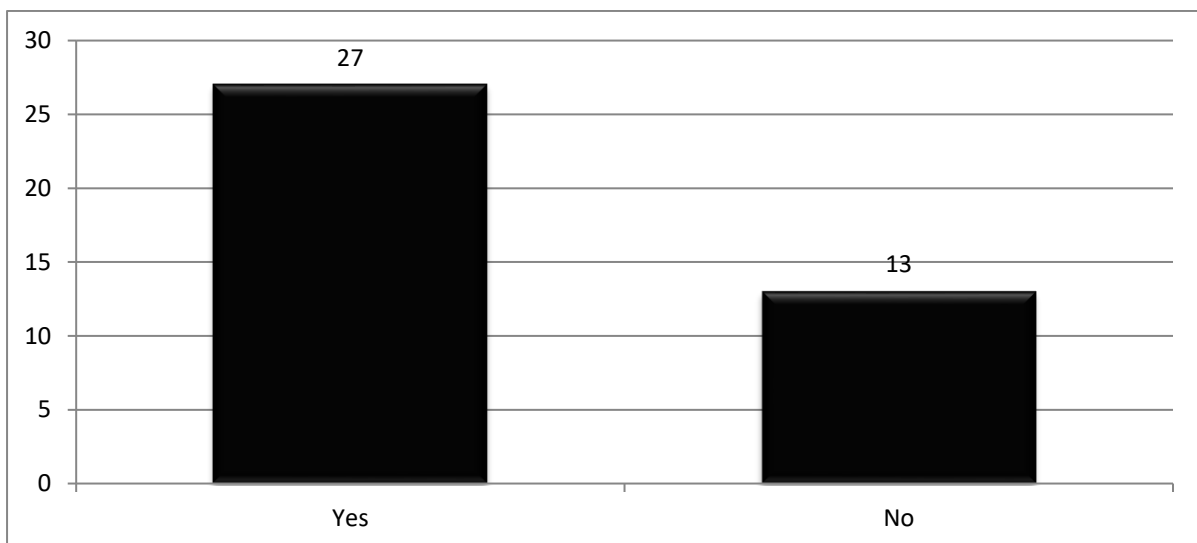
The outcome demonstrates that chosen organization's management is working towards the stress reduction with the assistance of feedback that takes place on quarterly basis.

### How often you have felt pressure at work?

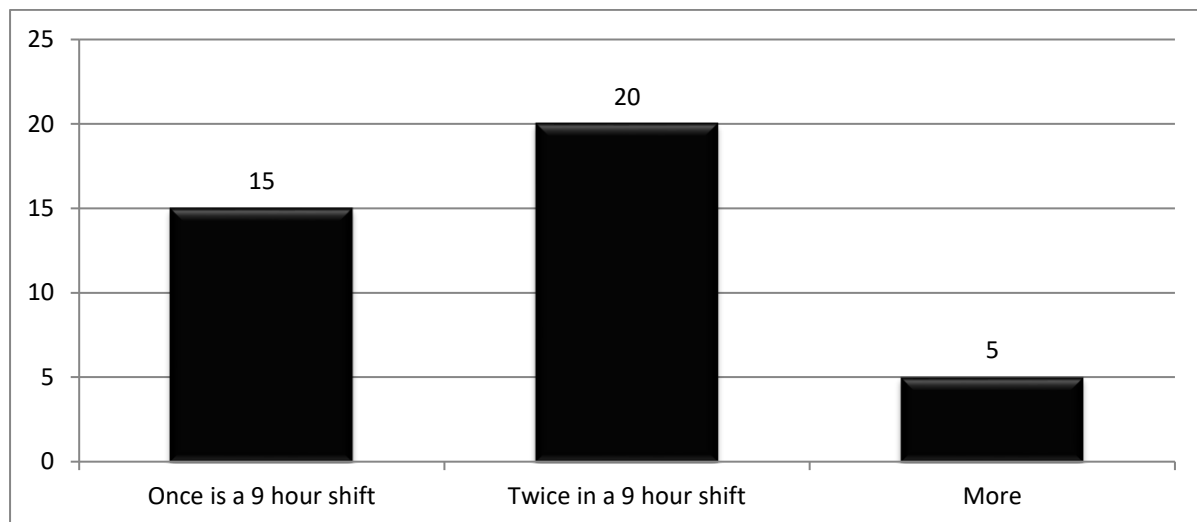


Majority of the respondents responded that stress is often experienced at workplace in frequent manner. Cooper and Mashall (1976) and the research of Smith and Carol (2006), Lazarus and Folkmen (1984), John and Menzel (1999), Leith (2002), and Maslach (1993) proposed that stress is highly frequently and is experience at workforce within the organization due to its existence in the environment.

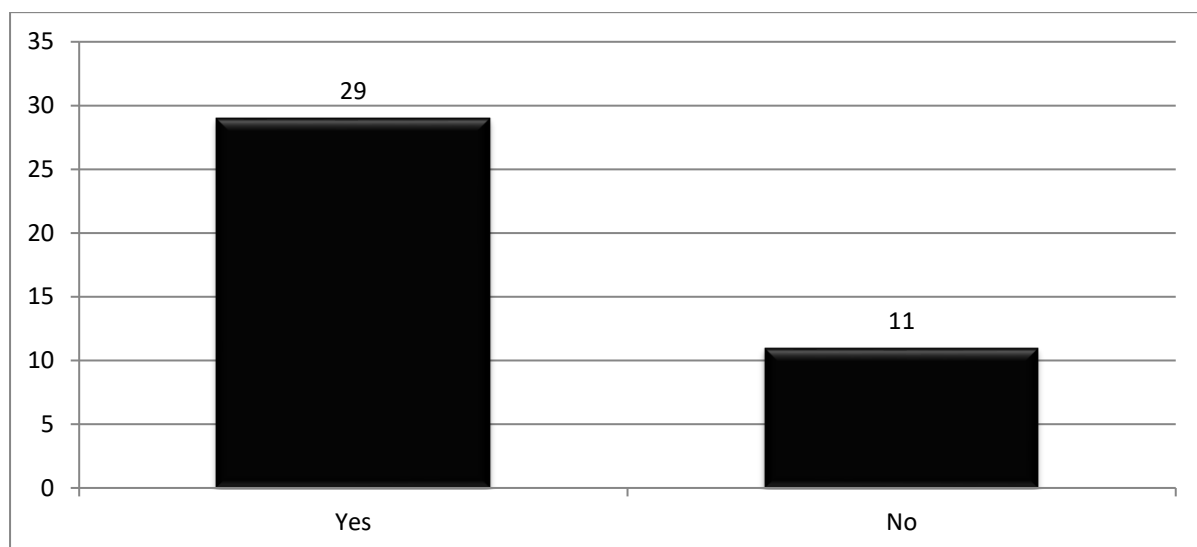
### Help and support during heavy workload?



Nevertheless, our conclusion demonstrates that 67% of employees feel that the support and assistance is available from others. However, the research of Leith (2002) proposed that even though stress can directly influence the employee and make them feel there is no support is in place.

**How often do you take breaks at work?**

The current outcome results suggest that employees desire two breaks in 9 hours shift in order to be more relaxed in their operations. The survey conducted by Northern Ireland Skill Task Force (1999) also proposed similar outcome that those employees who feels minimal stress are the one that have two to three breaks between their ongoing work shifts.

**Does your organization try any strategy when it comes to reducing stress?**

72% of employees established that organisation initiates a policy to ensure the stress is minimized. in addition, we witnessed in the literature review that Smith and Carol (2006) strongly proposed that organization must utilize significant number of strategies to overcome stress issues associated with its workforce. Worrall and Cooper (2007) and Cooper and Dewe (2008) recommended that an organisation must implement strategies to effectively cope with the stress problem of its workforce.

**A brief answer by which organisation can improve its system?**

In a response to this question the, respondents replied and shared their opinion but to conclude the discussion it can be said that various aspect should be introduced such as checking system, incentives, appraisal, workshops and seminars to effectively manage employee stress. This is also stated in various management literatures that we have viewed by various researchers. The suggestion is similar as Cooper and Marshall (1976), Lazarus and Folkmen (1984) and Smith and



Carol (2006).

The interview outcome demonstrates that stress can be recognized through various methods in the presence of literature review, Carol (2009) has suggested that decline in the work effectiveness of the employees are perceived as management as an outcome of stress, thus we can conclude that stress does impact the employees' working performance. Cooper and Dewe (2008) proposed that higher mistakes of employees is a pointer that employee is working under the stress.

Furthermore, interviews with the manager reflects that the outcome is similar to past research findings of Cooper and Marshall (1976) that purposes that specifically relevant in kitchen department is inadequate training generates stress among employees, At times the continuous and prolong shifts make it challenging for employees to effectively control their stress. The results of Cooper and Marshall (1976) study proposed that environment's stress also creates inclined stress that is recognized in our findings through participants.

Referring to literature review, Smith and Carol (2006) identified through their study that there is a possibility of the intense reaction from employee and at time may becomes aggressive at under stressful situation and may lead to violence as well. Within the present investigation, we have witnessed that one of the primary reactions under stress is to rebellion and decide on fights with the co-workers. In addition, the report of National Silk Task Force (1999) recognized that compromise commence on the quality of services and products which is also observed in the present research as our participant recommended that work quality declines.

Researcher witnessed that the feedback attained form the managers are like the findings of Leith (2002) which proposed that provision of the healthy and friendly environment is fundamental and integral part of the company's policy to ensure the employees are motivated to work and be able to break the stress's spell. Based on the previous empirical research the conclusion can be drawn that introducing flexibility and establishing friendly atmosphere allows the company to minimize the stress at work.

Moreover, researcher in attempt to investigate role of appraisal program in managing stress in the restaurant revealed that case study uses both flexible strategies as well incentives to manage its workforce in coping up with the work-related stress. The past empirical research of Leith (2002) strongly proposed that modification in the company's strategies and policies are fundamental as it assist the organisation to organize and effectively manage the workforce stress. Maslach (1993) whereas incentives and appraisal programs are views as fundamental strategies to minimize the stress within the organizations. It is clear that the present results comparison with the past research demonstrates that flexible strategies and incentives assist organisation to cope up with stress.

At present case study, it is evident that workplace stress is present but managers rotate employees' shift to ensure they are not overstressed because decrease in their performance will ultimately have serious impact on the overall performance and working efficiency of the restaurant. The examination of the literature review of the Rowley and Purcell (2001) proposed that there should be a constant appraisal in the organisation when there is extensive stress in the organisation, as it will motivate the workforce to work with vigorous. In a similar manner, we have recognized in the present study that incentives and rewards inspire employees in a positive manner to perform in stressful environment.

In addition to that, our research participants responded that there is necessitate of checking and balancing to ensure that things are according to the mapped-out management's plan thus, there is "daily brief" for the feedback. Considering the previous survey conducted by Northern Ireland Skills Taskforce (2002) proposed that appropriate evaluation is obligatory by the organisation to observe the cause of stress and how the individual's performance is after the solution is found.

Managers try to lift employees' work by properly training them to handle pressure. These sessions

are like one-on-one training workshops where managers closely monitor employees and guide them to handle pressure in busy hours. As evident in the literature that Lieberman (2005) proposed that one method to minimize the stress is to engage an individual in the workshops and our outcome demonstrates that management perspective is a sign that if such workshops can aid workers in minimizing or controlling their stress than these workshops could be considered. Thus, managers' approach concerning employee's stress management is well in accordance with the literature at hand. In other words, present study confirms the previous empirical research findings.

The present research investigation put forward that this is challenging to keep the personal life apart from the professional carrier for extensive time. The stress of one aspect will be evident on the other one. The past research of Barnett, Raudenbush, Brennan and Marschall, (1999) also argued strongly that personal stressors influence the business functioning of the individuals, and it is extensively important to keep both these aspects separate from each other.

Barnett, Raudenbush, Brennan and Marschall, (1999) research argues that there are various methods that can be utilized by the organisation to ensure the employee personal life does not get impacted one of this is management should observe the employee working hours in terms how much time is spent at work and how much time is given to family. Thus, we concluded that our outcomes are matched to the past researcher's work.

From the survey questionnaire, it is evident that majority of the workforce in Indian restaurants is young and working on part time basis. This is confirmation of the NIST (2009) survey that in hospitality sector most of the workforce at present is young and part timers. Being a part time employee is also a stress in its own, as there is no job security of being full time permanent employee. Present study revealed that high level of stress is more visible among chefs and waiters on daily basis. The burden to manage their work and responsibility is high as compared to front desk ones. Furthermore, the study is consistent with the survey of NIST (2009) that pay scale is the biggest cause of high stress among employees. Interesting findings is that interviews with managers showed that they are helpful in creating environment for employees to overcome stress, but majority of respondent feel it is their co-workers who help them in overcoming their stress at workplace. Survey findings are like work of Cooper and Marshall (1976).

In addition to it, findings from survey indicated that employees feel that the two ways communication is helping them to overcome stress which is also the supposition of Worrall and Cooper (2007). However, despite two ways communication there is stress in the organization, and it is usually due to workload and time constraint. This is like the findings of Cooper and Menzel (1999) that identified workload as cause of stress and Cooper and Dewe (2008) indicating time constrain as reason for stress in hospitality sector. Further categorization revealed that employees feel more frustration when the encounter stress. This study partially disagrees with the findings of Leith (2002) that people feel depression at most as in this study it is frustration at most. Thus, the work of Smith and Carol (2006) is supported by this investigation. Moreover, majority of employees feel time constrain as biggest factor behind their frustration, which incurred quite frequently. On part of management, support is essential for employees to overcome stress and management is taking steps for the reduction if stress by training employees and providing flexible shifts. Management's effort to reduce employees stress is recognised and appraised by present workforce. The study revealed that break during job is important factor to relief employee's work-related stress.

## **5. Conclusion and Recommendations**

In the present environment there are several categories of stresses that are in existence similarly as identified by Carol (2009) as the researcher proposed that 44% of individuals life has transformed as very complex because of the existence of the stress in the environment in contrast to the thirty

years ago stress rate. Cooper and Marshall (1976) as well recognized the theory's suggestions the productivity issues lead to the stress exertion in the organization. To enhance the productivity the workload increases which as well gradually increases the individual's stress level. Whereas Cooper and Dewe (2008, Occupational Stress, P. 225) works propose that in past three decades various aspects have evolved serving basis for the determining the workplace-stress. The increase in competition in the era of 80s is also consider on the factor in increasing workplace-stress is the increase in the competition in the era of 80's. Though later the era of 90s and 2000s the flexibility trend introduced in the workforce however the stress gradually kept inclining in the individual's life.

As identified by Cooper and Marshall (1976) there are five fundamental categories of the stress such as organizational role, poor relationship with boss and peers, career opportunities, poor organisational culture, and intrinsic stress of individuals.

The survey performed by Worrall and Cooper (2007) demonstrates that psychological and physical s-tress are both common in the hospitality industry. Worrall et al., (2008) work disclose various factors contribute towards workplace stress such as lengthy working hours, pay scales, violent behavior, and aggressive behavior. Moreover, it has become evident with the viewing of Smith and Carol (2006) of extensive and long working hours as a workplace stress trigger as the theory propose that once a workload for longer hours is taken on an individual become vulnerable to stress.

The theory presented by John and Menzel (1999) proposed that at work there are two types of; one is physical and other form is psychological pressure. These both stress types of results in the decline of work efficiency of worker in a negative manner. Furthermore, the researcher recognized that individual's aggressive behavior is associated with the employee's psychological behavior of the employees. In the similar regard, Leith (2002) work related stress emphasized eventually contribute to higher stress and lead to higher employee turnover.

The Lazarus and Folkmen (1984) theoretical framework propose that lack of control over the demands is a reason as well for elevated stress at workplace. The Cooper and Dewe (2008) conceptual work believe that the placement of unrealistic demand on employees lead to stress. The researcher also recognized that individual's role and relationship is an essential factor in diminishing the workplace stress.

The outcome accomplishes through initial research analysis disclose that there is stress evident in the various departments of the organization at various levels. From time to time employees do experience stressful situations. According to the past research, the pay scale can also create stress. Whereas 57% respondents in the present research are content with their pay scale. Thus, in the chosen organisation pay scale is not consider a fundamental factor causing stress. Additionally, the study demonstrated that the conclusion of the of Cooper and Marshall (1976) proposed that one of the cause of poor relationship between the management and employee is stress which has been acknowledged by the individual during interview section whereas 52% of the respondents established the assistance and support from management, boss, peers, colleagues as an essential aspect.

Our research's outcome and conclusion reveal that stress is a vital component that must be effectively handled through the means of establishing and developing effectual strategies. One of such aspect of the strategy is to ensure the excellent communication between management and workforce. The results demonstrated that two-way communication is highly beneficial in diminishing stress which is similar as the suggestions put forward by Worrall and Cooper (2007).

Two of the vital stressors that are effective in creating workplace stress is the workload and time constrains, this has been revealed through the present research. The present investigation findings

conclude that both stressors create stress together in 50 -50. Which further represent that employee perceive workload and time constrain as big stress triggers. The past research conducted by Cooper and Dewe (2008) also recognize workload as a stressor whereas our findings are similar to the findings to John and Menzel (1999) demonstrates that time constrains also have significant influence in the creation of workplace stress.

Most of the research respondents consider both frustration and depression as two general reactions of the employees when faced with the stressful situation. The initial research demonstrated that majority of the employees feel very frustrated with their workload stress and often in such situation they experience immense depression which ultimately impacts their overall working efficiency. In addition, the research also put forward the notion that vast number of employees believe that the problem of time constrain leads to working overtime and give way to the stress. The interviews conducted with the management disclosed that through the contracted hour system the management ensures the stress is minimized with the proper check conducted through intervals. The findings will be like the past empirical research conducted by Worrall and Cooper (2007).

The most important analysis demonstrated that one of the systems often placed in practice within the selected organization is the “daily brief” that provides feedback associated with the employees and similarly ensures to follow the top managements laid out plan. The interviews pointed towards the various methods that assist in identification of stress within the organization and decline of the work quality.

The primary focus of the present research was the identification of the association between the Indian Restaurants and stress to elaborate in comprehensive manner on the details in context of the chosen organization. The information for research attained through primary sources such as management's interviews and employee feedback acquire through survey questionnaire disclose that one of the most commonly existing factors in the micro and macro environment is the stress. Stress effect individual in various ways, for instance, decline in work efficiency and work quality. Furthermore, when employee become static their growth and development stops. However, another aspect of the analyzation aims to evaluate the association of the stress within the chosen organization can be stated that stress is evident in the present organization and management is initiating steps and measures to minimize the stress level and assist its employee to overcome the issues and problems that are causing stress.

In the context of the present investigation, it can be determined that is inevitable however there is a possibility to cope within the organization. The variation in the rotas, shift rotation and review can play a significant role in stress minimization. Our question in the research was also to explore why it is vital for an organization to implement and introduce strategy to ensure that employees can effectively cope with the stress. through our research conclusion we can conclude that employees are an important asset of the organization and thus it is vital to ensure their productivity and routine task is not impacted and thus the organization must ensure the employees are satisfied and relaxed at their job.

It can also be considered that work efficiency of employees declines with the certain stress level that then gradually impacts the employee work quality and effecting organization's profitability. Moreover, the lack of control in stress management can also give way to employee conflicts and disputes among their selves as well as with the management.

Such conflicts and disagreements can also become a cause of an aggressive behavior, frustration, and depression. This further leads to the health damage and demur. The organization can use methods such as constant appraisal and incentives to effectively reduce the stress within the organisation.

Through time there has been a significant enhancement in the methods, tool, strategies, and

techniques to manage the workforce in effective manner and reduce the stress. As previously stated, employees are perceived as great asset of an organization and thus the organization ensure to keep its workforce and employees motivated and help in overcoming stress related problems and issues. Almost in every organization's macro and microenvironment the existence of the stress is evident. The stress damage health as well as impacts the overall productivity and profitability of the organization. This further demonstrates that stress's presence is evident in workplace and has a close association with the hospitality industry. As Coral (2009) findings disclosed that stress has increased by 44% in the hospitality industry which is significantly high in contrast to the past 30 years.

The present research looks at various issues that it encountered by the researcher. To obtain qualitative answer's interpretation into quantified manner presented challenge due the research's nature being mix of both qualitative and quantitative research. however, the stress being one of the most common concern and issue of the present day the present researcher moves forward to discover new and fresh dimensions associated with workplace stress.

For the academic reasons the present study proves essential that takes steps to explore stress in depth within the Restaurant sector due to the primary focus of the research being extent of stress in a Restaurant industry. In addition, the chosen organisation will profit from the present research as it has shows some of the weak areas which can be work on with the assistance of the case study.

The study provides researcher with the assistance to expand his awareness regarding several types of the stress and factors that plays role workplace sector. Moreover, the present research provides the practical exposure in terms of conducting research investigation in an adequate manner.

The recommendations are put forward for both, the selected organization, and future researchers. The initial recommendation, while considering the present case study, are provided to the organization whereas the second part's recommendations are for future researchers.

Indian Restaurants should consider the introduction of a new and fresh program "*Employee of the Month*" in which employees must be given a special reward for excellence in work. This will prove effective for an organization to minimize the stress and motivate employees to enhance their work quality.

However, Indian Restaurants have an excellent system of job charts but must consider implementation of the "*Job Rotation*" on continuous basis to effectively handle employee frustration.

In addition, the organization should look into the concept of "*Introduction of Volunteer in every department*" which will provide assistance to employees that have immense workload and feel over whelmed.

The daily feedback brief should be modified with the inclusion of "*Appraisal and recognition*" which should be considered by the Restaurant to motivate its employees and workforce giving them a feel that management does appreciate them.

In order to have elevated generalizability in terms of research findings, future researchers should consider the incline in participant's sample size for both survey questionnaire and interviews. The extensive sample size will assist in the generalized of findings within the hospitality sector.

The method of comparison can also be utilized by the future researcher between various Restaurants to study the extent of stress associated with the hospitality sector.

In the present research, self-administered questionnaire was circulated however for future recommendation the researchers can move a step forward and use the Monkey Survey which is an internet-based questionnaire circulation. This will assist in the proper and fair comparison between

internet source and primary source findings.

The focus group interview technique should be considered as it will give a chance for the strong discussion among the competent people and interviewee's cross question. this will also allow in depth exploration of the research question.

The present study used close-ended questionnaire for the present survey however the future researchers should consider the use of an open-ended questionnaire to keep the respondent's feelings genuine.

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