Farhat Abbas

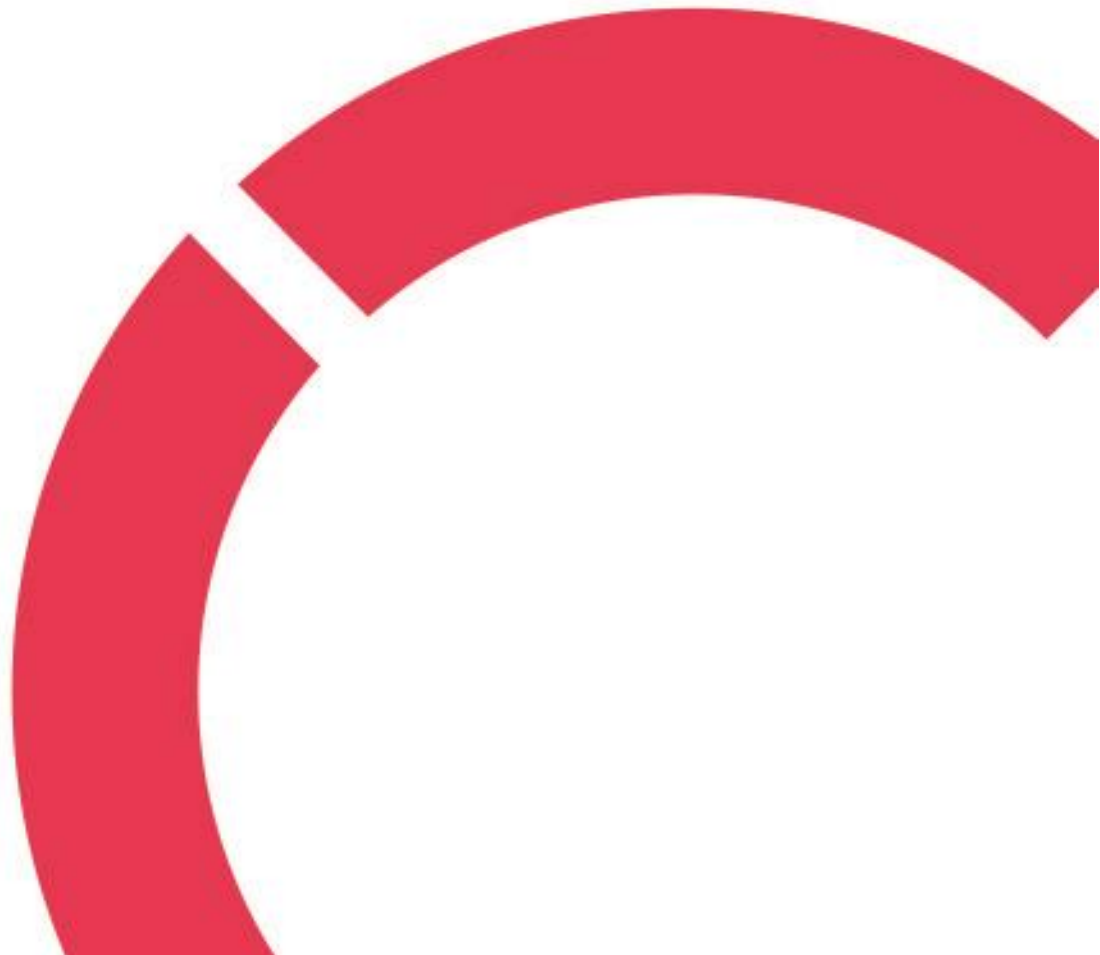# IMPACT OF JOB STRESS ON EMPLOYEES' PERFORMANCE AND MOTIVATION IN FAST-FOOD RESTAURANTS

ABSTRACT

Centria University of Applied Sciences	Date April 2024	Author Farhat Abbas
Degree programme Bachelor of Business Administration, Business Management		
Name of thesis IMPACT OF JOB STRESS ON EMPLOYEES' PERFORMANCE AND MOTIVATION IN FAST FOOD RESTAURANTS		
Centria supervisor Leena Jungner	**Pages** 38+1	

The main purpose of the study was to identify stressful and motivational factors that affect employee performance and provide recommendations to managers to use motivational factors to eliminate job stress factors in fast-food restaurants in Helsinki, Finland

A quantitative method was used for this research and responses were collected from 34 employees to identify stressful and motivational factors that affect employee performance and provide recommendations to managers to use motivational factors to eliminate job stress factors in fast-food restaurants in Helsinki, Finland. After getting the responses, data was compiled, and the findings and analysis were drawn. The results of the study revealed that time pressure was the main cause of stress and excessive stress had a negative effect on the performance of employees. Most of the employees mentioned that they took support from their colleagues to reduce stress at the workplace. Furthermore, findings showed that most employees were motivated and satisfied with their jobs. The major factors that influenced employee motivation were the supportive working environment, salary, and recognition. To reduce stress and enhance motivation among fast-food restaurant employees, managers should make sure that work was distributed equally among all employees, provide a cooperative environment, open communication system, and enhanced team-building skills.

ABSTRACT
CONTENTS

1 INTRODUCTION

Employees are the backbone of any industry. The restaurant industry is part of the tourism sector which is widely recognized all around the world. The employees within the restaurant industry provide high-quality services to the customers. Exceptional services create a positive and ever-lasting impression on customers. In restaurants, the work includes serving the customers and doing physical tasks. Due to the physical and challenging nature of work in restaurants, the employees need to perform multiple tasks at a time. The employees are required to do hard work, make fewer mistakes and sometimes they need to work odd hours to meet demands. They have immense pressure from their superiors to provide high-quality services, meet deadlines, and sometimes work odd hours. However, it depends on the job profile of the employees which varies from organization to organization. The restaurants are currently facing a high level of diversification. The competition level is increased among restaurants which puts work-related pressure and challenges on workers. Due to the demanding situation many restaurants in the industry find themselves in a challenging position. They are trying to minimize costs by using different cost-cutting approaches while aiming to provide the best quality services to their customers.

The main aim of the study is to identify stressful and motivational factors that affect employee performance and provide recommendations to managers to use motivational factors to eliminate job stress factors in fast-food restaurants in Helsinki, Finland. Globalization, technological advancement, and diversification have increased the stress pressure on the workforce in restaurants. Job-related stress hurts employees' performance which might reduce productivity, poor decision-making, job dissatisfaction, absenteeism, decreased motivation, and family life as well. The industry is facing a high turnover ratio among its staff due to high stress and work pressure. Therefore, restaurant managers and employees must know how to manage job-related stress and keep themselves motivated to provide high-quality customer service that makes customers satisfied. To meet these objectives, the following questions are designed:

1. What are the elements that cause job stress in fast-food restaurant employees?
2. How does job stress impact employee performance in fast-food restaurants?
3. What factors motivate fast food restaurant employees?
4. What actions do managers take to manage stress and enhance motivation among fast-food restaurant employees?

In this thesis, the quantitative research method was used. A questionnaire was constructed and responses were collected from 34 employees to identify stressful and motivational factors that affect employee performance and provide recommendations to managers to use motivational factors to eliminate job stress factors in fast-food restaurants in Helsinki, Finland. After getting the responses, data was collected, and the findings and analysis were drawn.

The thesis is divided into six chapters. The first chapter contains an introduction part that gives an overview of the research topic and gives justification for the need for the study. The second chapter discusses different stress theories, their types, and factors and examines how job stress affects employee performance. Chapter three explores job motivation, its theories, factors, and how job motivation impact on employee performance. Chapter four contains research methodology and data collection methods. The fifth chapter explains the findings and compares the results with the theoretical part of the study. Chapter six provides a conclusion and recommendations for managers in fast-food restaurants to decrease work-related stress and enhance employees' motivation and performance.

2 DEFINING STRESS

Stress is a broad term. It has no specific definition, however; it arises when the job demands exceed the capabilities of the individuals. When individuals think that they cannot fulfill the responsibilities that are given to them it ultimately has negative effects on their well-being. (Blaug, Kenyon & Lekhi 2007, 15.) Stress is a body's natural response that arises when someone faces a challenging situation. It makes people ready to accept the challenge or run away. stress can arise from different situations such as work, relationships, or other situations. A little stress is good, it pushes the mind to react positively but too much stress can be harmful both physically and mentally. American Psychological Association in 2018 conducted a stress survey. it showed in the USA stress levels were 4.9 on a scale from 1 to 10. According to the survey, the most common stress factors were employment and money. (Felman 2023.)

2.1 Stress theories

Stress theories provide a mechanism for understanding the causes, effects, and coping strategies to deal with stress. These theories provide important information about how stress adversely impacts the mental and physical well-being of individuals. Stress is a phenomenon that arises when an individual interacts with the environment. They help us to know how external stressors affect our mind and body and how the mind and body react the stress. There are many stress approaches, some emphasize physical aspects, while others focus on cognitive aspects. Physical aspects are related to Sely's theory of stress and cogitative aspects are connected to Lazarus stress theory.

Krohne discusses the Han Selye stress concept in his article "Stress and Coping Theories" in 2002. The term General Adaptation Syndrome is based on psychobiology and physiology which means when an individual faces something threatening to their life, their body responds in three stages. These stages are alarm, resistance, and exhaustion. During the alarm stage, if someone counters a stressor his or her body is getting prepared to deal with this. The nervous system is activated and to cope with the threat, hormones like adrenalin are released into the bloodstream which alarms the body to deal with the stressor. In the resistance stage, the body is trying to adapt to the challenge. the parasympathetic nervous system tries to keep body function as normal. It seems everything ok outside but inside adrenaline, cortisol blood sugar remains high. Due to this heart beat breathing and blood pressure increase. In the

exhaustion stage, stress continues for a long period without relief. This might cause various health problems because the body struggles to maintain its balance. These stages provide a guideline for understanding how our body responds to stress over time. (Krohne 2002.)

On the other hand, Richard Lazarus theory emphasizes how individuals perceive and cope with stress. The key components of the theory are primary appraisal, secondary appraisal, and coping strategies. In primary appraisal, a person assesses the situation whether something is important for him or not or whether it is positive or stressful. It is an initial assessment of the situation and whether it is relevant to one well-being or not. If the situation is more complicated then it comes under secondary appraisal. In this situation, an individual thinks about how to deal with the problem by using available resources. On the other hand, coping refers to how individuals deal with the challenges that they face in life. Once the problem is identified individuals use coping strategies to manage the stress. There are two coping strategies such as problem-focused coping and emotion-coping-focused used to control stress. In problem-focused coping strategy is used when an individual thinks that he can manage the situation, therefore he tries to control the source of the problem. Four steps are involved in this first define the problem, then develop alternative solutions, learn new methodologies to deal with the problem, and last reappraise and find new ways to solve the problem in the future. When an individual thinks that he cannot identify the source of the problem then an emotion-focused coping technique is used. (Krohne 2002.)

2.2 Types of stress

According to Friedman (2013), there are different types of stress employees can face at work including physical stress, emotional stress, psychosocial stress, and, psycho-spiritual stress. Physical stress occurs due to physical factors such as injury, illness, or high demand of the job while emotional stress can be caused due to factors like fear, anger, frustration, jealousy, shame, panic attacks, and anxiety. Psychosocial stress might include personal factors such as relationship problems, family issues, financial problems, bankruptcy, and loss of employment. On the other hand, psycho-spiritual stress includes less satisfaction, joylessness, headache, anxiety and, not fulfilling commitments. (Friedman 2013.)

According to Tiwari (2023), stress is categorized into three different types such as chronic, traumatic, and acute. Chronic stress happens for a long period and it seems that there is no way to avoid it. It happens when anyone experiences stressful things consistently in life. The symptoms of chronic stress are

anxiety, pain, insomnia, less socialization, and uncontrolled thinking. Examples of chronic stress are bad experiences in relationships, getting divorced, money problems, fighting with people, etc. These problems seem to be unavoidable and they impact your mental and physical health and are sometimes even deadly. Traumatic stress occurs when something bad or scary happens in your life such as an incident or natural disaster. Most people recover quickly after shock while others need more time to get normal in life. This is also called post-traumatic stress disorder means if it happens to someone's life, he or she feels bad dreams or flashbacks about that disaster. Acute stress is easily recognizable and it does not last for a longer period. It does not have a permanent impact on your body as it lasts within a short period. It often occurs when you have a busy schedule or a hectic day. For example, if you are going to the office and your motorcycle breaks down, it gives you stress, but once it is fixed, the stress goes away.

2.3 Work-related stress

Work-related stress occurs when the demand and pressure at work are greater than the employee's knowledge and skills. Stress happens for many reasons at work but it usually gets worse when employees feel that they do not have enough support from their seniors and colleagues and when they do not have control over their work. Stress happens when managers strictly ask employees to complete tasks within the specified time. Due to time pressure, employees feel tension and are unable to complete tasks within the given period. Pressure is unavoidable in every workplace due to the nature of the job. Little pressure is good, it motivates and alerts to individual however, when pressure becomes excessive stress starts. Stress has a negative impact on employees' health as well as business performance. Work-related stress can arise due to poor working conditions, ineffective management systems, and lack of communication among staff. (Raja 2015, 15.)

Work-related stress is comparatively a new challenge for organizations nowadays. The nature of work has drastically changed in recent times. It is an ongoing concern for management to retain their employees. Every organization is facing stress whether it is small or big nowadays. Job stress compels an individual to divert his mind from normal working because of changes in his or her physiological conditions. Work-related stress has a significant effect on the job performance of the employees. Organizations are trying to manage stress. Work-related stress costs American businesses approximately 200 billion dollars every year. Similarly, the UK and Australia spend 63 billion and 15 billion respectively annually. (Qureshi, Iftikhar, Abbas, Hassan, Khan & Zaman 2013, 764.)

2.4 Factors behind stress at work

According to Vijayan (2018, 22), The study aims to examine the factors that cause job stress and explain how these factors affect employees. There are many causes of job stress that employees have to face in working life such as heavy workload, role conflict, technological changes, job insecurity, low salary, lack of recognition, and shift work. However, the study found three major factors of job stress that directly affect the performance of employees' workload, job insecurity, and shift work. There are many causes of job stress in the private and public sectors such as heavy workload, low salaries, cuts in staff, change, bullying, long hours, shifts in work, and harassment at work. These factors adversely affect the performance of the individuals but the heavy workload is the dominant factor that is mostly connected to work-related stress. (Blaug, Kenyon & Lekhi 2007, 31-32.)

According to Viljoen & Rothmann (2009), a study was conducted to determine the relationship between job stress, employee health, and organizational commitment. The result shows that when employees face stress at work, they face health problems such as feeling sick or worried. it makes them less committed to their job. The study also found that job insecurity or fear of losing a job is another reason behind stress which harms both the mental and physical health of employees. The stressors such as work overload, work-life balance, control, pay, and job-related factors are predictive of low commitment to the organization. Another study was conducted in Pakistan in the business sector, to analyze how stress at work impacts job performance. Data was collected from 143 employees working in different sectors such as banks, universities, and multinational companies. The study revealed that stress brings negative effects on employees such as job insecurity, bullying, harassment, unclear job roles, undermining abilities, poor relationships with seniors, etc. Therefore, all these factors significantly reduce employees' job performance. (Dar, Akmal, Naseem, & Khan, K 2011.)

2.5 Impact of job stress on employee performance and satisfaction

Organizational performance depends on employee performance. Employee performance is what an employee can do or cannot do at the workplace. The following ingredients are part of employee performance such as input, output, quality, quantity, punctuality, and work collaboration. (Güngör, 2011.) Job performance refers to all those job-related activities that employees execute at work (Jex & Britt 2008, 96). Job performance is an individual ability to carry out the assigned tasks by using available resources effectively (Dar, Akmal, Naseem, & Khan, K 2011).

According to Badar-ul-Islam and Kashif (2011), a study is carried out to determine the relationship between work stressors, motivation, and employee performance. Several work stressors such as high workload, undefined job roles, performance pressure, homework interference, role conflicts, and relationships with others were used to determine their impact on motivation and employee performance. The finding shows that undefined job roles, performance pressure, and role conflicts are positively connected with employee motivation and job performance while the other stressors are negatively associated with motivation and employee performance. Motivation is considered a vital factor to control stress and improve job performance. This study provides direction to manage the stress levels in the organization.

Another study examines the relationship between job stress and employee performance in the banking sector of Pakistan. The result of the study shows that there is a negative relationship between job stress and employee performance. The finding indicates that job stress significantly reduces employees' job performance. Furthermore, the study revealed that organizations that provide a cooperative and friendly environment within the team achieve better results. (Ahmed & Ramazan 2013.)

According to Raja (2015, 16), stress is the same as electricity. If the electricity has the right voltage, it makes the bulb light up, similarly if the stress is properly challenged, it brings job satisfaction, and creativity and improves the work performance of the individuals. The employees who have direct contact with people experience more burnout as compared to those who have less contact with people. The problem arises when stress is not properly managed. It harms individual performance as well as personal health. A lot of research has been done to determine the relationship between job stress and employee performance. Prior studies have revealed that there are three different prospects regarding the relationship between job stress and performance such as positive, negative, and curve-shaped. The supporters of the positive relationship see stress as a challenge. They believed that when employees face challenges, it pushes them to enhance their abilities and skills, resulting in improved performance. (Meglino, 1977.) The view that there is a negative relationship between job stress and performance is more widely accepted. According to this point of view, stress is a factor that harms both the organization and its employees. When employees experience more stress at their jobs, they are trying to release their stress by spending more time on non-related work activities which results in reducing their job performance. (Gupta & Beehr, 1979.) The curve-shaped view says that the relationship between stress and performance is between positive and negative. It argues that a certain level of stress is necessary to motivate employees for the betterment of performance. However, aggressive stress harms employee

performance making employees less focused on their tasks instead they pay more attention to managing stress. (Westman &Eden 1996.)

Job satisfaction is a positive response that an individual experiences at a job. To measure job satisfaction, organizations use different techniques such as surveys and questionnaires. Job satisfaction is what employees perceive on the job. It shows how employees execute their work during the job, whether they are satisfied or not. However, job satisfaction is different for each employee. Factors of job satisfaction are different from employee to employee even if they are working at the same workplace under the same conditions. (Mallick 2021.)

Another study was conducted to assess the job satisfaction level and to understand how influential factors such as employee empowerment, and the workplace environment have an impact on job satisfaction. Furthermore, the study also examines how job satisfaction influences employee loyalty, job performance, and turnover intentions. Data were collected from 150 employees working in different organizations through a questionnaire. The result shows that there is a positive and significant relationship between employee empowerment, workplace environment, employee performance, and job loyalty. However, the study found that there is a negative relationship between employee turnover intention and job satisfaction. Furthermore, the finding also shows that there is no correlation between turnover intention, employee empowerment, and job performance. (Javed, Blouch & Hassan 2014,120.)

According to Ekhsan & Badrianto (2020) enhancing employee performance is one of the main goals for organizations. Employee performance has a significant role in the success or failure of the organization. Some factors can influence the employees' performance such as work environment and job satisfaction at the workplace. Employees are the main asset of the organization. The purpose of the study is to examine whether there is an impact of work environment and job satisfaction on job performance. Data were collected from 88 respondents working in the production department The findings of the study show that both work environment and job satisfaction have a significant and positive influence on employee performance. The result shows that environment and job satisfaction factors have a significant influence on employee performance. A positive environment leads to job satisfaction and ultimately improves job performance.

According to Rodrigo, Kuruppu & Pathirana (2022, 1), a study was conducted to examine the relationship between job satisfaction and employee performance including several factors such as salary, training, nature of the job, and work conditions that influence job satisfaction and job performance in a

company. A questionnaire was developed to collect data from 66 employees. The result of the study shows that job satisfaction has a direct impact on employee performance. The factors like pay work conditions and the nature of the job have a positive and significant impact on employee performance. The finding shows that there is a positive correlation between job satisfaction and employee performance.

3 JOB MOTIVATION

The word motivation is derived from the Latin word "movere" which means to move. According to management prospective motivation is a force that compels individuals to behave in a certain direction to achieve organizational objectives. The word motivation is interlinked with behavior and achieving desired objectives; therefore, the behavior needs to be addressed effectively. Motivation is considered a mental force that controls, guides, and regulates our mind toward purposeful behavior which involves both internal as well as external factors. Motivation guides behavior and behavior can be enhanced with the help of motivation. Motivated people show greater commitment and perform well in their jobs as compared to less motivated. (Tohidi & Jabbari 2011, 820.)

Motivation is a force that guides and regulates behavior to achieve desired goals. It is a force that compels individuals to take action to achieve goals. It includes emotional, cognitive, biological, and social forces that shape human behavior. Motivation has three components such as activation, persistence, and intensity. In activation, someone decides to initiate behavior while persistence is the consistent efforts to achieve desired goals regardless of what obstacles come. On the other hand, intensity shows the concentration and enthusiasm to achieve desired goals. It shows the intensity level to achieve something. It is a driving force that pushes us to move forward and achieve desired goals. Furthermore, motivation has two types intrinsic and extrinsic. Intrinsic motivation arises within an individual. When you engage in an activity it is enjoyable and interesting for you. it is called intrinsic motivation while extrinsic motivation arises due to external factors when someone does some tasks because of rewards it is called extrinsic motivation. (Cherry 2023.)

According to Armstrong (2007, 120), A motive is a force that inspires an individual to achieve something. It guides one action in a particular direction. people feel motivated when they think that their actions achieve the desired goals. Well-motivated people have clear goals and directions and they think their predetermined goals help them to achieve the desired results. Motivation begins when people think consciously or unconsciously about unfulfilled needs. Then needs turn into wants and wants to create a desire to achieve them. Goals are established and a specific path is chosen to meet these needs. If goals and needs are achieved, it is likely to repeat the same kind of behavior next time.

3.1 Factors of motivation

Motivation has a significant role in enhancing employee performance. it is a combination of desires and energy that directs the individual to achieve desired goals. This study aims to examine how motivational factors such as teamwork, job satisfaction, respect, communication, and benefits have an impact on employee job performance. The result of the study shows there is a significant and direct relationship between motivational factors and employee job performance. Job satisfaction helps employees to perform better, effective communication between employees and managers, work as a team, respect each other, keeping employees motivated. It is also found that employees who believe in their capabilities can handle challenging tasks more effectively. Furthermore, managers who involve their employees in decision-making and encourage their ideas to share increase their level of motivation. This factor builds trust and employee try their best to achieve organizational goals. (Hamas & Khezendar 2021.)

Recognition, rewards, fair treatment, and empowerment are the important factors that significantly increase the motivation level of employees. When employees perceive that managers regard their efforts and reward them, their motivational levels rise and they perform far better than their normal life because they feel secure. Recognition is an intrinsic motivational factor that meets the psychological needs of an employee. Similarly, every employee wants to be treated fairly. When employees feel that everyone is treated equally based on merit, they put more effort and improve their skills to reach higher levels that are ultimately beneficial for the organization as well. Furthermore, empowerment is another factor that increases motivation in employees. When employees are empowered and encouraged for their work. it increases the motivation level, fostering innovation, efficiency, and job satisfaction that in turn improves organizational performance. (Abraham 2019.)

3.2 Impact of motivation on employee performance

Motivation plays a significant role in changing employee performance. It is a driving force that encourages employees to perform their best at the workplace. When employees are well-motivated, they show more commitment to their tasks beyond their capacity. Intrinsic motivation not only improves the quality of work, but also brings innovation, creativity, and adaptability to work. Similarly, extrinsic motivation brings competition among employees. They perform their best because of getting rewards

in the shape of bonus promotions. Therefore, motivated employees contribute positively to the organization (Ryan & Decci 2000.)

According to Siddique & Rida (2019), research was conducted in the banking sector in Pakistan to understand how intrinsic and extrinsic motivation have impacts on employee performance. People work in the organization for monetary and non-monetary benefits. Some people get motivated by monetary benefits such as increases in salary, increments, and bonuses while others get motivation through recognition of non-monetary benefits. Several motivation theories are studied to understand how and why people get motivation. The sample of 203 employees was collected from different banking sectors to determine the impact of intrinsic and extrinsic motivation on employees' performance. The result of the study showed that there was a positive relationship between employee performance and intrinsic, and extrinsic motivation. Employees' performance increased as intrinsic and extrinsic motivation applied.

Motivation is just like fuel that inspires employees to achieve organizational goals. Nowadays every organization works to get the best from their employees, so they invest heavily in human capital. A study was conducted in Pakistan to determine what factors influence employee motivation and to which extent it impacts employee performance. A questionnaire was constructed and distributed between 160 teachers working in both private and government schools. Four variables such as employee motivation, intrinsic reward, training effectiveness, and employee performance are used to determine the impact of motivation on employee performance. The result of the study shows there is a positive and significant relationship between motivation and employee performance. Intrinsic rewards play a significant role in both performance and motivation. Furthermore, the study reveals that training effectiveness harms employee motivation because most of the teachers think that what they learn in training is not able to be applied in their daily lives. They are not satisfied with the training they get and it ultimately affects their motivation to teach. (Shahzadi, Javed, Pirzada, Nasreen & Khanam 2014,159.)

Motivation plays a significant impact on employee performance in organizations. Employee perform their best when they are highly motivated. Lack of motivation harms employee performance. This can be seen many times such as losing concentration at work, feeling dissatisfied, absenteeism, not being able to meet deadlines, and leaving jobs frequently. The result of a lack of motivation is not apparent but it has adverse effects on employee performance in the long run. Therefore, the upper-level management needs to monitor and provide needs properly. The top management should know the usage of appropriate motivation tools to increase the productivity of the enterprise. (Ibrahim, 2013.)

Motivation is essential to increase productivity and enhance employee performance. To understand the relationship between intrinsic reward and employee performance, motivation as a mediating factor a study was conducted in Pakistan. Data were collected from 300 employees. The finding of the study shows that there is a positive and significant relationship between intrinsic rewards and performance. Furthermore, the study reveals that if employees are intrinsically motivated, they perform their best and they have job satisfaction and motivation have a positive and important connection between intrinsic rewards and employee performance. Employees are highly motivated and perform their best if the organization has an effective reward system. On the other hand, in the absence of an intrinsic rewards system employees are demotivated and their performance also slows down. (Faiza, Wai & Asif 2021.)

3.3 Motivation theories

Many theories have been presented in past years to explain how motivation impacts employee performance in the workplace and what factors make employee job satisfaction. Each theoretical perspective tries to explain how to motivate employees in the workplace. These theories can be categorized into two groups content theories and process theories. The main aim of content theories is to find factors within individuals that inspire and guide them into specific behavior. Content theories consider motivation to be the result of internal factors that propel individuals to take action toward achieving their personal needs. These theories try to answer the question of what motivates people to act in a particular way. On the other hand, process theories of motivation concentrate on the cognitive processes of individuals that influence their actions and behavior. The main focus of process theories is to elaborate on how people make decisions and why they choose particular behaviors or actions. (Dinibutun 2012.) Here I would like to describe five major motivation theories that are given below:

3.3.1 Maslow's hierarchy of needs

In 1943 the American Psychologist Abraham Maslow presented the hierarchy of needs theory. According to the theory, people are motivated first to fulfil basic needs, and then move to more advanced ones. The lower-level needs are met first and then the advanced-level needs. For instance, physiological needs such as food and shelter come first before safety needs. Maslow divided human needs into

five different categories such as physiological needs, safety needs, love and belonging, esteem needs, and self-actualization. (Mcleod 2007 [Maslow 1943].)
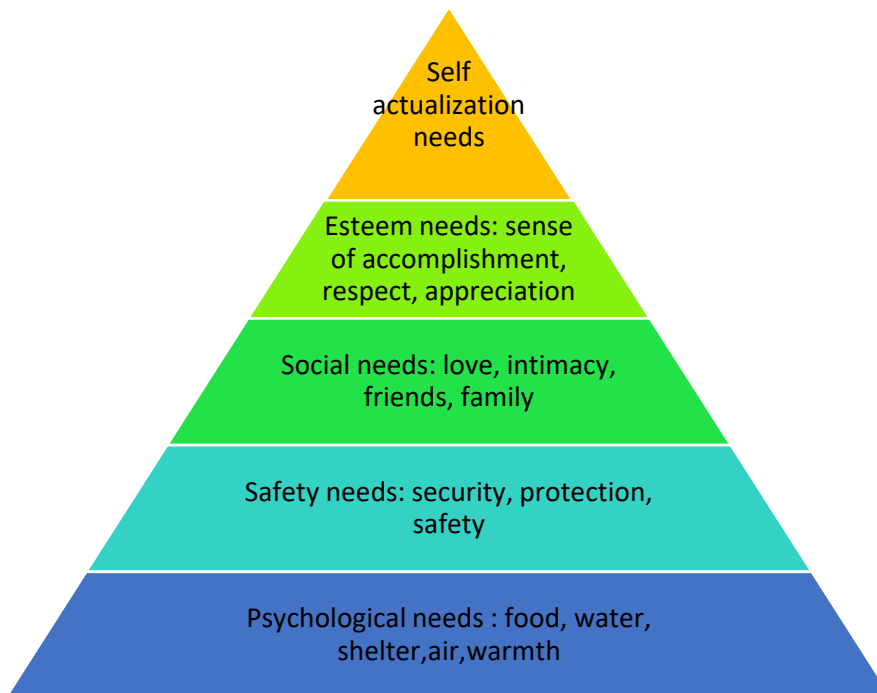

FIGURE 1. Maslow's hierarchy of needs (adapted from McLeod, 2007, 2)

Human motivation is followed by a hierarchy of needs presented in figure 1. Human needs begin with physiological needs that every individual requires to survive. Needs such as food shelter, water, air, and sleep fall under physiological needs. When psychological needs are attained then comes safety needs. Financial stability, medical insurance, job security, a healthy working environment, and protection of the rights of workers are a few examples of safety needs. When the first two level needs are fulfilled, social needs become most important. Friendship, family, love and belonging, and intimacy are sources of motivation for people at this level. People make personal relationships raise a family and make new friends to avoid loneliness and depression during this stage. At the fourth level, Abraham Maslow emphasized self-esteem needs. At this level, people need to get respect and appreciation from others. people think that their voices should be heard and need to be part of the organization. These needs can come from either internal esteem such as confidence, respect, accomplishment, and autonomy, or external factors like social status, recognition, prestige, and appreciation. People who meet their self-esteem needs are confident while lack of self-esteem employees develop an inferiority complex. Self-actualization needs are the highest in Maslow's hierarchy. Self-actualized people are fully aware of their potential and concentrate on personal development rather than thinking about other people's what they say. (Mcleod 2007 [Maslow 1943].)

The theory has a lot of importance and implications in real life but it has many criticisms as well. According to Maslow human needs are followed by hierarchy but this is not true always, many people in this world are not able to satisfy their basic needs but still, they like to be appreciated by others and want respect, social status, love, and affection. It is not true that all human follows the same hierarchy of needs. Another criticism of Maslow's theory of need is it creates differentiation among cultures. It was developed under clinical observation based in the USA where it is an individualistic culture. So, it is not the same across all the cultures. For instance, in African or some Asian countries, people need to think first about their family and then meet their basic needs. (Mutuku 2019.)

3.3.2 Alderfer's erg theory

The erg theory developed by Clayton Alderfer in 1969. It is a motivational theory that emphasizes three core needs that are crucial to understanding human motivation. Alderfer reviewed the work of Abraham Maslow's hierarchy of needs and formulated a new theory namely erg theory. It is a simplification and extension of Abraham Maslow's work by categorizing five basic needs into three broader perspectives such as existence, relatedness, and growth. Existence needs are similar to Maslow psychological and safety needs while Alderfer's relatedness needs are the same as Maslow social and esteem needs. On the other hand, growth needs equal to Maslow's self-actualization needs. ((Yang, Hwang & Chen 2011 [Alderfer 1969].)

However, it looks similar to Maslow hierarchy of needs but actually, it differs. According to Alderfer individual can be motivated by two needs simultaneously. For instance, relatedness and growth can be achieved at one time. The key feature of erg theory is the regression and frustration concept which means if higher-level needs are not fulfilled the individual may regress to get satisfaction from lower-level needs as compensation. For instance, if a person is not able to achieve growth needs, he can satisfy himself from relatedness needs as compensation. Top-level management must be aware that employees have diverse needs and treat them based on individual cases. (Kurt 2023.)

3.3.3 Herzberg's two-factor theory

In 1959, Frederick Herzberg introduced the two-factor motivational theory. In his study, he collected feedback from two hundred accountants and engineers in the United States of America to know employees' feelings about their working environment. He identifies two sets of factors, namely motivation and hygiene factors are responsible for employees' satisfaction or dissatisfaction with their work. Motivational factors, are intrinsic in nature and increase job satisfaction whereas hygiene factors are extrinsic diminishing job dissatisfaction. Motivation factors include recognition, achievement, creativity, interesting work, independence, and responsibility. On the other hand, hygiene factors include salary, work environment, job security, job policies, company reputation, interpersonal relationships, and supervision. Herzberg further explained that improving hygiene factors can prevent dissatisfaction, but it is not necessary to enhance job satisfaction. To enhance employee performance, it is essential to put more emphasis on motivational factors. (Robbins & Coulter 2012, 433 [Herzberg, Mausner & Snyderman 1959].)

Herzberg's two-factor theory is closely connected with Abraham Maslow's hierarchy of needs theory but it adds additional factors to evaluate how employees are motivated at the workplace. The theory suggests that meeting lower-level needs alone would not make employees work harder but, it only prevents them from being unhappy. Truly motivation comes from providing higher-level needs. External factors only reduce dissatisfaction but to get the best performance from employees, it is crucial to provide them with intrinsic or motivational factors. Intrinsic and extrinsic factors are dependent on each other. Therefore, managers need to provide sufficient intrinsic and extrinsic factors to satisfy employee needs and performance. (Tan 2013.)

3.3.4 Skinner's reinforcement theory of motivation

B.F Skinner's theory of reinforcement also called operant conditioning focuses on the idea of how behavior is influenced and shaped by its consequences. Reinforcement theory emphasizes that individual behavior can be changed with the help of reinforcement, punishment, and extinction. Skinner did the experiments on pigeon and rats in a controlled environment to see how they behave in a different situation. The reward can be used to bring positive reinforcement while punishment can be used to prevent negative behaviors. On the other hand, extinction is employed to stop performing learned behavior.

Four techniques are used in reinforcement theory such as positive reinforcement, negative reinforcement, punishment, and extinction. Positive reinforcement emerges when an intention is to bring an increase in existing behavior. It can be given in the shape of a reward or bonus to influence behavior. For example, if the manager gives a reward to the employee for his best performance at the workplace, this will motivate him to perform better and better next time and also when other employees around him see this, it will push them to work hard. This is positive reinforcement. (Mcleod 2024 [Skinner 1938; Skinner 1948].)

Negative reinforcement is given to remove unwanted behavior to increase desired behavior among employees. For instance, if an employee usually comes office late and the manager does not allow him to enter the office. It would be negative reinforcement for the employee himself as well as for other employees. punishment is given when an employee or individual brings harm to the company. The company can impose a penalty because of his mistake, so in the future, he will not repeat that mistake. For example, due to the mistake of the employee, the company suffers a loss and the boss gives him a penalty to deduct a certain amount from his salary or withhold an annual increment for 2 years.

Extinction means without reinforcement. it is given when you want to eliminate specific behavior within someone by not providing reinforcement anymore. For instance, if an employee continuously works hard to improve the reputation of the company and if he sees that he is not given any rewards for his hard work his motivation for work will go down gradually. Sometimes higher authorities use extinction reinforcement to remove unwanted behavior among employees. however, it depends on the situation. It is a very useful motivational theory that can be used even in current times. As a manager, it is vital to know this theory. (Mcleod 2024 [Skinner 1938; Skinner 1948].)

3.3.5 Vroom's expectancy theory

In 1964 Victor Vrooms introduced a motivational theory known as Vroom's expectancy theory. The theory suggests that people are motivated to adopt a specific behavior influenced by three factors namely, expectancy, instrumentality, and valence. During expectancy, someone believes that his efforts bring desired outcomes. At this stage, the individual assesses whether his efforts would achieve the desired outcomes. At the instrumentality level, it is a belief that successful performance would bring rewards or desired outcomes. If an employee performs well, he will be able to receive the reward for his hard work. (Robbins & Coulter 2012, 443 [Vrooms1964].) Valence is the extent to which we

place value on the reward. Different people might value the same reward differently. Vroom's Expectancy theory is still very useful in the contemporary business world. it provides a connection between employee performance and the outcome they desire to get. The theory states that there is no universal principle that explains what makes employees motivated. Therefore, managers should assess what outcomes employees think are positive or negative for them and treat them according to their potential. These outcomes can be either intrinsic or extrinsic depending on the employee's needs and expectations. To implement this theory successfully organizations should have an open and clear communication system with employees, so an employee can describe their desired outcomes without any difficulty. (Robbins & Coulter 2012, 443 [Vrooms1964].)

4 RESEARCH METHODOLOGY

Research methodology is a guideline or a framework that guides your research. This is a fundamental approach that guides you towards your study topic and covers important factors such as challenges, moral and ethical issues while conducting research. Research methods are different from research methodology, research methods are tools that used to collect data such as questionnaires and interviews. In the planning of research methodology, it is important to differentiate between quantitative and qualitative research. (Dawson 2007, 15.)

Qualitative research aims to explore people's behavior, attitudes, and experiences using methods such as interviews and focused groups. The main purpose of qualitative research is to get detailed information from participants. In qualitative research, more emphasis is given to behavior, attitude, and experiences. In qualitative research sample size is small but the collection of data requires more time from respondents. The research methodologies that are used in qualitative research are action research, ethnography, feminist research, and grounded theory. On the other hand, quantitative research presents data in a statistical form. The most common methods used in quantitative research are large-scale surveys, such as questionnaires or structured interviews. For example, if a market researcher approaches you in the street to fill the questionnaire or reach you by email, or other online sources, it falls in the domain of quantitative research. There are more participants and data can be collected quickly from respondents in quantitative research as compared to qualitative research where in-depth opinions are required from participants. (Dawson 2007, 16.) In this study, quantitative research is more appropriate because the population is large. Moreover, for this study quantitative research provides more generalizability of findings, and also qualitative research provides statistical analysis that is crucial to find the relationship between job-related stress, employee performance, and motivation in fast-food restaurants.

Background research consists of primary and secondary research. In primary research, firsthand information is collected directly from participants while in secondary research data is gathered from existing studies and sources such as books and online sources. (Dawson 2007, 41-42.) In this study, the impact of job-related stress on employee performance and motivation data is gathered from fast-food restaurant employees in Helsinki, Finland. The primary source is used to collect data through a questionnaire in this study. The questionnaire is developed and Webropol is used as a tool to collect data from fast-food restaurant workers.

Population involves individuals who are connected to the research purpose. In this study, fast-food restaurant employee attitude toward job stress and motivation is expected to be measured in Helsinki Finland. The respondents are waiters, kitchen workers, and customer service representatives. Therefore, every employee working in a fast-food restaurant in Helsinki Finland comes into the population category. The sample is drawn from the population that is composed of a group of individuals who are considered to represent the population. The population size is so large, it is not possible to collect data from all employees. Therefore, the sample method is selected. A convenient sampling method is used to collect data from more than 30 employees working in fast-food restaurants in Helsinki Finland.

According to Simkus (2023), convenient sampling is a nonprobability sampling technique that is used when the researcher wants to collect data from a population that is easily accessible. In this technique, everyone does not have an equal chance of selection. The researcher used this technique for his convenience. He collects data from those who are easily accessible or approachable. This technique is quick and cost-effective especially beneficial when researchers do not have much time and resources. A questionnaire is an instrument used to collect data from respondents located in Helsinki Finland. For this study, the Helsinki area is chosen because it is the capital city which provides a dynamic and diverse working environment. People working in fast food restaurants in Helsinki are from multiple cultures, therefore, the employees will be more suitable for this study. It is also easier for me to collect data because I am currently living in Helsinki. Respondents are reached through social media and direct personal contacts.

5 RESEARCH RESULTS AND ANALYSIS

This chapter begun with the finding of the survey from respondents who were working in fast food restaurants in Helsinki, Finland. A questionnaire was developed to collect the data from respondents. Data was collected from 34 fast-food restaurant workers by using a convenient sampling method. All the participants voluntarily participated in this study. The data was collected by using Webropol to generate the charts and to analyse according to the research objectives and questions.

5.1 Results of the survey

Using the convenient sampling technique the researcher selected 34 participants. The demographics were presented in the figure 2.
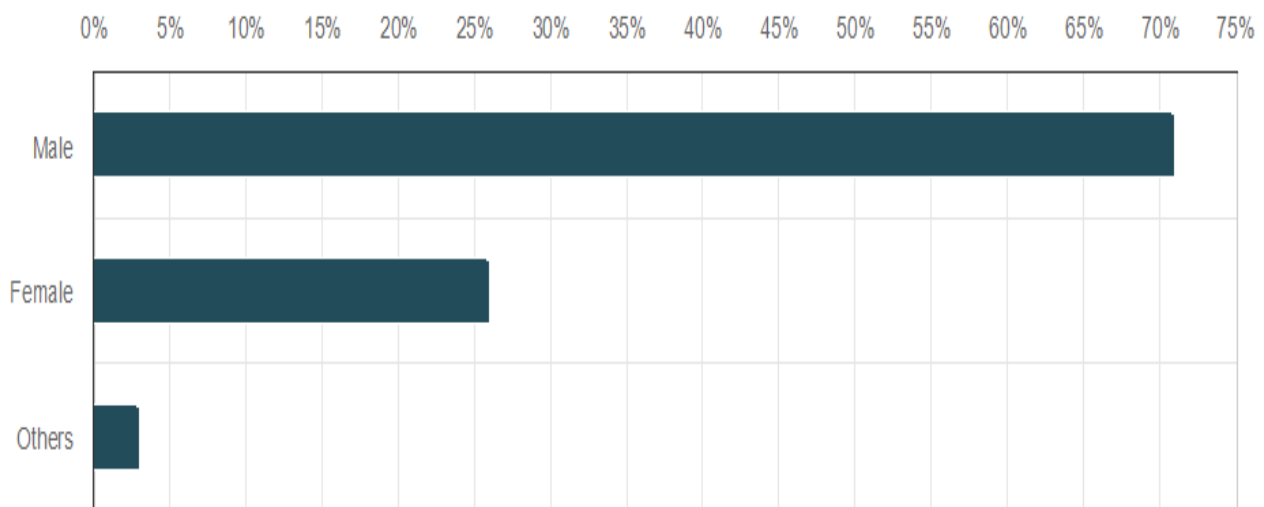

FIGURE 2. Gender participation

Figure 2 showed that among 34 participants 24 were male and 9 were female. However, only one respondent belonged to other categories. It showed that male participants were more in number than female participants in this study.

In the next question respondents were asked about their working experience in fast food restaurants. The results were presented in the figure 3.
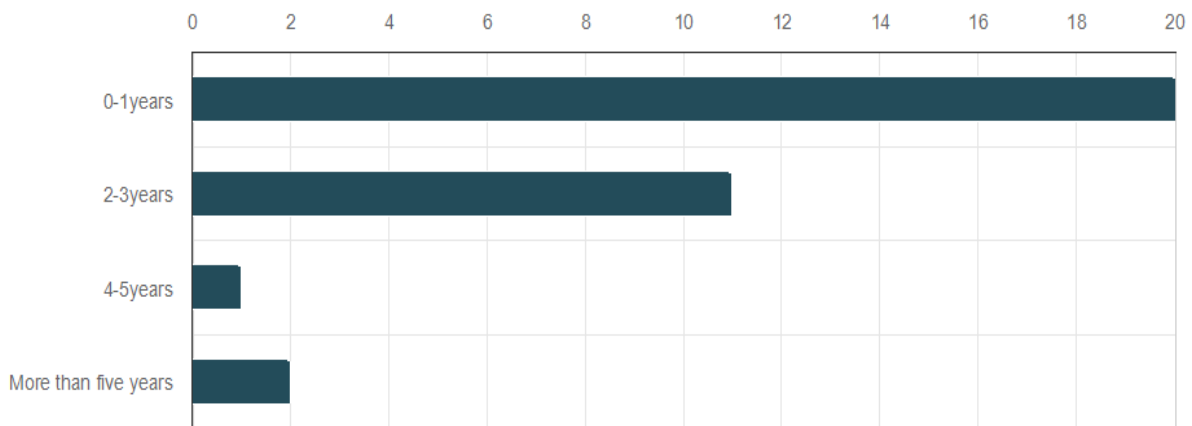

FIGURE 3. Working experience

Figure 3 showed that among 34 respondents, 20 participants had less than one year of experience in the fast-food restaurants. However, 11 participants had been working in the fast-food restaurants in between 2-3 years. On the other hand, only 2 participants had more than 5 years of working experience in fast-food restaurants.

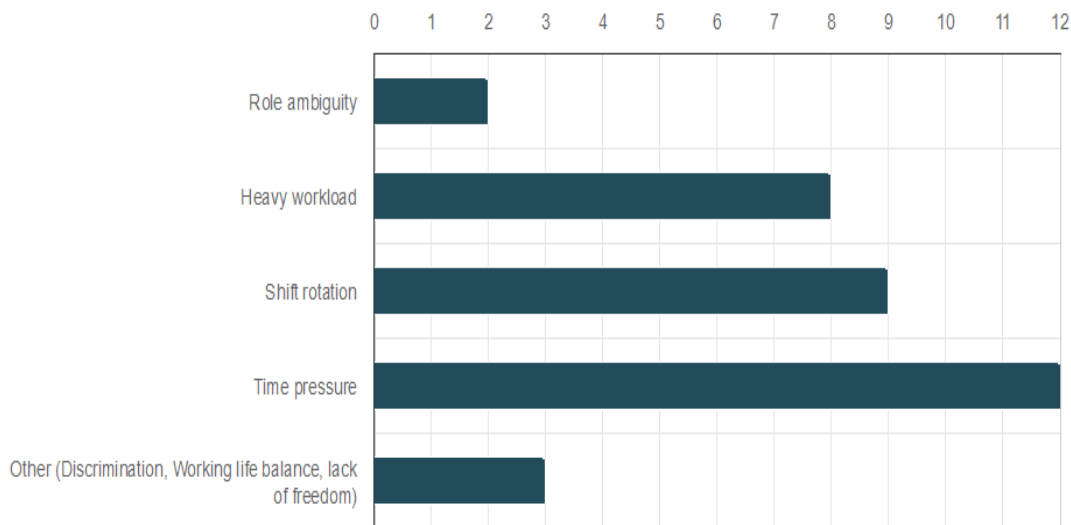The next question was about the elements of stress at workplace. The results were presented in the figure 4.

FIGURE 4. Elements of stress at work

The figure 4 showed that 12 employees mentioned that time pressure was the cause of stress at work for them while 9 employees described that they feel stress because of shift rotation. However, 8 and 2 employees indicated that a heavy workload and role ambiguity were the main causes of stress at work for them respectively.

The next question was about the impacts of stress on performance at work. The findings were shown in figure 5.
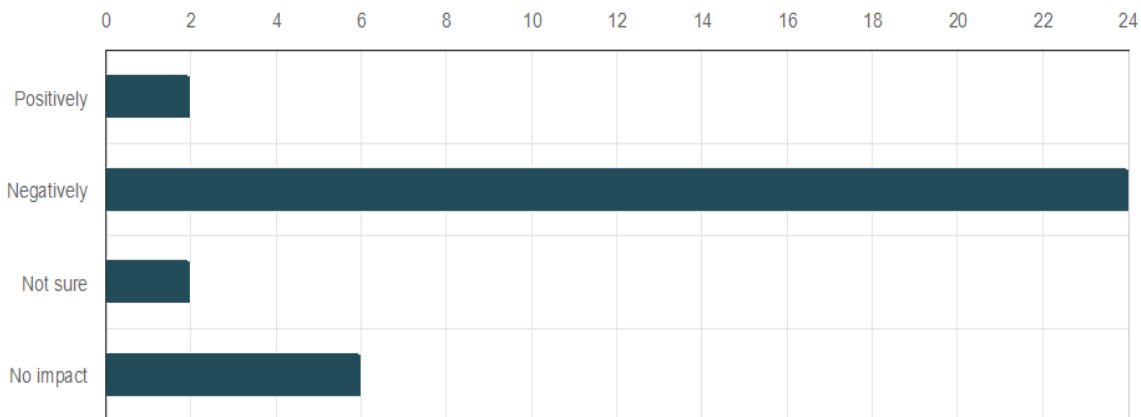

FIGURE 5. Impacts of stress on performance at work

Figure 5 showed that among 34 respondents 24 employees described that stress had negatively impacted on their performance at work while 6 employees indicated that stress had no impacts on their performance. However, only 2 employees mentioned that stress contributed positively to them at work. Furthermore, 2 employees mentioned they were not sure about whether stress has some kind of impact or not while working. Most of the employees felt that stress harmed their performance at work.

The next question was about stress management techniques. The results were shown in figure 6.
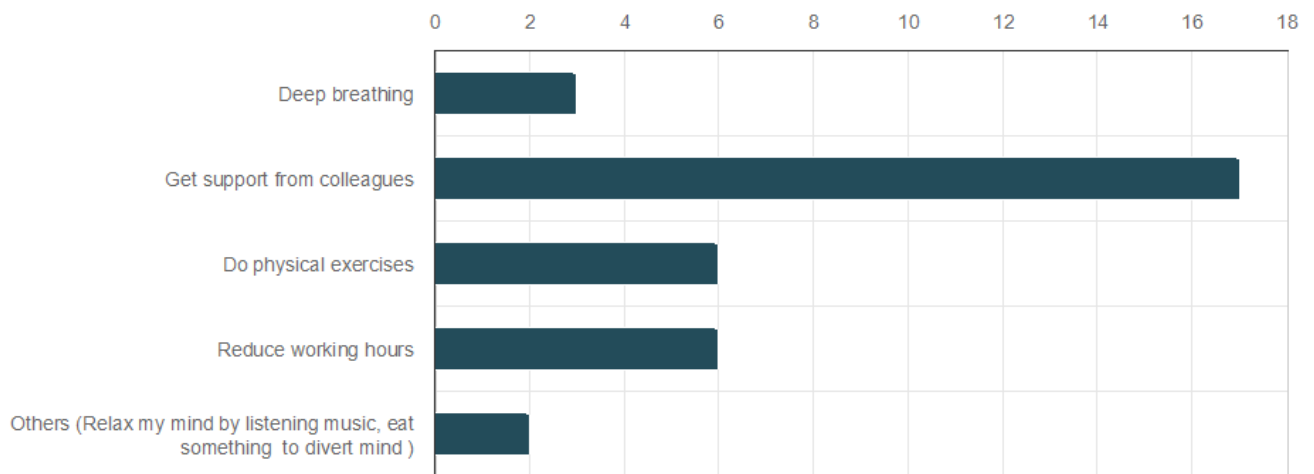

FIGURE 6. Stress management techniques

Figure 6 showed that 17 employees mentioned that they got support from their colleagues to manage stress at work while 6 participants described that they reduced working hours to mitigate stress at work. However, 6 and 3 employees did physical exercises and deep breathing techniques respectively to manage stress while working. On the other hand, 2 of respondents described that they listened to music to relax their minds and ate something to manage stressful events at work.

The next question was about the motivation at work. The findings were indicated in figure 7.
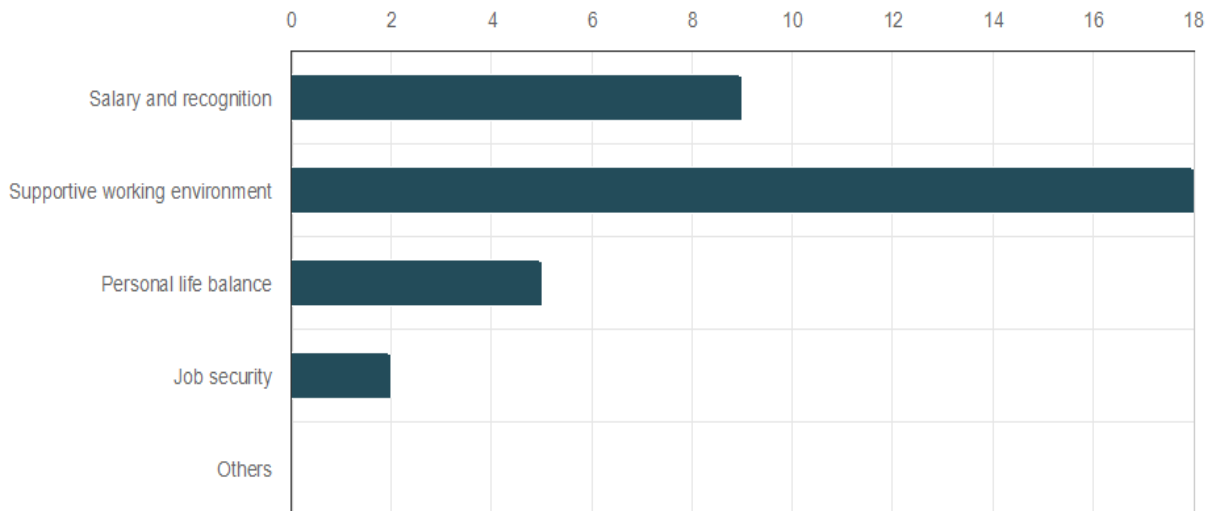

FIGURE 7. Motivation at work

Figure 7 showed among 34 respondents 18 employees described that a supportive working environment was an influential factor that motivates them at work. However, 9 participants indicated that they got high motivation from salary and recognition. On the other hand, only 5 and 2 employees respectively reflected that personal life balance and job security were the prominent motivational factors for them. The graph indicated that a supportive working environment was the dominant motivational factor for most employees at work.

The following question indicated the responses of participants about the demotivating factors at work-place.
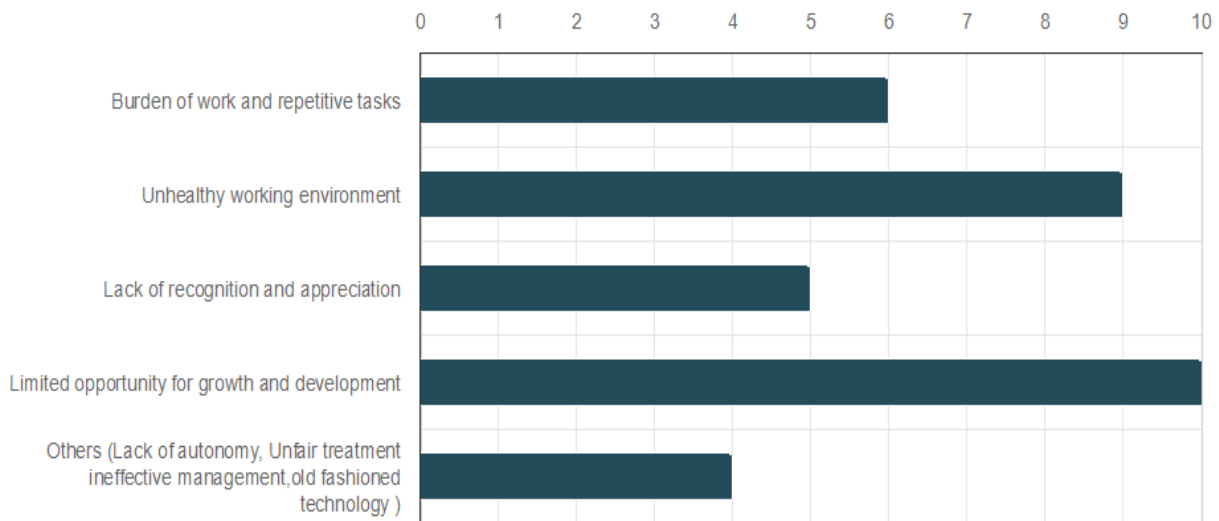

FIGURE 8. Demotivation at work

The figure 8 illustrated factors which made employees demotivated at work. Among 34 respondents, 10 respondents indicated that limited opportunity for growth and development in the fast-food restaurant sector were the main reason of demotivation at work while 9 employees reflected that an unhealthy working environment was the main factor of demotivation at work for them. The burden of work and repetition was the demotivation factor for 6 employees' whereas 5 participants mentioned that they were demotivated at work because of a lack of appreciation and recognition. Most employees thought that limited opportunity for growth and development was the main cause of demotivation at work.

The next question was about the satisfaction of employees at the currents job. The findings were presented in the figure 9.
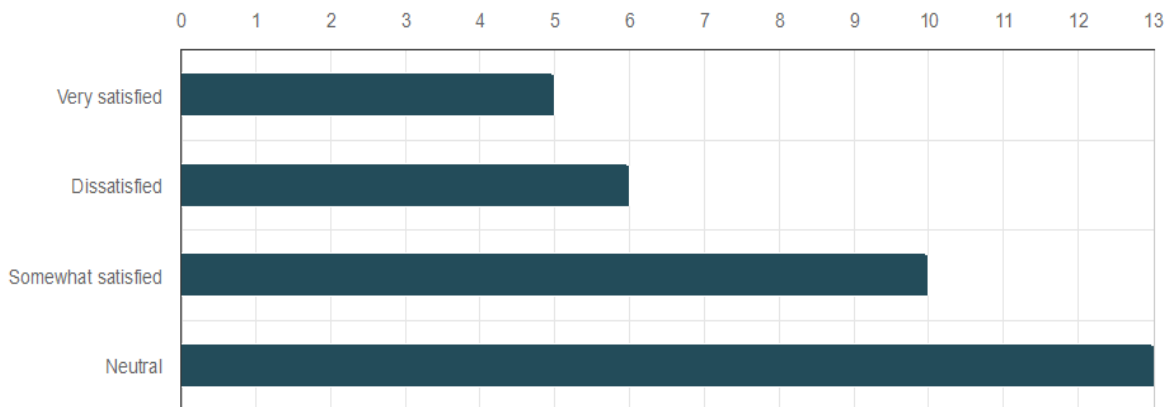

FIGURE 9. Satisfaction with your current job

The figure 9 showed that 13 employees described that they were neither satisfied with their current job nor dissatisfied while 10 respondents out of 34 mentioned that they were somehow satisfied with their job. On the other hand, 5 employees indicated that they were completely satisfied. Similarly, 6 employees reflected that they were entirely dissatisfied with working in a fast-food restaurant in Helsinki, Finland.

The next question was about the self-evaluation of employees at work. The findings were mentioned in following figure 10.
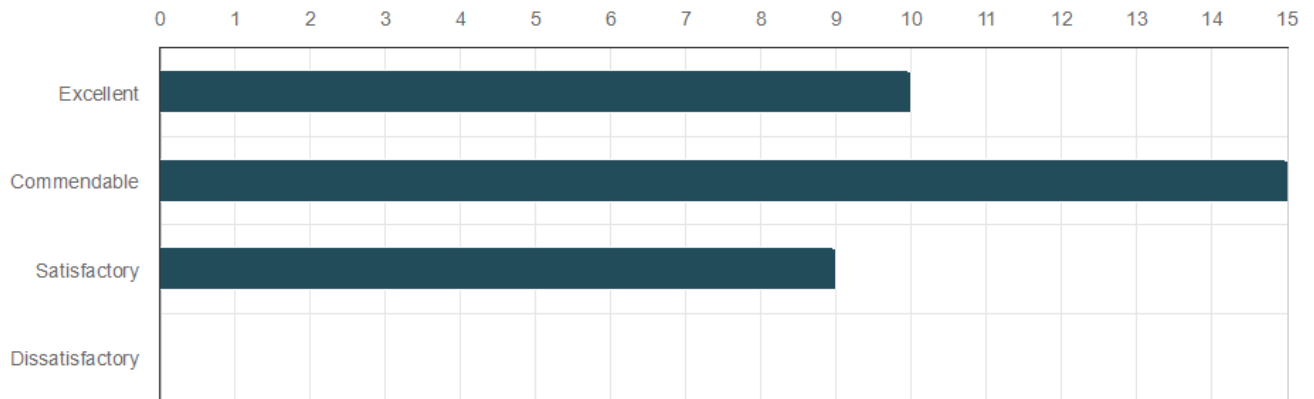
FIGURE 10. Overall evaluation of your job performance

Figure 10 showed the self-evaluation of the performance of employees at work. Among 34 participants, 15 of respondents evaluated their performance at work was commendable whereas 10 of participants mentioned that their overall performance at work was excellent. Similarly, 9 participants showed that they were satisfied with their overall performance. However, interestingly none of the participants were dissatisfied with their overall performance at work.

The last question was about the manager role in managing stress and enhancing motivation among employees. The results from participants are as under.
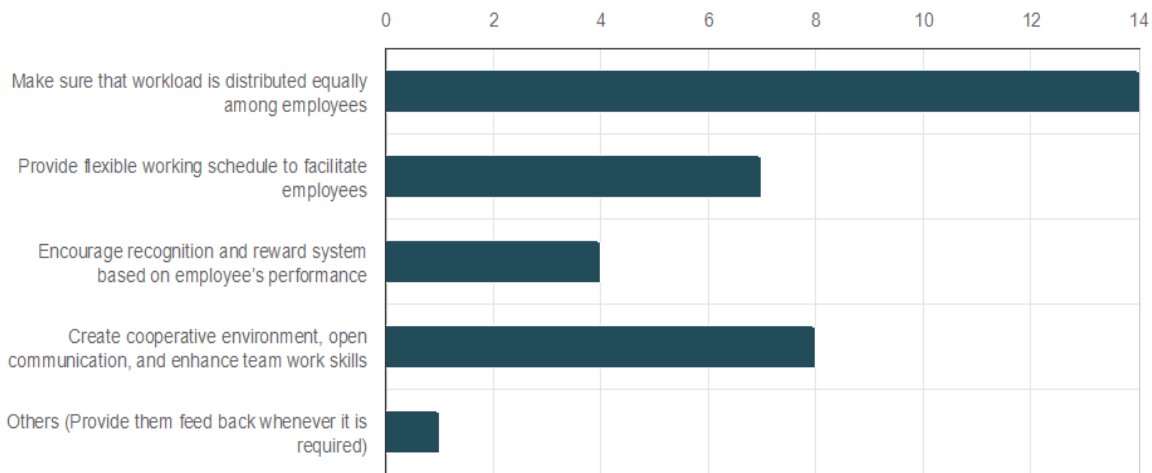

FIGURE 11. Manager role in managing stress and enhancing motivation among employees in the fast-food restaurant sector

Figure 11 described that out of 34 respondents, 14 employees mentioned that mangers should ensure at workplace that workload was distributed equally among all employees whereas, 8 employees indicated that managers should create a cooperative working environment, open communication, and enhance team building skills in the fast-food restaurants in Helsinki, Finland to reduce stress and enhance motivation among employees. In addition, 7 participants mentioned that managers should provide a flexible working schedule to facilitate their employees. However, 4 employees reflected their opinion that managers needed to promote appreciation and reward systems based on employee performance to manage stress and enhance motivation among fast-food restaurant workers. Furthermore, only 1 respondent indicated that to alleviate stress and increase motivation among fast-food restaurant employees, managers should provide feedback if required.

5.2 Analysis of the survey

The findings of the survey were based on the specific objectives of the thesis. A questionnaire was developed and findings were made on the collected responses. The findings of the study were compared to the theoretical part according to the research questions. The main purpose of the study was to identify stressful and motivational factors that affect employee performance and provide recommendations

to managers to use motivational factors to eliminate job stress factors in fast-food restaurants in Helsinki, Finland.

The first question identified the elements that cause job stress among fast-food restaurant employees. Most of the respondents described that time pressure and heavy workload were the main causes of stress at work for them. These findings were aligned with Raja (2015) who described that when the demand and pressure at work were greater than the employee's knowledge and skills. Employees feel stressed when managers strictly ask employees to complete tasks within the specified time. Due to time pressure, employees felt tension and were unable to complete tasks within the given period. The other causes of stress were workload, job rotation, role ambiguity, shift rotation, and lack of support from seniors and colleagues.

The second question examined the impact of job stress on employee performance in fast-food restaurants. Most of the respondents mentioned that job stress significantly reduces their job performance at work. These findings were matched with the study of Ahmed and Ramazan (2013) who conducted a study in the banking sector of Pakistan to examine the relationship between relationship between job stress and employee performance. Their findings indicated that job stress significantly reduces the job performance of employees.

The third question explained the factors that motivate employees in fast-food restaurants. Most of the respondents agreed that a supportive working environment was the most important motivational factor for them. This was linked with the study of Herzberg's two-factor theory that supported the idea of a supportive working environment. In the hygiene factors, Herzberg concentrated on the working environment. However, he described that the presence of hygiene did not mean to increase motivation among employees but their absence could lead to dissatisfaction.

The fourth question describes about actions managers take to manage stress and enhance motivation among fast-food restaurant employees. The majority of participants indicated that managers should ensure at the workplace that workload is distributed equally among all employees and should create a cooperative working environment, open communication, and enhance team-building skills to manage stress and enhance motivation among fast food restaurant employees. On the other hand, the least participants mentioned that they needed feedback from their employers to improve their work.

In general, the findings of the study showed that most of the participants mentioned that their performance at work was excellent and they were very satisfied at work. Furthermore, most of the respondents described that the lack of professional development was the major factor that demotivated them at work and when they were stressed at work, they tried to get support from their colleagues.

6 CONCLUSION

The main purpose of the study was to identify stressful and motivational factors that affect employee performance and provide recommendations to managers to use motivational factors to eliminate job stress factors in fast-food restaurants. In fast-food restaurants satisfaction of employees at their workplace is very important for the success of business. The restaurant business relies on exceptional customer service, the entire success of a business depends on employee performance. The finding of the survey shows that job stress has a negative impact on employee performance. There are many stress factors that employees face at work, especially time pressure and heavy workloads are the main causes of stress among employees in fast food restaurants. Furthermore, the finding provides recommendations to managers to eliminate stress and enhance motivation among employees working in fast-food restaurants. These recommendations are given below.

Due to the challenging nature of the job in the fast-food restaurant, management must ensure that the best possible working conditions are provided to employees. Managers should create a supportive working environment so, that employee can share their opinions and work as a team. When employees think that they are part of the organization as well as their opinion matters in decision-making, they work diligently and perform their best. Besides monetary rewards, many other motivational factors should be incorporated into practices. Recognition and appreciation are a positive motivational factor; therefore, employees need to be praised for their hard work. Employees put more effort into the work if they think their work is recognized and praised. when employees think that their hard work and commitment to work will be fairly rewarded, they work more efficiently and effectively.

Herzberg two two-factor theory focuses on how managers should provide both hygiene and motivational factors to reduce job stress and increase motivation at the workplace. Hygiene factors include salary, work environment, job security, job policies, company reputation, interpersonal relationships, and supervision whereas motivational factors include recognition, achievement, creativity, interesting work, independence, and responsibility. By providing these two sets of factors managers not only reduce dissatisfaction but also promote motivation and higher job satisfaction among fast-food restaurant employees.

Vroom's Expectancy Theory provides a connection between employee performance and the outcome they desire to get. Therefore, managers should assess what outcomes employees think are positive or

negative for them and treat them according to their potential. These outcomes can be either intrinsic or extrinsic depending on the employee's needs and expectations. To implement this theory successfully managers should have an open and clear communication system with employees, so an employee can describe their desired outcomes without any pressure.

To manage stress at work the management needs to make sure that the workload is distributed equally among all employees. Management should be able to provide flexible working schedules to facilitate employees. In addition to this, management should provide feedback when it is required so employees can know their work performance. If all the above recommendations are implemented it can be said that management can control a certain level of stress and increase motivation among fast food restaurant employees.

REFERENCES

Abraham, A. 2019. Factors Influencing Motivation and How It Affects Employee Performance. *Iconic Research and Engineering Journal*s, 3 (2), 702-713.

Alderfer, C. 1969. An empirical test of new theory of human needs. *Organisational behaviour and human performance* 4, 142-175. Available at: https://docplayer.net/57503582-An-empirical-test-of-a-new-theory-of-human-needs.html. Accessed 05.04.2024.

Ahmed, A. & Ramzan, M. 2013. Effects of Job Stress on Employees Job Performance: A Study on Banking Sector of Pakistan. *IOSR Journal of Business and Management,* 11 (6), 61-68.

Armstrong, M. 2007. *Employee Reward Management and Practice*. 2nd edition. London and Philadelphia. Available at: https://hrproblog.files.wordpress.com/2012/05/a_handbook_of_employee_reward_management_and_practice.pdf. Accessed 17.01.2024.

Badar-ul-islam, R. & Kashif, M. 2011. *Impact of stressors on the performance of employees*. Available at: https://mpra.ub.uni-muenchen.de/32729/. Accessed 11.10.2023.

Blaug, R., Kenyon, A. & Lekhi, R. 2007. *Stress at Work. A report prepared for The Work Foundation's Principal Partners. London*. Available at: https://www.academia.edu/31543894/Stress_at_work_a_report_prepared_for_The_Work_Foundation_s_principal_partners. Accessed 17.02.2024.

Cherry, K. 2023. *Motivation. The Driving Force Behind Our Actions*. Available at: https://www.verywellmind.com/what-is-motivation-2795378/ Accessed 10.12.2023.

Dar, L., Akmal, A., Naseem, M. & Khan, K. 2011. Impact of stress on employee's job performance in the business sector of Pakistan. *Global Journal of Management and Business Research*, 11(6), 1-4.

Dawson, C. 2007. *A practical guide to research methods. A user-friendly manual for mastering research techniques and projects*. 3th edition. British Library Cataloguing in Publication Data. Available at: https://www.academia.edu/33620142/. Accessed 10.02.2024.

Dinibutun, S. 2012. *Work Motivation. Theoretical Framework Available at*: https://www.researchgate.net/publication/338543082_Work_Motivation_Theoretical_Framework/. Accessed 19.01.2024.

Ekhsan, M. & Badrianto, Y. 2020. Effect of work environment and job satisfaction on employee performance in PT. Nesinak Industries. *Journal of Business Management and Accounting*, 2 (1), 86-91.

Faiza, M., Wei, L. & Asif, M. 2021. Intrinsic Rewards and Employee's Performance with the Mediating Mechanism of Employee's Motivation. *Frontiers in Psychology,* 12. Available at: https://www.frontiersin.org/articles/10.3389/fpsyg.2021.563070/full/. Accessed 19.12.2023.

Friedman, W. 2013. *Type of Stress and Their Symptoms*. Available at: https://www.mentalhelp.net/blogs/types-of-stress-and-their-symptoms/. Accessed 13.10.2023.

Felman, A. 2023. *Why stress happens and how to manage it*. Available at: https://www.medicalnewstoday.com/articles/145855/. Accessed 22.01.2023.

Güngör, P. 2011. The relationship between reward management system and employee performance with the mediating role of motivation: A quantitative study on global banks. Procedia-Social and Behavioural Sciences. *Procedia- Social and Behavioural Sciences*, 24(4), 1510-1520.

Gupta, N. & Beehr, T. 1979. Job stress and employee behavior. *Organizational behavior and human performance*, 23, 373-387. Availabe at: https://www.academia.edu/1794479/Job_stress_and_employee_behaviors_1_2. Accessed 12.12.2023.

Hamas, Y & Khezendar, R. 2021. Motivation factors and their impacts on job performance. *Journal of Archaeology of Egypt/ Egyptology,* 18 (14), 62-72.

Herzberg, F., Mausner, B. & Snyderman, B. 1959. *The motivation to work with a new introduction by Frederick Herzberg*. New Brunswick & New Jersey. John Wiley & Sons, Incorporation.

Ibrahim, C. 2013. Motivation and its impact on labor productivity at hotel business "a conceptual study. *International Journal of New Trends in Arts, Sports & Science Education,* 2, 70-78.

Jex, S. & Britt, T. 2008. *Organizational Psychology. A Scientist-Practitioner Approach*. New York: John Wiley& Sons.

Javed. M., Blouch, S. & Hassan, F. 2014. Determinants of Job Satisfaction and its impact on Employee performance and turnover intentions. *International Journal of Learning & development*, 4 (2), 120-140.

Krohne, H. 2002. *Stress and coping theories.* Available at: https://poliklinika-harni.hr/images/uploads/440/teorije-nastanka-stresa.pdf. Accessed 17.11.2023.

Kurt, S. 2023. *Alderfer's ERG Theory*. Available at: https://educationlibrary.org/alderfers-erg-theory/. Accessed 27.01.2023.

Mallick, C. 2021. *What Is Job Satisfaction? Definition, Factors, Importance, Statistics, and Examples*. Available at: https://www.spiceworks.com/hr/engagement-retention/articles/what-is-job-satisfaction/. Accessed on 18.11.2023.

Maslow, A. 1943. A theory of human motivation. *Psychological Review*, 50, 370-96. Available at: https://psychclassics.yorku.ca/Maslow/motivation.htm. Accessed 05.04.2024.

Meglino, B. M. 1977. *Stress and Performance: Are They Always Incompatible? Supervisory Management*. 22, 2-12.

Mcleod, S. 2007. *Maslow's Hierarchy of Needs*. Available at: https://highgatecounselling.org.uk/members/certificate/CT2%20Paper%201.pdf. Accessed 22.01.2024.

Mcleod, S. 2024. *Operant Conditioning: What It Is, How It Works, And Examples.* Available at: https://www.simplypsychology.org/operant-conditioning.html. Accessed.22.01.2024.

Mutuku, R. 2019. *A major criticism of Maslow's hierarchy of needs*. Available at: https://www.tuko.co.ke/314803-major-criticisms-maslow-hierarchy-needs.html#google_vignette/ Accessed 22.12.2023.

Qureshi, M. I., Iftikhar, M., Abbas, S. G., Hassan, U., Khan, K. & Zaman, K. 2013. Relationship Between Job Stress, Workload, Environment, and Employees Turnover Intentions: What We Know, What Should We Know. *World Applied Sciences Journal* 23 (6), 764-770. Available at: https://www.idosi.org/wasj/wasj23(6)13/7.pdf. Accessed 28.02.2024.

Raja, A. 2015. A Study About Workplace Stress in Food Industries in Various Level of Employees in India. *International Journal of Advanced Research in Management,* 6(2), 14-20.

Robbins, S. & Coulter, M. 2012. *Management*. 11 editions. Library of Congres. New Jersey.

Rodrigo, J., Kuruppu, C. & Pathirana, G. 2022. The Impact of Job Satisfaction on Employee Performance: A Case at ABC Manufacturing Company. *Asian Journal of economics Business and Accounting,* 22 (2), 1-9.

Ryan, R, & Decci, E. 2000. Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions. *Contemporary Educational Psychology* 25, 54–67. Available at: https://www.selfdetermination-theory.org/SDT/documents/2000_RyanDeci_IntExtDefs.pdf. Accessed 26.01.2024.

Shahzadi, I., Javed, A., Pirzada., S., Nasreen, S. & Khanam, F. 2014. Impact of Employee Motivation on Employee Performance. *European Journal of Business and Management* 6 (23), 159-163.

Simkus, J. 2023. *Convenient sampling definition, methods*. Available at: https://www.simplypsychology.org/convenience-sampling.html/. Accessed 30.01.2024.

Skinner, B. 1938. *The behavior of organisms. An experimental analysis*. New York: Appleton-Century.

Skinner, B.F. 1948. Superstition in the pigeon. *Journal of Experimental Psychology* 38, 168-172.

Siddique, D. & Rida, N. 2019. Impact of Motivation on Employee Performance in Pakistan. *Business management and strategy,* 10 (1), 1-22.

Tan, S. 2013. Herzberg's Two-Factor Theory on Work Motivation: Does it Works for Today's Environment. *Global Journal of Commerce and Management Perspective*, 2(5), 18-22.

Tiwari, D. 2023. *Types of stress causes, effects, & how to cope*. Available at https://www.choosingtherapy.com/types-of-stress/#:~:text=It's%20also%20possible%20to%20develop,ongoing%20stressors%20(chronic%20stress). Accessed 18.10.2023.

Tohidi, H. & Jabbari, M. 2011. The effects of motivation in education. *Procedia - Social and Behavioral Sciences*, 31 (2012), 820 - 824.

Viljoen, J. & Rothmann, S. 2009. Occupational stress, ill health and organizational commitment of employees at a university of technology. *SA Journal of Industrial Psychology*, 35(1), 67-77.

Vijayan, M. 2018. impact of Job Stress on employees' job Performance in Aavin, Coimbatore. *Journal of Organisation & Human Behaviour*, 6 (3), 22-28.

Vroom, V. 1964. *Work and Motivation*. New York. John Wiley.

Westman, M. & Eden, D. 1996. The inverted U relationship between stress and performance. A field study. *Work and Stress*, 10 (2), 165-173.

Yang, C., Hwang, M. & Chen, Y. 2011. An empirical study of the existence, relatedness, and growth (ERG) theory in consumer's selection of mobile value-added services. *AFRICAN JOURNAL OF BUSINESS MANAGEMENT 5(19)*.

Questionnaire

Impact of job stress on employee performance and motivation in the fast-food restaurants in Helsinki, Finland.

I am writing a thesis on the above-mentioned topic and it is part of my bachelor of business administration degree. I would be happy and grateful if you could complete this questionnaire. I would also like to assure you that this study is purely conducted for academic purposes and all information would be kept confidential. The time frame to collect these responses is before 6th February 2024.

For more information, please contact me. My contact details are:

Name: Farhat Abbas

Email: farhat.abbas@ centria.fi

Phone 0458022121

(1) What is your gender?

    (a) Male

    (b) Female

    (c) Others

(2) How long have you been working in a fast-food restaurant?

    (a) 0-1years

    (b) 2-3years

    (c) 4-5years

    (d) More than five years

(3) What elements cause you stress at work?

      (a) Role ambiguity

      (b) Heavy workload

      (c) Shift rotation

      (d) Time pressure

      (e) Other (please specify)

(4) How does stress affect your performance at work?

      (a) Positively

      (b) Negatively

      (c) Not sure

      (d) No impact

(5) How do you manage stress at work?

      (a) Deep breathing

      (b) Get support from colleagues

      (c) Do physical exercises

      (d) Reduce working hours

      (e) Others (please specify)

(6) What makes you motivated at work?

      (a) Salary and recognition

      (b) Supportive working environment

      (c) Personal life balance

      (d) Job security

      (e) Others (please specify)

(7) What makes you demotivated at work?

      (a) Burden of work and repetitive tasks

      (b) Unhealthy working environment

      (c) Lack of recognition and appreciation

      (d) Limited opportunity for growth and development

      (e) Others (please specify)

(8) How satisfied are you with your current job?

      (a) Very satisfied

      (b) Dissatisfied

      (c) Somewhat satisfied

      (d) Neutral

(9) How would you evaluate overall your performance at a job?

      (a) Excellent

      (b) Commendable

      (c) Satisfactory

      (d) Dissatisfactory

(10) What kind of actions the manager should take to manage stress and, enhance motivation among employees in the restaurant sector?

      (a) Make sure that workload is distributed equally among employees

      (b) Provide flexible working schedule to facilitate employees

      (c) Encourage recognition and reward system based on employee's performance

      (d) Create cooperative environment, open communication, and enhance team work skills

      (e) Others (please specify)