WORK-RELATED STRESSORS AND WORK PERFORMANCE: A COMPARATIVE STUDY BETWEEN CHINESE AND BRITISH IT COMPANIES

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A dissertation submitted in partial fulfillment of the requirements for the degree of

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DECLARATION

I, Guanglei Lu, hereby certify that the work embodied in this dissertation entitled "Work-related stressors and work performance: A comparative study between Chinese and British IT companies" is result of original research and has not been submitted for a higher degree to any other university or institution.

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ABSTRACT

Title	:	Work-related Stressors and Job Performance: A Comparative Study Between Chinese and British IT Companies
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This study investigated the impact of work-related stress on job performance. It pursued three objectives: 1) catalogue distinct stressors, worker traits, and workplace conditions and measured each factor's direction and magnitude of effect; 2) assess whether employees' experience and capabilities moderated those effects and, by extension, whether the influence of stressors could be redirected or dampened; 3) compare perceptions and management of stress in Eastern and Western cultural contexts. To address these aims, the researcher conducted a thorough review of prior scholarship, articulated eight testable hypotheses, and then subjected each to empirical scrutiny to clarify the multifaceted relationship between stress and performance.

A quantitative design was utilized, and primary data were collected through structured surveys, while secondary sources provided additional context. The sample comprised employees from multiple industries and both cultural spheres. This provided a broad perspective on the variables of interest. Statistical procedures were employed to examine the relationships between stress levels, job performance, experience, and capability. At the same time, personal characteristics, workplace environments, and cultural orientations were examined for their capacity to shape these links.

Analysis revealed that workers possessing extensive experience and robust capabilities adapted more readily, collaborated more efficiently, and ultimately performed better. Such attributes strengthened problem-solving, decision-making, flexibility, and innovation, benefiting individuals and their organisations. Experience and capability also lessened the burden of stress, with skills such as time management and resilience playing decisive roles in tempering its impact. Cross-cultural comparisons revealed fewer differences than anticipated; in both regions, experience and capability consistently improved performance. Based on these validated hypotheses, the study recommended culturally tailored stress-reduction programs, stronger interpersonal support networks, and the deliberate deployment of employee expertise. Policy implications emphasized the importance of culturally sensitive management practices and encouraged international collaboration to promote effective stress management across diverse workplaces.

Keyword: work stress, job performance, experience and capability, cultural differences, stress management

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Guanglei Lu

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Work-related stress is acknowledged globally as a primary challenge to the health of workers and the subsequent healthiness of their organizations (Pearsall et al, 2009). Stressed workers have a higher likelihood of being poorly motivated, unhealthy, less safe and productive at work. Consequently, organizations with stressed employees are less likely to achieve success in an aggressively competitive industry (Hon and Chan, 2013). Kozusnik et al (2012) explain that stress in Chinese is a combination of two characters that represent 'opportunity' and 'crisis.' As has been denoted in the extant literature, stress has been affirmed as culminating to two implications; distress and eustress conditions. Eustress can occur when employees are in a position to address and handle external demands that that have been placed on their physique and can contribute to reduced psychological and physiological stress, such as being proactive, highly productive, pleasant life, and ability to control anxiety feelings (LeBlanc, 2009). On the contrary, distress can occur when the employee is unable to cope with the task demands that are exerted on their minds and bodies, and this heightens their psychological and physiological stress, such as unpleasant life, low productivity, absenteeism, inability to control feelings of passive and anxiety, sickness (Ahmed and Ramzan, 2013).

Stress is a reaction to what the organization or individual feels to external pressure, it is therefore normal and anticipated and it makes an individual uncomfortable and it aids in helping them to rise in satisfying their challenges (Kotteeswari and Sharief, 2014). Therefore, it is not always negative, but it can have a positive effect on the employees. This means that stress can enable employees to improve their performance through increased innovation, problem-solving and employee motivation. Nevertheless, the negative effect of stress can result in a reduction of the overall performance of the employees, poor quality of labor and high error rate among employees, absenteeism, and staff turnover owing to health problems that include work-life imbalance, depression, and anxiety (Glaser et al, 2015). Work-related stressors are triggered by work pressures and demands from work that are unmatched to their talents, knowledge, and their inability to cope (Ahmed and Ramzan, 2013).

Work performance is a central concern for organizations seeking to enhance their overall success, ensure their survival, and improve effectiveness and secure profitability (Khamisa et al, 2015). Different organizations pursue a variety of strategies to achieve heightened performance levels among their teams, to improve efficiency, which is perceived to be more essential, compared to enhancing competitiveness, minimize costs and deliver better services in the current economic environment (Sonoda et al, 2018). This befits its roles as a primary attribute to the productivity of the organization. Work-placed stressors have emerged over the last 3 decades as a result of changing economic and workplace conditions, shift in work demands, and innovation (Taylor et al, 2017). Work-related stress creates an imbalance between individual capabilities and environmental demands, and this adversely affects the productivity levels necessary in maintaining work performance (van Oortmerssen et al, 2020). Any gradual increase in work-related stress among employees, contribute to a declining interest in their jobs, reduced commitment to organizational objectives, and impatience towards the upper management (Peng et al, 2019).

Worker in organizations is always pressured to achieve set targets within the provided timelines (Driskell and Salas, 2013). However, depending with the members, working environment, leaders, nature of the task, and other factors, which can easily become stressors, the work performance of the worker is negatively affected because of inability to coordinate seamlessly. Stress is a phenomenon that is common in nearly all organizations, regardless of their size and nature (Hon and Chan, 2013). In the current IT workplaces, there are a variety of work-related stressors, the many technological innovations resulting in changes in the sense that what was in vogue at one point is now obsolete, the need to incorporate the changes, exacerbated by pressure from clients; all these scenarios can create work-related stressors, which are a cause of alarm for employers because they lower productivity, concentration and innovation among workers, and they culminate in higher rates of absenteeism (Carenzo et al, 2020). For this reason, managers need to understand their employees, identify and cluster the work-placed stressors, and work collaboratively with them in managing the stress (work and non-work) and stop it from adversely affecting the work performance (Peng et al, 2019).

1.2 Research Problems

As mentioned above, the correlation between stress in workplace and work performance seems to be widely accepted and even taken for granted, including academic research. However, it is interesting to see what types of work stressors have stronger (weaker) effect or even decisive (trivial) influence, e.g. generated from worker's personal characteristics or workplace environment characteristics? Will the answers still be the same universally? Or will there be differences in direction or magnitude by region, ethnicity, country, tradition, or other demographic characteristics? More precisely, I directly converge the demographic characteristics to the point of the difference in values between Eastern and Western cultures, and then go back and think about the above proposition. The differences between Eastern and Western values can generally be viewed from two aspects: causes and manifestations. The former involves theological orientation, traditional consciousness, and degree of progress. At the same time, the latter can be summarized as a responsibility before freedom, obligation before rights, and group before group, individuals, harmony over conflict, etc. This thinking point directly involves a critical proposition: the difference between Eastern and Western organizational management models, in other words, the question of whether it is applicable to impose Western management models or systems on Eastern organizations, and vice versa.

This study focuses on the relationship between stressors and workplace work stress under the presentation of Eastern and Western values and the impact of stress generated by stressors on work performance. It compares and highlights the relationship between them. I will examine the differences in direction and magnitude of the effects, and the individual mediating property was incorporated as intermediate factors. Among them, I use two common "labors' ideas and beliefs" and "job needs" to represent the stressors that are "workers' characteristics" and use the typical "workload" and "workplace role conflict" to represent the stressors. Moreover, I use "workplace interpersonal relationships" to describe stressors belonging to "workplace environment characteristics" and then take "labor's experience and capability" as the representative of "personal neutral characteristics." In empirical research, I take Chinese IT companies as representatives for the East, and for the West, I take British IT companies as representatives.

Specifically, this study aims to investigate impact of stress generated from different work stressors on work performance under the intermediate of labor's experience and capability and under the presentation of Eastern and Western values. To

achieve the aim, the study specifically seeks to focus on specific problems, namely: How do diverse stressors, including worker's personal characteristics and workplace environment characteristics, influence work performance, and what are the specific directions and magnitudes of these effects? Does the worker's inherent experience and capability amplify or diminish the effects of stressors on work performance? Does it augment, reduce, or alter the direction of these effects? In the context of articulating Eastern and Western values, do the outcomes of the stated proposition remain consistent?

1.3 Research Questions

Based on the propositions derived from previous research, this study formulates three research questions aimed at examining the relationship between work stress and job performance:

1. What are the primary sources of work stress for employees in Chinese and British IT companies?
2. How do specific work stressors impact employees' job performance?
3. Do employees in Chinese and British IT companies differ in their perceptions of various work stressors, career experience, and competencies?

1.4 Research Gaps

The existing literature acknowledges the impact of work-related stress on performance but lacks a detailed examination of:

1. Specific Stressors: Which stressors (e.g., personal characteristics vs. workplace environment characteristics) exert stronger effects on work performance?
2. Regional Differences: Are the source of work stressors vary in magnitude across regions, such as between Eastern (Chinese) and Western (British) cultures?
3. Cultural Influences: How do cultural values influence the perception and impact of stressors on work performance?

This study aims to fill these gaps by investigating how stressors affect work performance differently in Chinese and British IT companies, considering both individual characteristics and cultural contexts. By exploring these aspects, the study seeks to provide insights into effective stress management strategies tailored to diverse cultural and organizational contexts.

1.5 Research Objectives

Based on the issues involved in this study, I sorted out the six research objectives that this article intends to study:

1. To explore employees' ideas and beliefs on the sources of work stress and types of work stressor.
2. To analyze the relationships between worked-related stressors on employees' work performances.
3. To conduct a comparative study between employees' perception and behavior toward work stressors in China and British IT companies.

1.6 Scope of the Study

This study is thematically center on the three theoretical areas of work-related stress, work performance and geographic cultural differences in values between the East and the West. In order to ensure the smooth progress of the research, the scope of the study is set and might be limited as follows:

1. The empirical work of this study relies on a sample strictly from the British and China's IT sectors. It means that the sample is not wholly inclusive or representative of a sector that is global and characterized by different situations that generate unique stressors which could fail to be factored. The workplace-stressors in the IT sector may not be the same stressors that affect other sectors or industries, and this could impede the generalization of the findings.
2. Time constraints might be another possible limitation in this research. To undertake a primary research exercise, the researcher will have to factor the prevailing lockdown conditions and infringement of free movement, and

hence appointments with potential participants to take part in the research could largely be done online. In this instance, time management will impede the seamless achievement of the research. Furthermore, owing to the scheduled business and personal lives of the participants, contacting them would be challenging, and prior planning would be necessitated.

1.7 Expected Results

The findings will reveal to business managers, owners and workers that there are inextricable relationships between stress levels and their subsequent effect on the work performance of the entire organization. The findings will recommend different ways in which the firms, their business managers, and owners and workers can understand how to leverage on their competitiveness by simply creating work-settings that are stress-free. The research results will demonstrate that the cultural differences in Eastern and Western values could cause work stress to present different directions and degrees of impact on work performance.

1.8 Significance and Benefits of the Study

Various workplace stressors combine in a multiplicative manner to generate strain for employees. They affect individuals behaviorally, emotionally, and psychologically and is linked to different health problems that include coronary heart ailments (Ganster et al, 2011). It is paramount to understand any feeling, excessively aroused, squeezed, pulled, pushed, or triggered by internal and external stressors have to be acknowledged. These stressors have to be identified and clustered depending on whether they are destructive or beneficial to work performance (Giebels and Janssen, 2005). The management of stress is pivotal for organizations and employees while it entails understanding that the employees are exposed to different stressors. To avert these stressors, the management has to be receptive to the ideas of the employees and then create avenues whereby the employees can be mentored and involved in decision-making processes (Marques-Quinteiro et al, 2015). Employees are arguably the most important asset in organizations, and as such, they need to be carefully protected against the factors that are capable of hindering their overall performance at work (Tai, 2012).

Workplace stress is a challenging issue in different institutions. Owing to the aggressively competitive nature of global IT institutions, there is always competition

for who has the better tech, the more improved version, the more convenient and efficient technology, then the higher the chances of improving profit margins (Manas et al, 2018). The result is that employers are increasingly placing more demands and excesses on the employee's work. Resultantly, this brings excessive pressure which is often beyond the capabilities of the worker, and their capacity and this inhibits their productivity, functioning and performance (Dayan and Di Benedetto, 2011). This surge in stress has led to an alteration in employee behavior and their attachment to the work. To this end, stress is perceived to be detrimental to the employees' health, the organization's health, and its overall performance. Human resource managers need to assess the stress levels of employees within the IT sector since employees who are overly stressed are unable to perform as expected (Costa et al, 2011). This is even more significant in their industry that involves dealing with confidential information; it is easy for the employees to be stressed out as they act out from the client's frustrations. Such scenarios can destroy the reputation of the company and damage their image (Rajeswari and Anantharaman, 2003). Employee Assistance Program (EAP) is a common investment feature among many companies targeting stress management; EAP entails stress management training; others provide day-care services, nutritional support services, and health promotion; to ensure that their employees are focused and triggered by any work-related stressors (Dayan and Di Benedetto, 2011).

Today, the ability to undertake work duties that are devoid of stress is a poignant matter for management and in different organizations (Wood and De Menez, 2011). Most job demands in the IT sector are stressful, and for this reason, there is a direct correlation between performance and job stress. Within a workplace stress model, Liu and Liu (2018) and Jaramillo et al (2011) hold the view that the employees' ability to manage and control their psychological and physiological stress in undertaking their jobs tasks and this can lead to improved work performances in the organizations. However, in an organizational stress model, de Jong et al (2014) and Kozusnik et al (2012) hold the view that psychological and physiological stress and hob performance are unique concepts, but they are intertwined. For instance, the employees' ability to properly manage their psychological and physiological stresses in undertaking their tasks can contribute to enhanced work performances in organizations.

Nevertheless, despite the nature of this relationship is interesting, the role of psychological and physiological stresses as fundamental predictors is not clearly explained and contextualized in the workplace stress models (Sonoda et al, 2018). Scholars like Khamisa et al (2015) contend that the role of psychological and

physiological stresses as a fundamental predictor has received inadequate empirical attention in previous studies. These past studies have adopted a descriptive stance, describing the stress concept affecting the global workforce, adopting meta-analyses method in establishing a link between the two stresses and employ behavior, and explaining the basic features of the physiological and psychological features (Glaser et al, 2015). However, they fail to quantify the nature and magnitude of the relationship between work performance and workplace-stress. Therefore, this existing dearth incentivizes further exploration of the relationship between workplace stressors and work performance.

Workplace stress significantly impacts productivity and adversely affects employee morale (Wallace et al, 2009). There is a myriad of workplace stressors, and coping with them entails taking responsibility for maintaining wellbeing, improving communication skills, and avoiding common reactions to the stressors (Fan et al, 2020). Doing so ensures that performance is maintained, and there are improved relationships with managers, co-workers and customers (Wetzel et al, 2006). Undertaking a cross-country comparative study on the strategies adopted by IT companies could reveal novel strategies that when applied in different situations can improve work performance by fully addressing the different forms of work-related stressors.

This study provides business owners or managers with a more appropriate consideration of various attributes of work stress sources and personal characteristics when designing systems, in order to create better performance. The research proofs the importance of cultural differences to the world, especially for the prevalent multinational corporations (MNCs) worldwide nowadays. Applying management modes and system designs established in the East or West directly to the other side is quite likely to lead to the occurrence of unknown obstacles and risks for the enterprise."

1.9 Definition of Key Terms

Work performance This means evaluating individual performance, their records, or subjective assessment (Le Blanc, 2009). It is a specific job result that is linked to individual work behaviour.

Workplace stress This is a dynamic condition within which an individual or employee is confronted with demand, constraints, or chances affiliated with what they desire, and the result appears to be

important and uncertain (Robbins and Sanghi, 2006).

Stress It refers to an adaptive response to situations perceived as either threatening or challenging to the wellbeing of an individual (Hon and Chan, 2013). This is often as a result of outcomes in their immediate external environmental conditions that place excessive physiological, behavioural, and psychological pressures on individuals.

Stressor It is an agent of a biological nature, or external stimulus, event, or environmental condition that is seen as causing stress in an individual. They can either be environments or environments that individuals might perceive as demanding, threatening, or challenging (Ahmed and Ramzan, 2013).

Eustress It is a positive feeling that arises from a stressful condition. This is beneficial stress and can be either physical, psychological, or biochemical. It is good to stress because it produces positive feelings of fulfilment, excitement, well-being and satisfaction (Hon and Chan, 2013).

Distress This is negative stress, and it occurs when an individual is unable to undertake their duties or cope with a particular situation. This feeling can either be long term or short term, and it triggers concern or anxiety, which culminate to physical and mental problems (Kotteeswari and Sharief, 2014).

Physiological stress This is linked to a physiological reaction of the body (such as heart palpitation, abdominal pain, migraine, headache, lethargy, chest pains, backache, muscle ache, and sleep apnoea) to different work-placed stressors that have a direct impact on the individual's quality of work, productivity, personal health, and effectiveness (Ismail et al, 2015).

Psychological stress This is an emotional reaction (it includes job alienation, burnout, depression, anxiety, hostility, tension, irritability, anger, frustration, and anger) experienced by an employee because of workplace stressors. It is linked to an individual's

role identity (a son, daughter, husband, wife, company director, employee, community leader); the higher the person's value and their societal affiliation with every role, the higher the cost of failing to perform their role (Ismail et al, 2015).

I.T. Companies

Information Technology companies are tasked with ensuring that operations are seamless running the way they ought; they ensure that devices are functioning properly and that data is properly secured. They are tasked with installing new hardware, software, and providing technical support, as well as expert guidance on device networking, general computer systems networking (Rajeswari et al, 2003).

CHAPTER 2
LITERATURE REVIEW

2.1 Introduction

This literature review section presents a critical review of previous studies that explore the concept of work-related stress and its association with the work performance in the workplace context. Work performance is a crucial component of any place of work because workers are expected to yield superior results or to be considered performing. However, the ability of workers to exhibit superior performance is hampered by a multiplicity of factors. A work-related stressor is hypothesized to interfere with the performance prospects of the worker. The extant literature relating work performance with work-related stress is contextually and methodologically disintegrated in terms. This literature review chapter begins by analyzing how various theorists have explained the relationship between work-related stress and the performance of both collective and individual employees. After critically reviewing theoretical underpinnings, the study focuses on specific work stressors prevalent in workplaces and how these stressors influence work performance. Additionally, the literature review critically analyses how previous researchers have tried to address work-related stressors to improve work performance. Throughout the review, the research gaps are identified, and consistencies / inconsistencies of the delayals are explained based on a multiplicity of findings from other researchers and scholars.

2.2 Work-Related Stressors

Work-related stressors include aspects of work that elicit emotional reactions from employees. Contemporary workplaces are characterized by a multiplicity of activities and features that expose employees to high levels of stress. Some of the work-relate stressors are personal (internal) while others are external. A mix of both external and internal aspects of a person can also expose them to emotional turbulences characteristic of stress. This section discusses selected work-related stressors that exhibit a high degree of universality across a multiplicity of contexts. Cooper and Palmer's model of work stress identifies a variety of sources of stress at work. Figure 2.1 below diagrammatically represents Cooper and Palmer's model of work stress.

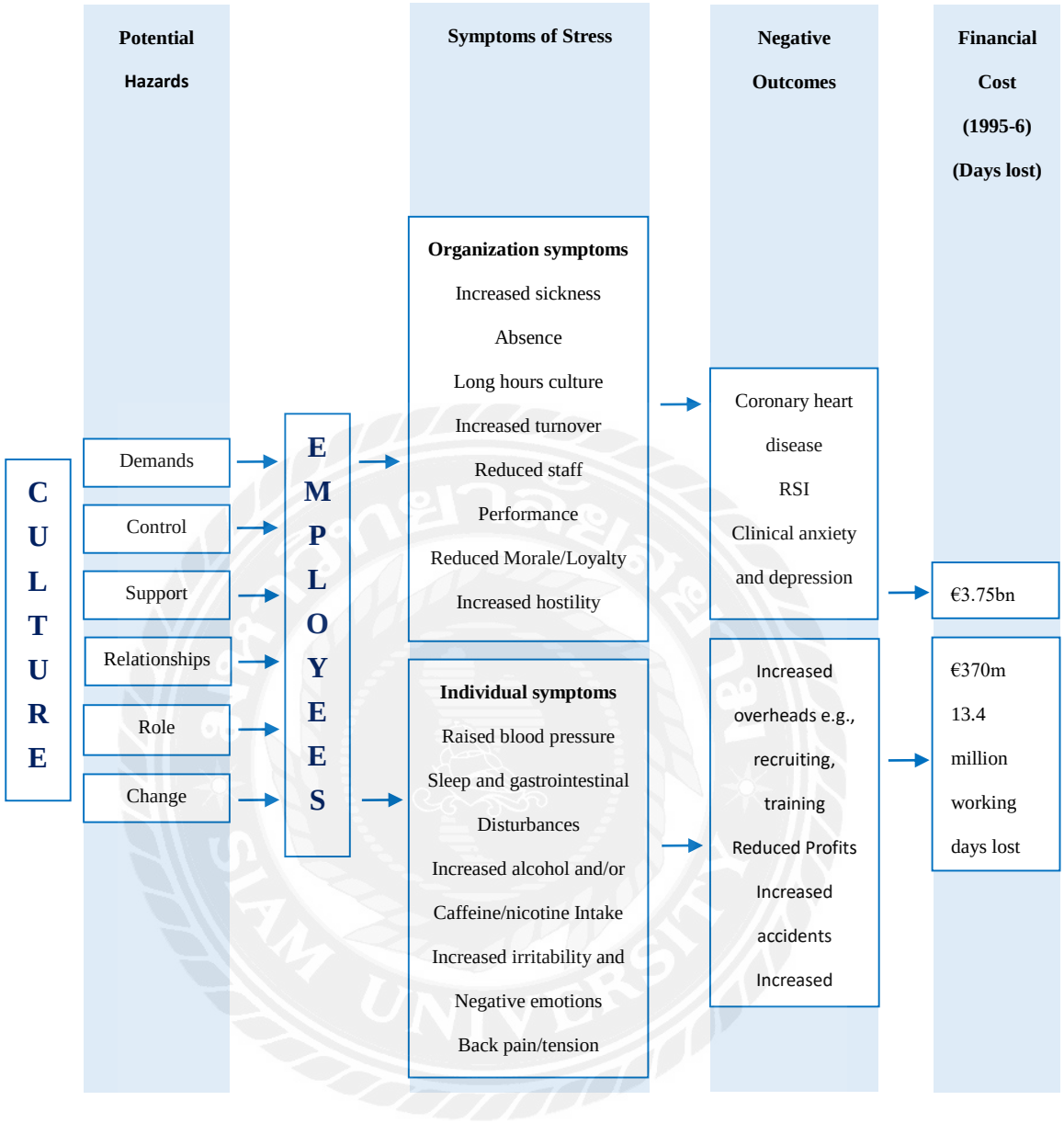

Figure 2.1 Cooper and Palmer's model of work stress

The primary concern of Cooper and Palmer's model is the long-term consequences of work-related stress, its acute symptoms, and individual characteristics associated with work-related stress. Going by the model in figure 2.1, the potential hazards of stress emanating from the cultural context and they include demands, control, support, relationships, role and change. All these stressors fall on employees, leading to both individual and organizational symptoms. Individual symptoms such as raised blood pressure, sleep and gastrointestinal disturbances, increased intake of alcohol, escalated irritability and back pains have adverse effects on the ability of an

employee to produce results. Negative emotions negate the quality of cooperation during work, hence, reducing the ability of workers to meet the targets. Organizational symptoms of stress include increased sickness absence, long working hours, high rates of staff turnover, demeaned motivation and increased hostility. These aspects not only interfere with the flow of individual work but also prevents the willingness of employees to collaborate, leading to reduced work performance. The negative outcomes, as per the model by Cooper and Palmer, include burnout, clinical anxiety, heart diseases, high overheads, reduced profits and increased incidences of accidents and litigation, which are highly costly to individuals and organizations at large. In this section, work-stressors reviewed based on previous research include: 1) Work overload/job demand. 2) Unavailability of support. 3) Negative work relationships. 4) Organizational change management. 5) Pressure for personal development.

2.2.1 Work Overload / Job Demand

Das and Srivastav (2015) contend that the modern labor movement has considered the issue of workload such that each employee is assigned an amount of work that they can manage without having to undergo high-stress levels. Similarly, Yadav and Dabhade (2014) argue that employees who specialize in certain functions that they are passionate about can efficiently execute them with little effort. Whereas these assertions could be held in certain professions or places of work, most workplaces do not consider the requirements of labor organizations championing employee welfare. On a similar note, the control theory posits that employees do not have power over the nature of tasks they are assigned and the schedules under which they work. Being forced to work on specific tasks under imposed schedules makes workplaces extremely challenging and exposes employees to heightened stress. Ahmed and Ramzan (2013) recognized that bankers are greatly exposed to stress because of working under strain conditions orchestrated by aspects such as role conflict, delayed feedback on performance, role doubt, rapid technological changes, and concern for the people. Banking is considered one of the most highly inventive roles; hence, it calls for rapid career development amid complex organizational structures and episodic events. On a similar note, George and Zakkariya (2015) posit that employees working in banks tend to experience high levels of stress because of handling multiple tasks that expose them to mental strains and adverse mental health conditions.

Choi et al. (2016) expressed widespread interest regarding the effect of working conditions such as twenty-four shifts, job strain, physical demands, number of calls, and sedentary work on professional firefighters' elevated blood pressure and

hypertension. A sample of 330 firefighters from Southern California was selected to participate in the study. Findings from the study confirmed hypertension among 11% of the firefighters, of which 50% were experiencing uncontrolled high blood pressure. Given that hypertension was more prevalent among male, older, and high-rank firefighters, the findings suggest that work-related stress is more dominant among high-ranked elderly males. This study contradicts the study by Izawa et al. (2016), which revealed that younger male police officers experience high levels of work-related. The cause of this variation can be explained by the differences in work between the two areas of practice. Whereas in the police, there are many autocracies where younger police officers occupy lower ranks that must obey the orders from above or face disciplinary actions for non-performance, firefighting departments may feature high degrees of democracy characterized by higher-ranked professionals struggling to ensure work is accomplished lest they be blamed for failures in their lines of duty. From the study by Choi et al. (2016), it was evident that being exposed to additional twenty-four-hour shifts and high job demands exposes male freighters to evaluated blood pressure. However, having only nine females in a sample size of 330 freighters may imply that the findings are biased toward males. However, the study presents exciting findings that increased job demand leads to high blood pressure and hypertension because of intensive work-related stress.

Carenzo et al. (2020) sought to examine how workplace demands and threat responses to stress influence performance. Using cross-sectional data collected from 95 participants from 24 workteams, findings from the study revealed that high levels of demand and low provision of resources increase work-related stress. Similarly, Montgomery et al. (2015) found a positive association between workload, emotional and organizational demands, and emotional exhaustion and depersonalization. The study confirmed a negative association between vigor and demands in terms of workload. Work contexts characterized by high organizational and emotional demands demean the level of dedication that employees invest in organizational tasks. Mijakoski et al. (2018) used a sample of 197 healthcare professionals in a study that sought to longitudinally assess the effect of job demands on emotional exhaustion and depersonalization. The study concluded that increased job demands caused emotional exhaustion and depersonalization. Thus, studies investigating how job demands lead to stress in healthcare, banking, and firefighting have confirmed that high jobs spur work-related stress among employees.

Despite most studies revealing a negative relationship between high-demanding

jobs and stress levels, some studies have found a positive relationship. For example, Topcic et al. (2016) examined the relationship between high-performance work practices and perceived individual stress. Findings from the study contradicted previous studies that had emphasized the potential downside of high-performance work practices as more strongly associated with higher work-related stress than moderate-performance workplaces. The study by Topcic et al. (2016) drew on the job demands-resources model to distinguish between challenges demand high-demand work practices and job-resource high-performance work practices. Challenge-demand workplaces are characterized by stringent performance evaluation systems and continual personal/professional development, while job resources work practices involve flexible working hours and participative decision-making processes. Analysis of 197 employees and their work environments confirmed that individual stress among employees is positively related to challenging demands. Thus, the study negated the conventional belief that challenge demand in high-performing work practices has a negative relationship with work-related stress. The possible cause of this discrepancy could be that the employees analyzed during the study by Topcic et al. (2016) have adopted strategies that enable them to minimize stress. Nonetheless, additional studies focusing on varied contexts, populations, and workplaces and considering confounding studies could help address the discrepancies in research findings relating to job demands and work-related stress.

2.2.2 Unavailability of Support

Modern times are highly demanding, and such employees are expected to juggle between family roles and work. Although the family has been ascertained to cause interference in work, Brummelhuis et al. (2012) argued that family interference at the worker level has yet to be extensively explored. Bridging this gap in literature motivated Brummelhuis et al. (2012) to explore the effect of the demands from working members' families on work processes and eventual performance. The study gave more attention to social support at work's role in cushioning working members against possible detriments of members' family demands. Findings from a sample of 520 employees from 61 workteams revealed that family demands reduce supervisors' work, leading to a negative effect on supervisors' ratings on work performance. However, this negative relationship is attenuated by social support from both supervisors and the organization. Consistent with the assertion by Annor (2016), there is a positive relationship between family demands and work performance in contexts characterized by high co-worker and supervisor support. The conclusion that can be drawn from the

findings by Brummelhuis et al. (2012) is that lack of adequate social support in contexts featuring high family demands demeans work performance.

Bhui et al. (2016) assert that management practices such as lack of employee support and poor communication between employees and the management induce employee stress. Social support at the workplace has a positive effect on eliminating work stress and job burnout. Empirical evidence from a study revealed that failure to incorporate training programs and assist employees with coping strategies escalates the levels of job-related stress and increases the intensity of burnout syndromes. The study by Qiao et al. (2018) underscored social support as a crucial element in addressing stress among healthcare providers who get in frequent contact with HIV patients. Another study by da Silva et al. (2016) identified a lack of supervisor feedback regarding performance and a lack of co-worker and supervisor support as the most common work-related factors associated with depressive symptoms and major depression in primary care workers.

Past studies exploring the link between work-related stress and social support have failed to identify any significant relationship between the two. For example, Ross et al. (1989) found out that while supervisor and co-worker support is related to lower levels of burnout, although they did not act as buffers, support from spouses and family/friends does not significantly influence burnout in the workplace. Koniarek and Dudek (1996) found no reliable correlation between social support and emotional exhaustion. Although Ducharme and Martin (2000) confirmed that instrumental and influential co-worker support benefits employees, neither instrumental nor practical support was found to significantly buffer the adverse effects of job stress on employee performance. The possible cause of the difference between earlier studies and more recent research could be the change in a generation. Generation X, Y, and Z exhibit varied orientations towards work and the importance of workers. As time goes by, more employees could accept the need for communal work, hence leading to the increased significance of social support.

2.2.3 Negative Workplace Relationships

Costa et al. (2001) acknowledged that trust is a crucial element in the functioning of organizations, particularly in work performance. Through testing a model relating trust with perceived relationship and commitment, the study presented trust as a multi-component that influences perceived trustworthiness, monitoring behaviors, and cooperation among the working members. The findings from the study

by Costa et al. (2001) led to the conclusion that when trust is lacking, the level of stress increases while work satisfaction, relationship commitment, and work satisfaction decrease. Thus, workers must ensure that trust prevails within them so that they can work collaboratively and achieve the common goal lest they stand a high chance of submerging into the sea of non-performance.

Fan et al. (2020) drew on the conservation of the resources theory to propose that when workers exhibit unsatisfactory performance, they may elicit abusive supervision because low work performance increases the emotional exhaustion of the supervisors. Supervisors faced with low-performance workers tend to experience higher levels of emotional exhaustion, which makes them act with heightened abusive behaviors. Khamisa et al. (2015) confirmed that negative work relationships are associated with high levels of burnout among employees. Negative work relationships have more adverse effects on work performance than individual performance. This is because workers are required to work together for a collective goal. If negative relationships ensue, it becomes difficult for them to communicate and execute tasks with the desired level of excellence.

2.2.4 Organizational Change Management

Day et al. (2017) noted that organizations are experiencing rapid change, leading to the emergence of employee health and well-being as crucial issues. During organizational changes, Hayajneh et al. (2020) revealed that work teams and individual employees are exposed to high-intensity stresses because of the strains that come with the changes and what the future has in store for them. The tensions that arise from uncertainties that come with the changes, especially in complex and dynamic modern-day organizations, have exposed work teams to a high-stress level. Although Annor (2016) argues that working together in work teams has been found to minimize the levels of stress that employees are exposed to, findings from the study affirmed that workers are also exposed to high-intensity stress because they share the same tensions and uncertainties with individual employees.

As a significant part of work-life, organizational changes are necessary at the level of organizations and individual employee levels (Anderson, 2019). According to Smollan (2015), organizational changes such as restructuring and mergers and acquisitions elevate employees' stress levels due to a myriad of psychological uncertainties about the possible effects of the impending changes on their position and overall job. Organizational changes also come with role ambiguities, challenging work

tasks, and unclear expectations; these problems can potentially increase employee burnout levels (Dubois et al., 2014). Based on the demands-resources model (JD-R) tenets, organizational changes constitute job demands that call for effort. Thus, they come at a cost. Organizational changes that are not well-managed tend to introduce or exacerbate work-related stressors such as high levels of performance pressure, role conflicts and ambiguities, and lower levels of autonomy caused by loss of job control (Hayajneh et al., 2020). Lack of effective leadership that provides the required level of support tends to intensify psychological uncertainties during the organizational change processes.

2.2.5 Pressure for Personal Development

People are motivated to continuously improve their lives in terms of personal and professional development. These pressures may come either from a person or orchestrated by the nature of the work they are involved in. The pressure to perform and develop one's profession continues to put employees under high stress. Consistent with the findings from the study by Levin (2019), Ahmed and Ramzan (2013) confirmed that the need for personal growth increases in complex jobs that encourage learning. People working on jobs featuring complexity tend to discover their need for knowledge and skills early enough. This motivates them to undergo gradual training to increase their proficiency in work. Employees transfer the knowledge and skills they acquire to other tasks and domains of life, thus making significant contributions to personality development.

Glaser et al. (2015) argue that the criteria defining a healthy work environment include personality development and living without health impairment. Personality development is characterized by pressures to improve oneself by acquiring new skills and knowledge. For a person to develop, Levin (2019) posits that they endeavor to maintain the current learning to prevent unlearning and de-qualification when organizational demands change. For example, updating skills is a crucial component of success in the current highly dynamic workplace that exhibits rapid changes. Fundamentally, the need for personal development is informed by the basic human need to improve and sustain desired levels of competence. Rose et al. (2017) found that reduced possibilities of development lead to stress due to insecurities and future uncertainties in one's profession.

2.3 Theories Explaining Work-Related Stress and Work Performance

Organizational Behavior (OB) is the study of human behavior in organizational settings, the interface between human behavior, the organization, and the organization itself. Organizational Behavior researchers study the behavior of individuals primarily in their organizational roles. One of the main goals of organizational behavior is to revitalize organizational theory and develop a better conceptualization of organizational life. As a multi-disciplinary field, organizational behavior has been influenced by developments in several allied disciplines, including sociology, psychology, economics, and engineering, as well as by the experience of practitioners.

Industrial and organizational psychology (I-O psychology), also known as occupational psychology, organizational psychology, or work and organizational psychology, is an applied discipline within psychology. Industrial, work, and organizational psychology (IWO) is the broader global term for the field internationally. The discipline is the science of human behavior relating to work. It applies psychological theories and principles to organizations and individuals in their places of work as well as the individual's work-life more generally. Industrial and organizational psychologists are trained in the scientist–practitioner model. They contribute to an organization's success by improving performance, motivation, job satisfaction, occupational safety and health, and its employees' overall health and well-being. An I-O psychologist researches employee behaviors and attitudes and how these can be improved through hiring practices, training programs, feedback, and management systems.

Team management is the ability of an individual or an organization to administer and coordinate a group of individuals to perform a task. Team management involves teamwork, communication, objective setting, and performance appraisals. Moreover, team management is the capability to identify problems and resolve conflicts within a team. A team manager can use various methods and leadership styles to increase personnel productivity and build an effective team. In the workplace, teams can come in many shapes and sizes, and all members work together and depend on one another. They communicate, and all strive to accomplish a specific goal. Management teams are a type of team that performs duties such as managing and advising other employees and teams that work with them. Whereas work, parallel, and project teams are responsible for directly accomplishing a goal, management teams provide general direction and assistance to those teams.

Cross-cultural management is the study of management in a cross-cultural context. It includes the study of the influence of societal culture on managers and management practice, as well as the study of the cultural orientations of individual managers and organization members. At the individual level, individuals' values and understanding of and reactions to their cultural context and experience figure prominently. Contributing disciplines include cross-cultural psychology, sociology, and anthropology, as well as the broader disciplines of management and organizational behavior and the related areas of international human resource management. General topic areas include the cultural context in which management must take place, the various roles of the international manager, the influence of culture on organizational structure and processes, and management across nations and cultures.

Occupational stress in modern organizations has become a serious concern for employees, employers, and researchers. The damage caused by work-related stress, including demeaned employee performance, has problems even in the workplace. Employers are greatly concerned with their workers because an organization's survival and sustainability largely depend on employees' performance. Consequently, in addition to the level of employee performance being paramount to employers, employees are considered crucial assets for their organizations. This paramount consideration has motivated scholars and theorists to put forward theories that explain how the interaction between work-related stress and work performance occurs and how stress can be addressed in the context of workplaces that adopt teamwork approaches in their work. The most common theories that underpin the relationship between work-related and teamwork performance include effort-reward imbalance, the personal-environment (P-E) fit theory, control theory, and action regulation theory.

2.3.1 Effort-Reward Imbalance (ERI)

The historical antecedents of the Effort-Reward Imbalance (ERI) model are founded in Siegrist's (1996) proposal that a lack of balance between work effort and reward leads to work-related stress. According to Siegrist (2017), the types of rewards that workers expect from their employers include salary, esteem, prospects of promotion, recognition, and job security. The existence of an imbalance between work and effort means that the effort that an individual applies in the production process is greater than the reward that they receive from the work done. Work-related stress, thus, causes a wide range of adverse health outcomes that may eventually reduce an employee's overall performance (Siegrist et al., 2004). Having several members of teams that are experiencing such imbalance may lead to each of them being affected by

the adverse health outcomes emanating from work-related stress. The prevalence of stress among one or more team members implies that their productive capacity needs to be optimized, hence, the teams' poor performance. Although this theory does not focus on work performance, its tenets reveal how the lack of balance between rewards and efforts influences individual performance. In this study, it is assumed that if stress harms individual performance, then it can also affect work performance.

Siegrist (1996) observed that non-equal efforts put into the production process and incentives (intrinsic and extrinsic) result in dissatisfaction with the job. Thus, extrinsic and intrinsic motivation can expose team members to work-related stress. For example, if a team wants to meet a specific goal to receive an award during the end-year party, the members will strategize how to work extra hard to satisfy the award's requirements. Moreover, individuals' extrinsic motivation to achieve results has been found to cause work-related stress because employees feel internally compelled to put more effort into the work. They may experience high-stress levels if they do not achieve their actual prospects. According to Siegrist et al. (2004), motivation leads to over-commitment, as evidenced by excessive personal motivation to work. Over-commitment to work negatively affects one's health because of the stress from excessive work.

The applicability of the Effort-Reward Imbalance (ERI) theory has been investigated in scientific research. Izawa et al. (2016) acknowledged that evidence shows how effort-reward imbalance at the workplace subjects teams and individuals to widespread health problems. Regardless, studies investigating the biological pathways that link the effort-reward imbalance and health outcomes still need to be made available. Using a sample size of 140 male police officers who were engaged in a twenty-four-hour working shift and during the two subsequent off days, Izawa et al. (2016) confirmed that lower levels of cortisol in saliva samples of police officers were associated with the higher effort scores and higher effort-reward ratio. The study further revealed that effort (a crucial component of ERI) was stronger in younger police officers compared to elderly police officers. Thus, the psychological effects caused by effort in younger police officers expose them to stress-related stress and eventual decline in performance. The limitation of the study by Izawa et al. (2016) is that it focused primarily on male police officers; hence, the results are biased toward male police officers and cannot be generalized to female officers and people working in other professions. Regardless of this, the study supports Siegrist's (1996) ERI theory explaining the occurrence of work-related stress.

Koch et al. (2014) were interested in investigating the frequency with which workers experiencing an effort-reward imbalance report musculoskeletal pain compared to those without effort-reward imbalance. A systematic review of the best evidence synthesis approach of thirteen studies confirmed a moderate level of evidence associating the imbalance between effort and rewards with musculoskeletal pain. Despite the study by Koch et al. (2014) providing some evidence about the relationship between effort-reward imbalance and musculoskeletal pain, the study was based on a systematic analysis of previous studies that were carried out in varied contexts with different contextual aspects. The evidence that over-commitment and its interaction with ERI were not concluded based on most of the studies analyzed. Before making a reliable statement relating to the association between musculoskeletal pain and ERI, there is a need for more studies adopting longitudinal designs and standardized methods that aid in recording and classifying the extent of exposure while controlling for physical confounding factors. Nonetheless, the systematic review by Koch et al. (2014) supports (although moderately) that the effort-imbalance theory by Siegrist (1996) explains how work-related stress can affect work performance.

Jachens et al. (2016) studied the relationship between heavy alcohol consumption and effort-reward imbalance among humanitarian aid workers. Findings from this study confirmed that the lack of a balance between effort and reward lures more women than men into heavy consumption of alcohol. Heavy consumption of alcohol demeans the performance of both teams and individual human aid workers. Other studies that have supported the relationship between effort-reward imbalance, work-related stress, and reduced collective performance include Topa et al. (2016), Hahn et al. (2017) and Hamilton (2019). Although Siegrist (2017) argues that the reward-effort model is limited to paid work only, the ERI model provides an informative explanation of how a stressful psychosocial work environment exposes workers to the health risks related to stress by identifying that lack of reciprocity between high efforts that employees spend at work and low rewards that they receive in return elicits strong negative emotions and reactions that adversely affect employees' health in the long run.

2.3.2 Person-environment (P-E Fit) Theory

The person-environment fit (P-E fit) theory is founded on the tenet that when an individual cannot successfully adjust to the prevailing environment, he or she becomes stressed because the strain resulting from the inability to adjust converts into a stressor (Andela & van der Doef, 2019). The person-environment fit (PE fit) relates

to the extent to which an individual and a work environment are compatible as determined by the match in the work characteristics. The model states that positive outcomes result when a fit between the environment and the person exists. On the other hand, the misfit between a person and the work environment leads to adverse outcomes such as psychological, behavioral, and physiological strains due to burnout and dissatisfaction. Tensions caused by differences between what a person expects in a given work environment and what they get in that environment demean the extent of fitness. Lack of the expected fit spurs negative emotions and stressful reactions that eventually affect individual and collective health. According to Edwards et al. (1998), three realistic relationships exist between the stressor and stress: the relationship between expectations and capacity, the relationship between demand and supply of needs, and the mixture of the expected capacity and supply of needs.

Kistof-Brown and Guay (2011) identified that four types of fit cover the core components of employees' work environment, namely, person-job fit (PJ-fit), person-organisation fit (PO fit), person-group fit (PG fit) and person-supervisor fit (PS fit). Previous studies on these types of PE fit have revealed a positive relationship between person-environment fit and positive job outcomes. For example, Andela and van der Doef (2019) aimed to investigate the relationship between a person-fit environment (PE fit) and a multiplicity of work-related outcomes such as turnover intention, burnout, and job satisfaction. Using an occupationally heterogeneous sample of 571 employees in France, findings from the study confirmed that the four dimensions of PE (person-job fit, person-organisation fit, person-group fit, and person-supervisor fit) have a positive relationship with job satisfaction and a negative relationship with burnout and turnover intention.

Chuang et al. (2016) et al. (2016) also found that the four dimensions of PE fit are significantly associated with job satisfaction and work performance. Additionally, Vleugels et al. (2018) used the findings from their study to empirically validate the three competing perspectives of PE fit, namely ordinary causation, reverse causation, and synchronous relationship, hence providing new insight into the dynamic nature of perceived fit. Regardless of its widespread empirical support, Milliman et al. (2017) observe that the PE fit theory is not as straightforward as it appears because it is a complex and dynamic framework yet fully understood. Thus, there is a need to extensively explore the PE fit theory and ascertain its applicability across varied contexts. Despite this limited exploration, Darrow and Behrend (2017) support the PE fit theory by explaining how the mismatch between a person and the environment in

which they operate can spur stress that eventually demeans their performance.

2.3.3 The Control Theory

The core premise of the control theory is that behavior is driven by what a person wants most at any point in time as opposed to outside stimuli. Naturally, the selfishness that characterizes human beings motivates them to make decisions based on choices that will benefit them most. For example, the last thing a person could want to do is work; however, they only go to work because the payments they get help them finance basic needs such as food, water, clothing, and shelter. The four elements of social bonds identified by Hirschi (1969) include attachment, commitment, involvement, and belief. A person may deviate or go against the norms of society if any of the social bonds between them and society weaken. This means people go to work not because they are intrinsically motivated but extrinsically motivated by the anticipated rewards.

Moreover, the attachments between them and others in the workplace can impel them to go to work. Committing to a given job inspires involvement as long as a person holds a positive belief about the job under consideration. Lack of attachment, commitment, involvement, and positive belief may demean the nature of work and eventually spur emotional stress responses. The long-term effect of such stress is that it limits the efforts that employees invest in production, reducing the performance level.

The proponents of the control theory felt that a person does not have power over their workload and schedule. The amount of work an employee handles, and the schedule within which work will be required to be completed are not at their discretion but are determined by someone higher in the hierarchy. Furthermore, workers do not enjoy complete independence in their work (Spector, 1998). This theory presents an accurate workplace reality because employees are always under someone. Hence, they do not control the time they work and the schedules they use.

Given that they are assigned tasks from supervisors and other actors in the supra system, they are not independent, but their work depends on someone else in the work system. A person who develops discomfort when required to carry out specific tasks following given schedules may develop stress and decide to quit such a job. The option to quit destabilizes an organization because it takes some time for the departing employee to be replaced. A destabilized organizational setting may fail to satisfy all the aspects of quality, leading to reduced performance during the period under consideration.

An empirical analysis of the control theory about work-related stress remains scarce mainly, although a few researchers have attempted to give the theory limited attention. For example, research findings from the study by Courtright et al. (2017) identified that team charters have received scholarly attention in recent years, regardless of their prevalence in practice. Addressing this gap elicited interest in Courtright et al. (2017) to draw on macro-organizational control theory to ascertain team charter's role in building task cohesion through structured exercise. Team charter quality acts as a control mechanism, heightening team members' conscientiousness and, eventually, work performance. Secondly, Weigelt et al. (2019) noted that unfinished work tasks constitute significant work-related stressors. They examine how and when failure to finish tasks by the end of the workweek influences work-related rumination during the weekend. The authors (Weigelt et al., 2019) drew on the control theory to examine competence need satisfaction as a mediator that links unfinished work at the end of the workweek and work-related rumination at the weekend. Weekly observations collected from 58 employees at the beginning and the end of 12 consecutive work weeks yielded 377 matched observations, led to the conclusion that proactive work behavior helps to restore competence need satisfaction because it facilitates employees' switching mentally during the weekend to divert attention from work tasks that were not finished by the end of the workweek.

2.3.4 Action Regulation Theory

Hacker Winfried put forward action regulation theory (ART) during the 1980s in his pursuit of distinguishing between beneficial work characteristics that inform learning and personality development from job stressors (conditions that detrimentally interfere with the regulation of action and health (Gielnik et al., 2015). The theory is founded on the tenet that workers tend to regulate their behavior through cognitive processes. Some cognitive processes that employees adopt to regulate behavior include selecting and developing goals, external and external orientation, planning for what they want to achieve, monitoring execution, and processing feedback. According to Prus et al. (2017), the action regulation theory seeks to decipher how individuals achieve goals through action and regulation processes. Fundamentally, action regulation theory assumes that employees are active agents with the ability to establish their own goals and engage in constructive activities that can enable them to achieve their goals. Workers must develop action-oriented mental models of what they want to achieve through cognitive representations. An accurate and detailed long-term cognitive representation of input conditions, goals, plans, and anticipated results for

actions leads to efficiency and effectiveness in regulating actions.

The theory explains work performance by emphasizing the need to focus on prescribed tasks with high efficiency and effectiveness of action regulation. Each team member is expected to maintain attention on a task being undertaken by the team to minimize gaps in execution that may interfere with the quality and quantity of output. Failure to accurately link task-related goals with relevant plans, behavior, and feedback may lead to variance between plans and output, which may spur stress among team members. Stress is most prevalent in work contexts characterized by complexities or beyond the scope of the team members. Hacker (2003) described the action regulation theory as a description tool and a normative guide to efficient and humanized work.

Furthermore, Zacher et al. (2016) argue that action regulation theory explains why it is necessary to implement a type of cooperative work as a practical approach during new product development rather than adopting either group work or individual work. This means that a mix of teamwork and individual work, depending on the nature of the task, is more effective in reducing stress among employees than specializing in teamwork or individual work. The reason for the preference of a hybrid type of cooperative work is based on a principle by Hacker (2003) that thinking in and by action is crucial in innovative mental work, given that improvement of innovative work requires the interaction of both mental and psychomotor operations in action.

2.4 How Stress Influences Work Performance

Ahmed and Ramzan (2013) noted that several studies have found a direct relationship between job stress and job satisfaction. Lack of job satisfaction reduces the amount of effort employees put into the production process, interfering with the affected employees' performance level. Khuong and Linh (2020) investigated how job-related and individual-related stressors affect employee motivation, satisfaction, and loyalty. It was evident from the study that job-related stress has a direct effect on the performance on the performance of employees and an indirect effect on job satisfaction and employee loyalty. Similarly, Khamisa et al. (2015) noted that chronic work-related stress results in occupational burnout and low job satisfaction in caring professions. Thus, work stressors cause burnout and deter employees from optimizing their skills, knowledge, and talents in productive activities (Khamisa et al., 2015). Employees who are experiencing low levels of motivation need more impetus to increase effort in production in a bid to improve performance. This means that stress causes occupational

burnout and job dissatisfaction, which interferes with the performance levels of individuals in a team. When team members' morale and job satisfaction decrease, their cooperation in team activities also decreases, leading to the poor performance of team tasks.

Work-related stress interferes with the performance of both teams and individuals because it demeans employee retention (Moustaka & Constantinidis, 2010). Highly stressed employees are more likely to leave than those not working in a stressful environment. Wu et al. (2012) also concluded that newly registered nurses encounter stress when transitioning from graduate to professional RN. Stress caused by factors such as orientation, graduation time, and equipment issues subjects new RNs to high levels of stress, which hinder their ability to put more effort into production processes and achieve the desired levels of quality and quantity. High employee turnover that characterizes healthcare settings increases hiring and training costs but also leaves gaps in performance when the current employee leaves and a new employee is placed.

The study by Jachens et al. (2016) sought to investigate the prevalence rates of heavy alcohol consumption and how it relates to an effort-reward imbalance among a sample of 1,063 women and 917 men working with an international humanitarian agency deployed across four continents. The findings from previous research (Azagba & Sharaf, 2011; Colell et al., 2014; Morikawa et al., 2014; Frone, 2016) had shown that alcohol consumption among employees has detrimental implications for health and work outcomes. When employees working collectively or individually consume high levels of alcohol, their levels of judgment are demeaned, thus interfering with their levels of performance. However, studies that seek to find out how work-related stress can spur heavy drinking are still limited. To bridge this empirical gap, Jachens et al. (2016) were fundamentally interested in establishing the link between stressful conditions of work and heavy alcohol consumption. Findings from the study revealed that more women (18%) demonstrate heavy alcohol consumption behaviors compared to men (10%). The study, thus, supports the idea that more women are affected by work-related stress because a more significant proportion of them resorted to alcohol consumption when exposed to stressful working conditions in humanitarian contexts. Therefore, the effect of work-related stress on performance is felt more among women than men.

The results from Jachens et al. (2016) contradict Choi et al.'s (2016) findings that work-related stress was more prevalent among male workers (firefighters) than females. This difference can be explained based on the psychological orientations of

males and females. Females tend to develop intense emotions when they come into contact with dire situations, such as people losing lives through wars, natural calamities, and other destructive activities. This can make women more stressed in humanitarian contexts compared to men. However, there is a need for additional in-depth research to ascertain the reasons for more women seeking solace in alcohol when exposed to work-related stress. Notwithstanding the inconsistency above, the adverse effects of stress at the workplace are universal across all demographics, and they cause physical illness, emotional turmoil, and psychological distress that negatively affect the ability of teams to collaborate effectively. Further research can help reveal specific factors unique to each population group and the work context that moderate the influence of work-related stress on performance.

2.5 How Work-Related Stress to Improve Work Performance

One of the most notable methods of addressing workplace stress to improve work performance is balancing effort and rewards. The benefit of effort-reward balance is overcoming the imbalances that characterize efforts and rewards, eventually subjecting employees to stress. Jachens et al. (2016) recommended that governments and all concerned stakeholders should put in place interventions to minimize effort-reward imbalance among female aid workers to help them overcome the problem of heavy drinking. Exposure to stress during humanitarian work projects increases the stress levels of women, which eventually lures them into heavy alcohol consumption as a way of finding solace. Such heavy consumption of alcohol has been linked to poor performance among teams and individuals. Hence, women working in humanitarian contexts need to be helped by providing psychological help to help them emotionally adjust to the stresses that characterize their work. However, satisfaction with the prevailing effort-reward balance is highly subjective. Hence, it takes work to satisfy each employee. Regardless, Gillam et al. (2012) believe that by having a multi-dimensional reward system in place, such as pay for performance, it is possible to ensure that each employee is rewarded based on a multiplicity of variables. This can significantly enhance the level of fairness in pay according to each employee's contribution to the organization's value.

Another effective way of reducing and addressing work-related stress is through workload management. Workload management reduces employees' exposure to excessively challenging tasks that can subject them to work-related stress. Findings

from the study by Carenzo et al. (2020) revealed that lower demands/workloads and adequate supply required to implement work-related tasks could improve performance. Hence, properly regulating the workload is a significant milestone toward addressing work-related stress and eventually improving employee performance. Using the findings from their study, Fan et al. (2020) recommended that organizations need to improve supervisors' stress management skills. The recommendation is based on the observation that abusive supervision emanates from psychological stress that is displayed in a specific form of emotional exhaustion. Similar to the argument by Mason (2017), Fan et al. (2020) emphasized that enhancing stress management skills among supervisors requires designing and implementing training or education programs. If effectively implemented, Patro and Kumar (2019) strongly believe that such training and education programs can significantly help them improve their resilience, evidenced by their ability to handle or recover from incidences of stress. They have discovered adverse working conditions characterized by additional twenty-four-hour shifts, several calls, job strain, sedentary work, and high physical demands. Choi et al. (2016) concluded that optimal collective and individual workload could greatly reduce work-related stress and enhance the cardiovascular health of firefighters. However, proper hypertension management should be initiated to accelerate the achievement of positive outcomes.

Kistof-Brown and Guay (2011) found that the lack of fit between the person and the environment elicits stressful emotional reactions from the respondents. Thus, organizations need to reduce employee stress by addressing areas of misfit between employees and the environment in which they operate. Using the findings from their studies, Kistof-Brown and Guay (2011) emphasized the need for organizations to integrate the fit insight during the selection processes of new employees. Creating a comprehensive description of values and goals that define job characteristics, the organization, the supervisor, and groups within the organization could facilitate new employees' decision-making processes regarding whether they should take up the jobs. From the perspective of employees' responses to the interviews, recruiting organizations can identify areas of misfit and make informed decisions regarding whether to absorb the new personnel.

Furthermore, assessing the PE fit of employees regularly is paramount because it informs organizations to improve the PE fit of existing employees while providing informative guidance on their future career decisions. Milliman et al. (2017) emphasized that the foundation of the P-E fit theory is that people exhibit exceptional

performance in workplace settings characterized by compatibility with work requirements with their skills, goals, interests, and values. Therefore, the need for employer organizations to invest in the skills of employees cannot be understated. Employees can be provided opportunities for the advancement of their skills and knowledge of the work that they do.

Availability of social is a crucial element that enhances work performance by addressing the consequences of work-related stress on work performance. Based on the findings from the study by Brummelhuis et al. (2012), it was recommended that adequate support from the supervisor and organization is crucial to minimize the harmful effects of team members' family demands and enhance teamwork performance. Rippon et al. (2020) suggested that the supra system can address stressful conditions that hurt the performance of newly registered nurses by instituting interventions that focus on reducing work-related stress. However, Rippon et al. (2020) did not identify specific interventions that can be implemented to minimize stress levels and help improve staff retention and their expertise in healthcare settings. Notwithstanding, Hsieh and Tsai (2019) believe that the best way new RNs can be helped is by supporting them in providing care for people who exhibit behaviors of concern because dealing with challenging behaviors raises stress levels for new healthcare workers. Furthermore, Smollan (2015) insisted that managers urgently need to comprehensively understand protective factors that are conducive to negating stress caused by adverse work conditions. During organizational change management, Day et al. (2017) propose that creating a positive work environment that provides support and autonomy to employees not only buffers negative outcomes resulting from the change but also improves positive outcomes of individual employees and teams.

2.6 The rationality for geographic considerations

From the perspective of cross-cultural psychology, stressors and the influence of stress on job performance may vary in different degrees or directions in different cultural backgrounds. However, cultural backgrounds are not easy to directly and specifically present but can be observed through values (Yang & Wan, 2008). The spectrum of degrees is often involved in exploring the influence of cultural values. A better way is to dichotomize the difference between the East and the West, which should be the most intuitive (Chandra, 2012). The most specific research on cultural differences between the East and the West is to take the UK and China as typical

representatives of the two types of culture (Kelly et al., 2011).

Regarding the differences in values between the East and the West, I can organize the literature from the main reasons for the differences and the main manifestations. First, the main reasons for the differences are theological orientation, traditional consciousness, and the degree of progress. Regarding theological orientation, the most significant difference between East and West is that Western theology does not exclude matter, while Eastern theology strongly rejects matter. This difference in cultural connotation dramatically impacts the world outlook, outlook on life, and values of Eastern and Western people. Therefore, in many aspects, the importance of Easterners tends to be spiritual, while Westerners tend to be material. Regarding traditional consciousness, the East is not an intellectual philosophy that aims to explore the mysteries of the material world but a philosophy of virtue that regards people as the main object that aims to integrate society and clarify the essence of life. The culture derived from it includes ideas, theoretical philosophy, laws and regulations, language, literature and art, science and technology, customs, etc., all developed under the influence and function of the traditional economy, politics, and society. This is an old-fashioned agricultural civilization, a culture of the natural economy (Yang & Wan, 2008).

After thousands of years of accumulating these cultures, people have formed similar psychology, expressed as world outlook and values what Westerners pursue equality of human rights and pay attention to the competition between people. After the Industrial Revolution, competition among Western societies became more intense. In terms of different degrees of progress, the East has also explored science since ancient times, but it has yet to place science in the mainstream of knowledge and culture; it has developed literature and art more fully. Western science exploration has always been constant, especially in mathematics and physics. Therefore, in one view, Eastern cultures and sciences are more abstract, while Western ones are more concrete. It means that this is also a concrete manifestation of Chinese and Westerners' world outlook, outlook on life, and values (Bernardi et al., 2008).

Second, the main manifestations of the differences in values between the East and the West are at all levels of social life. In terms of outlook on life and values, Chinese thinkers emphasize self-cultivation and put kindness at the top of values. In contrast, Western thinkers underscore the importance of truth, just as Kant first had his critique of pure rationality and then his critique of practical rationality. The details can be summarized as responsibility preceding freedom, duty preceding rights, group

preceding individual, and harmony preceding conflict. In terms of responsibility before liberty, compared with the West, Eastern values emphasize individuals' commitment to others, the community, and even the natural world, reflecting a strong sense of responsibility. The relationship-oriented position of Chinese values is different from the individual-based position. It advocates that individuals should not be self-centered when forming relationships with others but should take the self as the starting point and the other party as the priority, and personal interests must obey the requirements of responsibility. People often forget to take responsibility, an essential driving force for individual social practice (Kelly et al., 2011).

The West is the opposite. In terms of obligations before rights, modern Western values emphasize individual rights, while Eastern values, especially Confucian values, emphasize the priority of obligations. In terms of the group above the individual, since the spring and autumn period in China 3,000 years ago, thinkers in the East have clearly emphasized the group-oriented view, emphasizing the value of the group over the individual. After the Renaissance, the West advocated people-oriented, especially modern humanism. As for harmony over conflict, compared with the West, Eastern cultures and values emphasize social harmony, value harmony, and pursue harmony without a difference (Spector et al., 2004).

2.7 Conceptual Framework

To provide a clearer understanding of the conceptual framework, this section outlines the study's hypotheses in a structured flowchart. This flowchart progresses logically, illustrating the study's focus on cultural differences between Chinese and British IT companies. These companies serve as the research context, enabling an in-depth comparison of Eastern and Western perspectives on work stress and performance.

In this framework, sources of work stress are categorized into two main types: personal characteristics of workers and characteristics of the workplace environment. The *personal characteristics* category includes factors such as individual beliefs, needs, and attitudes toward work, while the *workplace environment characteristics* encompass workload demands, role conflicts, and interpersonal dynamics among employees. Each of these factors represents a latent variable and is hypothesized to impact work performance. A table or diagram would present these variables visually, highlighting how personal and workplace factors interact to produce different levels of work stress.

Furthermore, the framework examines how stress influences work performance, with work performance itself modeled as a latent variable. This relationship may be moderated by the worker's experience and capabilities, which could alter the intensity or direction of stress effects on performance. Experience and capability are included as potential mediators, reflecting how individuals' career skills may mitigate stress. By comparing results from Chinese and British IT companies, the framework seeks to identify whether these hypothesized relationships are universally applicable or culturally specific. A table or intergraphic representation will be provided to clarify these pathways, showing the interaction of cultural contexts with stress factors and performance outcomes to ensure greater clarity and focus on the targeted IT companies.

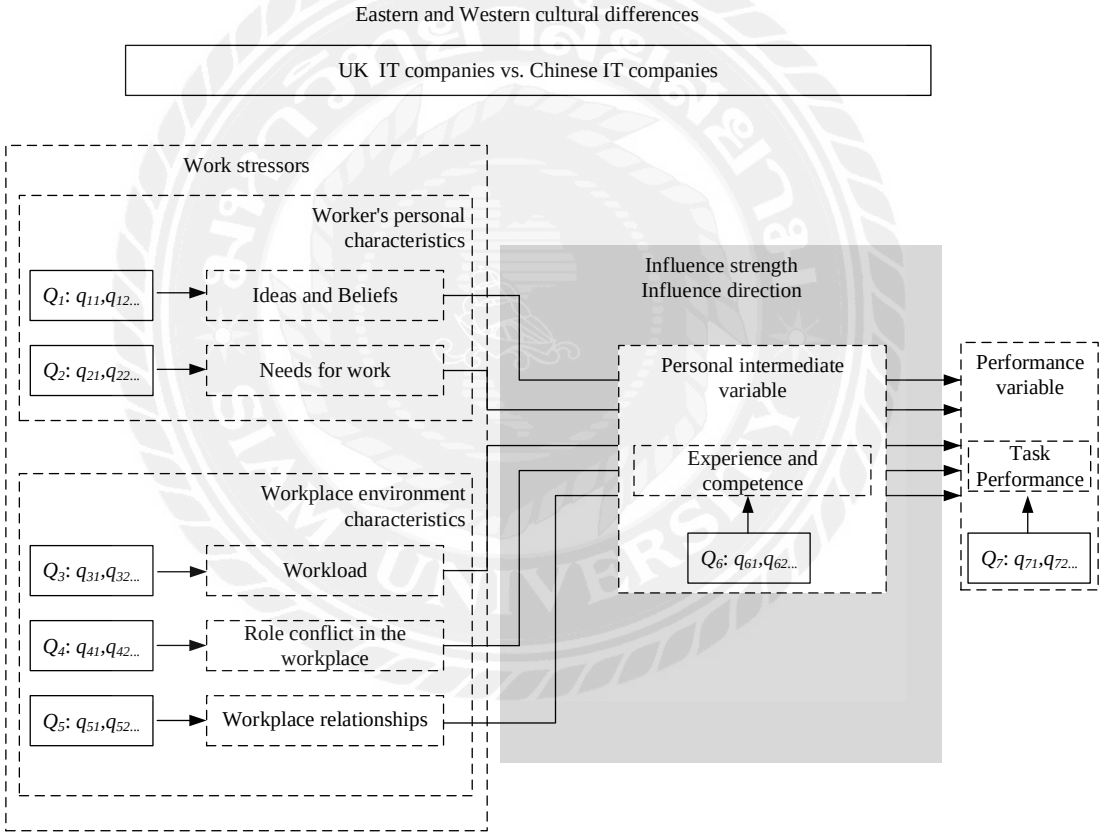

Figure 2.2 Conceptual Framework

2.8 Research Hypotheses

Based on the literature review content and the research purpose, the hypotheses that to be put forward in this paper includes the following eight hypotheses: H1 to H8.

- H1: Employees' perception of ideas and beliefs positively affects their task performances through the mediating effect of work stressors.
- H2: Employees' need for work positively affects their task performances through the mediating effect of work stressors.
- H3: Employees' workload negatively affects their task performances through the mediating effect of work stressors.
- H4: Employees' workplace role conflict negatively affects their task performances through the mediating effect of work stressors.
- H5: Employees' perceptions on workplace relationship positively affects their task performances through the mediating effect of work stressors.
- H6: Employee's personal work stressors affect their task performance through the mediating effect of career experience and competence.
- H7: Employee's work environment stressors affect their task performance through the mediating effect of career experience and competence.
- H8: British employees and Chinese Employees of IT companies are different in their perception toward work stressors.

2.9 Summary

This chapter has presented a critical analysis of previous research on workplace stress and work performance. The theories analyzed explain that work-related stress interferes with the performance of teams and individuals. Although literature focusing specifically on teamwork was limited, most of the studies support the hypothesis that work-related stress is negatively related to employees' job performance. Moreover, most studies adopted varied methodological approaches to carry out studies in different work contexts. The nature of the methodological approaches adopted was ascertained to be suitable based on the sample characteristics and context. However, a further study that considers confounding variables and adopts more rigorous methodologies is

necessary to determine if the previous studies still hold.

Moreover, the world of work is rapidly changing due to the requirements for people to work from home due to the COVID-19 pandemic. This means that a new set of stressors requiring different strategies may start emerging. Thus, there is a need for continued investigation of the relationship between work-related stress and work performance. Findings from such studies can inform the consolidation of best practices for addressing work-related stress to improve performance in a complex and dynamic 21st-century workplace.

Through the above literature review, I understand that from a theoretical point of view, stressors can lead to workplace stress and impact work performance. However, several hierarchical propositions still need to be clarified for such a topic that is unquestionable and completely logical cognition. First, different stressors can lead to heteroskedastic workplace work stress; which one is higher and which lower is the workplace stress caused by various stressors? The degree of the impact, and even the direction, seems unknown. Secondly, workplace work stress will impact work performance after it occurs, but workplace work stress caused by different sources may have distinct effects on work performance due to different natures, including degree or direction. Third, under the cultural differences between the East and the West, will the impact of the above two hierarchical propositions differ in degree or direction? The above propositions can only be theoretically expected to be ex-ante normative hypotheses. It remains to be verified by ex-post positive empirical evidence.

CHAPTER 3
RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methods tailored specifically for examining the comparative study between British and Chinese IT firms. The aim is to directly align the methodology with the core objectives of this research. The chapter details the research philosophy, design, data collection, and analysis techniques utilized, with a focus on how these methods support the comparative analysis of variables between the two distinct IT sectors. This study employs a quantitative approach using Structural Equation Modelling (SEM) to validate the proposed hypotheses.

The research involves a sample size of 480 participants, equally split between the British and Chinese IT sectors, with 240 participants from each country. This sample is drawn from the two largest IT firms in each region, totaling four firms per country. From each of these firms, 60 IT professionals were selected, ensuring a balanced representation. Data was gathered using a structured questionnaire that employs a 5-point Likert scale, focusing on three main categories: work stressors, personal experiences and capabilities, and work performance. This targeted approach allows for a robust comparative analysis of key variables affecting IT professionals in both countries.

3.2 Research Philosophy

The study adopts a pragmatic research philosophy to effectively address the comparative nature of the research question. Pragmatism, which bridges the gap between positivism and interpretivism, is particularly suitable here due to the dual focus on objective measurement and the understanding of contextual differences between British and Chinese IT sectors. This philosophy enables a flexible methodological approach, integrating both quantitative and qualitative data, thereby enriching the comparative analysis.

According to Lune and Berg (2016), positivism is grounded in an objective reality, which is critical for measuring quantifiable variables such as work stress and performance metrics. In contrast, Creswell (2013) highlights that interpretivism focuses on subjective human experiences, essential for understanding cultural and organizational nuances between the two regions. By adopting a pragmatic approach, this study leverages the strengths of both paradigms—using quantitative data to assess correlations and patterns, while also incorporating qualitative insights to capture the contextual factors influencing IT professionals' experiences in both China and the UK.

3.3 Research Design

The research employs a quantitative research design with an emphasis on cross-country comparison between British and Chinese IT firms. This design is aligned with the pragmatic philosophy, allowing for a comprehensive analysis of numerical data through SEM, as well as multivariate and regression analyses to validate the hypothesized relationships between variables.

The survey serves as the primary data collection tool, incorporating both closed-ended and open-ended questions to gather a mix of quantitative and qualitative responses. This mixed-methods approach facilitates a deeper understanding of the differences and similarities in work stressors, personal capabilities, and performance outcomes between the two regions. For instance, closed-ended questions focus on measuring specific stressors and performance metrics, while open-ended questions allow IT experts to provide context-rich insights into their experiences.

The survey strategy is particularly effective for this comparative study, as it allows for the systematic collection of data on the perceptions and behaviors of IT professionals in both countries. By using a structured questionnaire, the research captures both standardized quantitative data and nuanced qualitative responses, providing a well-rounded analysis of how regional differences impact IT sector performance. This approach aligns with Kumar's (2010) assertion that surveys are flexible and effective for exploring both fundamental and applied research questions,

making it an ideal strategy for the cross-cultural examination at hand.

3.3.1 Explanatory Factor Analysis

The study employs several analytical methods to ensure the robustness and accuracy of the data collected from British and Chinese IT professionals. These methods include reliability and validity analysis of the survey instrument, as well as factor analysis to uncover underlying patterns within the data, supporting the comparative framework of the research. To assess the consistency and accuracy of the questionnaire responses, reliability analysis is conducted using Cronbach's alpha coefficient. This metric evaluates the internal consistency of the measurement tool, ensuring that the survey items produce stable and consistent results across different respondents. The interpretation of Cronbach's alpha is as follows:

High reliability: $\alpha \geq 0.70$

Moderate reliability: $0.35 \leq \alpha < 0.70$

Low reliability: $\alpha < 0.35$

By applying this analysis, we confirm that the questionnaire effectively captures the targeted variables—such as work stressors, personal capabilities, and work performance—across both British and Chinese IT sectors. This step is crucial for ensuring the credibility of the comparative analysis between the two regions. The validity analysis focuses on the degree to which the questionnaire accurately measures the intended constructs. The goal is to confirm that the survey items effectively represent the characteristics or behaviors under investigation, thereby ensuring the instrument's adequacy for achieving the study’s objectives. Confirmatory research is applied here to validate the measurement aspects and items used in the study.

To further support the research, Explanatory Factor Analysis (EFA) is utilized to identify latent variables that may influence IT professionals' work stress and performance. This approach is particularly useful for uncovering hidden factors that cannot be directly observed, such as organizational culture influences or internal motivation. The concept of factor analysis, introduced by Spearman (1904), is instrumental in addressing variables that are challenging to measure directly. For

example, characteristics such as leadership quality, employee satisfaction, or innovation capacity may require a multi-dimensional approach for accurate evaluation. By applying EFA, this study aims to extract latent constructs from observable survey items, thus enabling a deeper comparative analysis between British and Chinese IT firms.

One of the key applications of EFA is the extraction of latent factors from multiple observable variables. This technique allows the study to identify underlying behavioral patterns or internal characteristics among IT professionals in both regions. For instance, Lin and Chu (2002) applied EFA to explore wage inequality in Taiwan, extracting unobservable skills from multiple labor categories. Similarly, this study uses EFA to analyze work-related factors, such as stress management and performance, by comparing them across the two different cultural and organizational settings.

By integrating both reliability and factor analysis techniques, the study strengthens its ability to provide a nuanced understanding of the variables influencing IT professionals in the UK and China. This analytical framework not only enhances the rigor of the research but also ensures that the findings are both reliable and valid, thereby contributing to a more precise cross-country comparison.

The general concept of explanatory factor analysis is demonstrated in the following equation:

$$x_{k\times1} = f_{k\times j} \times F_{j\times1} + e_{j\times1} \quad (1)$$

The equation has k x 1 observable variables in the x vector, where $x = (x_1, x_2, \ldots,$ and $x_k)$. We aim to extract j x 1 latent common factors in the F vector and $j \leq k$. The matrix f is the factor loading, while the e vector is the specific factor. The three main methods used in the extraction process are ‘principal component analysis' (PCA), ‘principal factor analysis’ (PFA), and the ‘maximum likelihood’ (ML) method (Chen, 2004); the first of these, the PCA methodology was selected for this study. This study also adopted the Kaiser-Meyer-Olkin (KMO) coefficient and Bartlett’s sphericity methods to check the sample's overall adequacy and to detect any covariance between the variables within the process of the explanatory factor analysis (Chang et al., 1994).

3.3.2 Structural Equation Model

This study utilizes Structural Equation Modeling (SEM), a robust statistical methodology widely employed in social and behavioral sciences to analyze complex multivariate data. SEM combines factor analysis and path analysis to explore causal relationships between observed and latent variables (Kline, 2016). Originally developed by Karl Jöreskog in the 1970s, SEM, also known as the Linear Structural Relationships (LISREL) Model, has become essential for understanding the causal connections within theoretical frameworks (Kaplan, 2009).

SEM's primary advantage lies in its ability to model multiple causal relationships simultaneously, making it ideal for research that aims to uncover intricate variable interactions. Unlike traditional path analysis, which assumes variables are free of measurement errors, SEM accounts for these errors, offering a more comprehensive analysis of both observed and latent variables. This dual capability is particularly beneficial when exploring constructs that are not directly measurable, such as organizational culture or employee motivation.

SEM’s evolution can be traced back to the integration of factor analysis and path analysis techniques, which were further advanced by researchers like Jöreskog and Sörbom through the development of the LISREL software. These advancements allowed for more sophisticated analyses of covariance structures, laying the foundation for modern SEM applications (Curran, 2003). By the late 1980s, SEM gained prominence due to improvements in computer technology, enabling researchers to analyze complex data sets more efficiently. Today, SEM analysis can be performed using various specialized software packages, including LISREL, AMOS, EQS, and MPLUS. These tools enhance the efficiency of SEM by simplifying model construction, testing, and reporting. They also support integration with modern data visualization techniques and web-based reporting formats, facilitating the dissemination of results.

For this research, SEM is used to validate the structure of causal relationships among variables related to work stressors, personal capabilities, and work performance within IT firms in China and the UK. The study aims to test the proposed model's fit and analyze the strength of relationships between both observed and latent variables.

Despite its advantages, SEM has limitations. It requires a large sample size for stable estimates and assumes linear relationships between variables. Additionally, while SEM can handle measurement errors, it does not support non-recursive (bidirectional) causal relationships. These limitations are considered in the study to ensure robust model evaluation. By leveraging SEM, this research provides a comprehensive analysis of the factors influencing IT professionals' work performance in different cultural contexts, contributing to a deeper understanding of cross-national differences in organizational behavior.

3.3.3 Linear Structural Relationships (LISREL) Model

The LISREL model mainly consists of two parts. The first part is the structural equation model, which is used to define the linear relationship between latent independent variables and latent dependent variables. The second part is the measurement model, which defines the linear relationship between latent variables and manifest variables. The content can be described according to the structural model and measurement model as follows:

Firstly, the structural model can be represented by a structural equation, as shown in the following equation (1), which can be used to define the linear relationship between the latent independent variable X and the latent dependent variable Y.

$$\lambda_{m\times n} Y_{m\times 1} = \gamma_{m\times n} X_{n\times 1} + \xi_{m\times 1} \quad (1)$$

In this equation, Y is a vector of latent dependent variables, with m latent dependent variables (Y_1, Y_2, …Y_m). X is a vector of latent independent variables, with n latent independent variables (X_1, X_2, …X_n). λ is the coefficient matrix of the effect of latent dependent variables on latent dependent variables, that is, the relationship between endogenous variables and endogenous variables. γ is the coefficient matrix of the effect of latent independent variables on latent dependent variables, that is, the relationship between exogenous variables and endogenous variables. ξ is the residual error vector. Both latent variables Y and X in the structural equation model are unobservable variables, respectively extracted from observed variables y and x. Therefore, before solving the structural equation model, it is necessary to first solve the

relationship between latent variables and observed variables, that is, the measurement model between latent dependent variable *Y* and observed dependent variable *y*, and the measurement model between latent independent variable *X* and observed independent variable *x*.

Secondly, regarding the measurement model, it can be described separately for the two variables Y and X in equation (1). First, the following equation (2) is used to depict the relationship between latent dependent variables and observed dependent variables:

$$y_{p\times 1} = \theta_{p\times m} Y_{m\times 1} + \mu_{p\times 1} \quad (2)$$

Where *y* is the vector of observed dependent variables, *Y* is the vector of latent dependent variables, θ is the coefficient matrix of the effect of latent dependent variables on observed dependent variables, and μ is the measurement error vector. The measurement model is essentially similar to the factor analysis model. The main difference is that in order to simplify the solution process, the observed variables should be standardized first. Similarly, the following equation (3) is used to depict the relationship between latent independent variables and observed independent variables:

$$x_{q\times 1} = \varphi_{q\times n} X_{n\times 1} + \nu_{q\times 1} \quad (3)$$

Where *x* is the vector of observed independent variables, *X* is the vector of latent independent variables, φ is the coefficient matrix of the effect of latent independent variables on observed independent variables, and ν is the measurement error vector.

Based on the above explanation, Figure 3.3.3.1 clearly depicts the complete relationship context and concept between the structural model and measurement model in LISREL. The unidirectional arrow represents the causal relationship, and the bidirectional arrow represents the correlation relationship. Finally, based on the theory or "restrictions," the covariance matrix estimated and the covariance matrix S obtained from actual observation data are compared to determine whether they are suitable. If they are completely suitable, the following "fitting function F" should be close to 0.

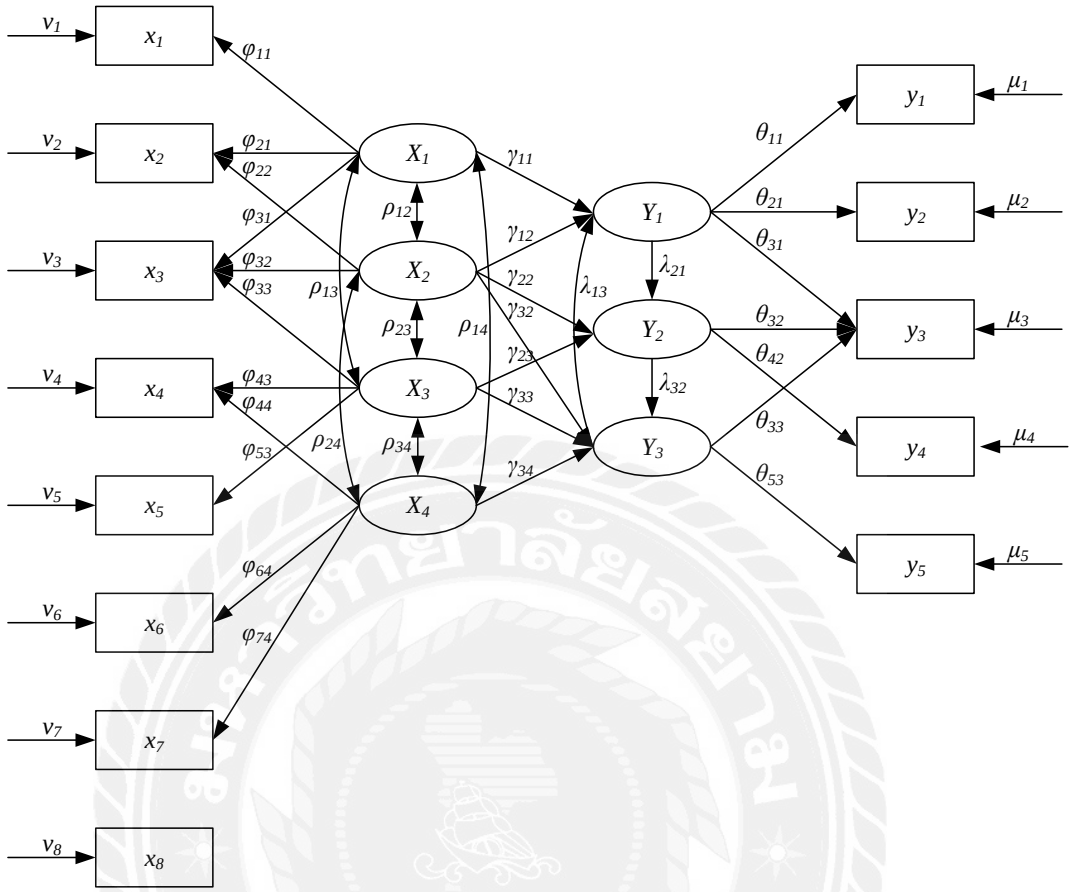

Figure 3.1 The complete relationship context and concept in LISREL

In this article, the latent dependent variable is Job Performance, and there are six latent independent variables X, including labor's personal characteristics – concepts and beliefs, labor's personal characteristics – labor's needs for work, work environment characteristics – workload, work environment characteristics – role conflicts, work environment characteristics – interpersonal relationships, and personal mediating variable – experience and capability. As for the observed variables, they will be explained in the subsequent chapters on questionnaire design. The following is the table of variables.

Table 3.1 List of variables used in this study

Category	Variables
Dependent variable	Job Performance
Independent variables	Labor's personal characteristics – concepts and beliefs
	Labor's personal characteristics – labor's needs for work
	Work environment characteristics – workload
	Work environment characteristics – role conflicts
	Work environment characteristics – interpersonal relationships
Mediating variable	Personal mediating variable – experience and capability

3.3.4 Parameter Estimation and Model Evaluation

LISREL has seven parameter estimation method, including 1) Variable method, 2) Two-stage least squares method, 3) Unweighted least squares method, 4) General least squares method, 5) Maximum likelihood method, 6) General weighted least squares method, and (7) Diagonally weighted least squares method. The maximum likelihood method is commonly used for parameter estimation in general research, and it requires the assumption that the observed variables are multivariate normally distributed. The sample size should be between 100 and 400, and the equation of the fit function is:

$$F = \log\|\Sigma\| + tr\left(S\Sigma\right) - \log S - \left(p+q\right) \quad (4)$$

Where *tr* is the trace, which is the sum of the diagonal elements in the matrix, and *p* and *q* are the numbers of latent independent and dependent variables, respectively. The *p* and *q* covariance matrix of the *X* and *Y* variables obtained from the actual observation data is the theoretically estimated covariance matrix. In data processing, as the number of iterations increases, the fit function will gradually decrease, and when the difference between the current and previous fit values reaches a certain level, the iteration will stop and the minimum fit function value will be obtained. If the model violates any of the following four conditions during construction, the model may

diverge and fail to converge, that are 1) Some of the estimated parameters have large standard errors, 2) The message matrix cannot be converted during program operation, 3) There are unreasonable or impossible estimated values, such as negative error variance, and 4) The correlation between the estimated numbers is too high (more than 10).

Some scholars believe that one way to solve the problem is to delete some of the estimated parameters in the model and provide suggestions to avoid this problem. One is to construct the model with the minimum number of parameters, and the estimated parameters should not exceed:

$$\frac{(p+q)(p+q+1)}{2} \tag{5}$$

Where p is the number of observed dependent variables y in the measurement model, and q is the number of observed independent variables x in the measurement model. Second, if possible, fix the measurement errors of the latent variable, that is, represent both the μ and v as a diagonal matrix. Third, fix some of the known structural parameters, where the correlation matrix of latent independent variables to latent independent variables ρ in the above figure is a symmetric, positive definite with a diagonal of 1. Meanwhile, both the coefficient matrix of the effect of latent variables on observed variables θ and φ of the equations (2) and (3) have at least (n-1) elements fixed to be 0 in each row (n is the number of latent factors).

The evaluation of the linear structural equation model can be divided into two main parts: the evaluation of the measurement model and structural equation, and the evaluation of the overall model fit.

First, in terms of the evaluation of the measurement model and structural equation, a good measurement model for research must satisfy two criteria. One is convergent validity which means each observed variable in the research model must correctly measure each latent variable. The other is discriminant validity which means the same observed variable cannot produce significant loading on different latent variables. Some available indicators and testing methods as follows related to this.

1. Observation of Individual Item Reliability: The reliability of individual items refers to the squared value of the factor loading of each observed variable on its latent variable. Hair et al. (1992) suggested that these values should all exceed 0.5. Regarding LISREL reports, the calculation involves squaring the θ values of the standardized observed dependent variables' matrix on latent dependent variables or the φ values of the latent independent variables' matrix on observed independent variables.

2. Composite reliability (CR) of latent variables: Basically, the concept of composite reliability (CR) is similar to the commonly used Cronbach's alpha coefficient. However, due to the slight difference in the calculation formula of the two, the value of composite reliability (CR) is always higher than that of Cronbach's alpha coefficient. Cronbach's alpha coefficient is a commonly used indicator for measuring internal consistency, with a value between 0 and 1. A higher value indicates higher consistency between the questions in the questionnaire [1]. The calculation formula for Cronbach's alpha coefficient is:

$$\alpha = \frac{n}{n-1}\left(1-\frac{\sum S_{q,i}^2}{\sum S_q^2}\right) \tag{6}$$

Where n is the number of questions, $S_{qi}{}^2$ is the variance of the i-th question, and $S_q{}^2$ is the total variance of all questions. More specifically, the composite reliability of a latent variable is the reliability composition of all its observed variables. Fornell & Larcker (1981) suggested that the value should be above 0.6. The higher the composite reliability of a latent variable, the more the observed variables can measure the latent variable. The formula is as follows:

$$CR_Y = \frac{\left(\sum Z_\theta\right)^2}{\left(\sum Z_\theta\right)^2 + \sum S_u^2} \tag{7}$$

$$CR_X = \frac{\left(\sum Z_\varphi\right)^2}{\left(\sum Z_\varphi\right)^2 + \sum S_\nu^2} \tag{8}$$

In the formula (7) and (8), the $(\Sigma Z_\theta)^2$ and $(\Sigma Z_\varphi)^2$ denote the standardized factor loadings of latent dependent variable *Y* and latent independent variable *X*, respectively. The $\Sigma S_\mu{}^2$ and $\Sigma S_v{}^2$ represent the sum of the diagonal elements of the error correlation matrix μ and v, respectively (Jöreskog & Sörbom, 1996).

3. Average Variance Extracted (AVE) of latent variables: The AVE measures the mean explanatory power of the observed variables' variances on their corresponding latent variables. A higher AVE for a latent variable indicates greater convergent and discriminant validity. Fornell and Larcker (1981) suggested that AVE should be greater than 0, and an AVE exceeding 0.36 is considered marginally acceptable. The calculation formula is as follows (Hair, Anderson, Tatham, & Black, 1998):

$$AVE_Y = \frac{\sum Z_\theta^2}{\sum Z_\theta^2 + \sum S_u^2} \tag{9}$$

$$AVE_X = \frac{\sum Z_\varphi^2}{\sum Z_\varphi^2 + \sum S_v^2} \tag{10}$$

4. Significance Level of Estimated Parameters: The indicator refers to testing whether the factor loading of observed variables on their corresponding latent variables reaches a significant level. Being a standardized value, the absolute value of the *t*-value must be greater than 2 to achieve significance.

5. Standardized Residuals: Standardized residuals are used to calculate the error between estimated values and the sample. If the measurement model has good fit, these residuals should be normally distributed, and their absolute values should be less than 2.58.

Fornell and Larcker (1981) and Gaski and Nevin (1985) also proposed three criteria for assessing convergent validity, including 1) The correlation coefficient between constructs should be less than 1. 2) The inter-construct correlation should be less than the individual Cronbach's alpha coefficients for those constructs. 3) The correlation between constructs should be less than the square root of the AVE for each construct.

Second, in terms of the evaluation of the overall model fit, common LISREL

Fit Indices are summarized in Table 3-16. Among these indices, χ2 and χ2/df are the most important. The content is described separately below.

Table 3.2 Criteria for Judging LISREL Model Fit

Indicators	Suggested Criteria	Notes
χ2	The smaller, the better	Chi-Square
χ2/df	Below 3	Chi-Square / Degree of Freedom
RMR	Below 0.05	Root Mean Square Residual
RMSEA	Below 0.05	Root Mean Square Error of Approximation
GFI	Above 0.9	Goodness of Fit Index
AGFI	Above 0.9	Adjusted Goodness of Fit Index
NFI	Above 0.9	Bentler & Bonett (1980)
NNFI	Above 0.9	Bentler & Bonett (1980)
CFI	Above 0.9	Bentler's Comparative Fit Index

1. χ^2 test: This text is about the chi-square (χ^2) test and discusses its use in determining the fit of a model to observed data. It mentions that while the chi-square statistic follows a distribution with degrees of freedom, a low *p*-value can erroneously indicate a good fit due to the large sample sizes inflating the test statistic, which can make significant findings less meaningful. Therefore, the chi-square test is frequently used in conjunction with the ratio to degrees of freedom to assess model fit, and it is noted that the chi-square test is not suitable for small samples.

2. χ2/df: This text discusses the ratio of the chi-square value (χ^2) to degrees of freedom (df) as a commonly accepted criterion for assessing model fit. Jöreskog (1969) suggested that a χ^2/df ratio of less than 5 is a standard measure for model fit, meaning that the chi-square value should increase by less than 5 for each additional degree of freedom. Wheaton (1977) recommended that this ratio should ideally be less than 3. Tanaka (1993) and Browne and Cudeck (1993) considered a ratio of about 2 to be more appropriate for acceptable model fit.

3. RMR: The Root Mean Square Residual (RMR) is a measure of the average magnitude of the residuals, which are the discrepancies between observed correlations and predicted correlations by the model. The smaller the RMR value, the better the model's fit to the data. A commonly accepted threshold for a good fit is an RMR value less than 0.05.

4. RMSEA: The Root Mean Square Error of Approximation (RMSEA) is a measure of fit that assesses the extent to which a model approximates the population covariance matrix rather than perfectly fits it. It is calculated using the formula:

$$RMSEA = \sqrt{\frac{F_0}{d}},\ F_0 = Max\left\{F - \frac{d}{n}, 0\right\} \tag{11}$$

Where, *F* hat is the estimated discrepancy function, *d* is the degrees of freedom, and *n* is the sample size. The RMSEA takes into account the error of approximation in the population covariance matrix, with a value less than or equal to 0.05 indicating a close fit of the model in relation to the degrees of freedom.

5. GFI: The Goodness of Fit Index (GFI) is a statistical measure that evaluates the fit of a model to the observed data. Unlike the chi-square test, which is sensitive to sample size, leading to potential rejection of the model with a large sample, the GFI is less influenced by sample size. According to Tanaka and Huba (1985), the GFI is a relative measure of goodness of fit derived from the proportion of variance accounted for by the estimated population covariance matrix. The value of GFI varies between 0 and 1, with values closer to 1 indicating a better fit. GFI is also a measure of the model's robustness; a GFI value close to 1 indicates a robust model. It is calculated as follows:

$$GFI = 1 - \frac{\left(s - \sigma\right)' W^{-1} \left(s - \sigma\right)}{s' W^{-1} \sigma} \tag{11}$$

6. AGFI: The Adjusted Goodness of Fit Index (AGFI) adjusts the GFI for the number of degrees of freedom, similar to the way the R^2 statistic is adjusted in multiple regression analysis. It accounts for the complexity of the model, thereby providing a more accurate fit assessment. As proposed by Tanaka and Huba (1989), the AGFI is an adjustment to the GFI that improves the measure's sensitivity to the number of

parameters in the model.

$$AGFI = 1 - \frac{(p+q)(p+q+1)}{2k}(1 - GFI) \quad (12)$$

7. NFI: The Normed Fit Index (NFI), introduced by Bentler & Bonett (1980), is a comparative measure of model fit that evaluates the improvement in fit of the model compared to a null model. A commonly accepted benchmark for a good fit is an NFI value greater than or equal to 0.9.

8. NNFI: The Non-Normed Fit Index (NNFI), also developed by Bentler and Bonett in 1980, adjusts the Normed Fit Index based on model complexity, penalizing for additional parameters. This is reflected in the calculation which incorporates the degrees of freedom of the model.

9. CFI: Bentler (1990) introduced the Comparative Fit Index (CFI), which improves upon the NFI by taking into account the sample size. A CFI value above 0.9 is indicative of a model with an acceptable fit to the data.

3.4 Data Collection and Data Analysis

3.4.1 Sampling Procedures

3.4.1.1 Population:

The population for this study includes experts in the IT sector. According to Jackson (2014), a population is an entire group for which a researcher wants to make conclusions, which can be identified in terms of characteristics, such as some control variables, geographical location, level of income, education, occupation, age, and gender, and the endogenous and exogenous variables such as degree of work-related stress and work performance. For this study, the researcher focuses on IT experts operating in China and Britain to create a sampling frame. The rationales of the aforementioned geographic classification of sampling frame are due to the idiographic organizational and cultural environment in which the causality relationship between work-related stressing and work performance demonstrates imparity conclusions. The

study seeks to study work-related stressors and how they affect the work performance in IT companies in British and China, through which the resulting findings from those two different geographic populations with a partial heterogeneous combination of organizational environments are expected to contribute the pervasive arguments with the support of different organizational environments.

Sampling will be carried out to select a representative of individuals from the population to participate in the study. This is because it is only possible to involve part of the population of IT experts in China and Britain. According to Bryman (2016), sampling is the process of selecting a subset of individuals from a population to represent the population for data collection. The findings from a study are generalized to the population because the sample is believed to be representative of the features of the whole population. The techniques that researchers can use to sample participants from a population of interest can be categorized into probability and non-probability techniques.

Probability sampling includes sampling techniques that give each population member a chance of being selected. Probability sampling methods such as simple random, systematic, and stratified sampling are mainly used in quantitative studies, particularly for studies that want to produce results that exhibit representativeness of the whole population (Neil, 2010). Non-probability sampling, on the other hand, allows researchers to select participants using non-random criteria. This means that only some individuals in the population are allowed to participate in a study (Plowright, 2011). Although non-probability sampling methods facilitate more accessible and cheaper sample selection than probability methods, Ray (2009) concurs with Bell, Bryman, and Harley (2018) that they are exposed to a higher risk of sampling bias. Sampling biases imply that they interfere with the strength of a researcher's inferences about a population. Given the weakness above, this research adopted probability sampling methods to select the participants.

3.4.1.2 Samples:

First, the researcher will select participants from each subpopulation selected to fill in the questionnaires using simple random sampling. Simple random sampling will

give equal opportunities for each population member to be selected, reducing the sampling bias that characterizes non-probability sampling techniques. After using the simple random sampling technique, the research chooses 480 participants from both countries (240 from each) for further stratified random sampling. In order to reach 480 participants, the research identifies and selects the two largest firms from each zone, respectively. This resulted in 4 IT firms from each country. The research targets 60 IT experts from each firm to participate in the study, resulting in 240 participants per country.

After that, a stratified random sampling technique was used in sample selection. Based on the description by Saunders, Lewis, and Thornhill (2012), the researcher will divide the population of IT experts in China and Britain into smaller groups referred to as strata and organize them based on their characteristics. An internet search for IT firms operating in cities that fall within each stratum will be conducted, and the dependent and independent variables of stress and work performance will be conducted. During the internet search, the contacts such as emails and phone numbers of these firms are collected to facilitate contacting them. The sampled stratum is applied further for descriptive and comparative statistical analysis. Table below lists the information of code of the sample companies, number of company, number of participants per company and the total number of participants and from China and the UK for reference.

Table 3.3 List of Sample Companies

Country	**China**	**China**	**UK**	**UK**	**Total**
Code of the sample companies*	HH XF	KC LF	C B	D CB	-
No. of company	2	2	2	2	8
No. of participants per company	60	60	60	60	480
Total no. of participants	120	120	120	120	480

Notes: To fulfill the confidentiality agreement with the sample companies, the company names are represented by the first letter of their English names as codes.

3.4.2 The Data Collection Instruments

The data collection instrument for this study is a questionnaire. Given that the researcher is interested in quantitative data, questionnaires consisting of closed items are used. Creswell (2012) argues that researchers using a questionnaire to collect data can ask some closed-ended questions. Meanwhile, the predetermined closed-ended responses are helpful in getting information to support theories and concepts in literature. Although Creswell (2012) identifies having many responses with short and long features to analyze, having a mixture of both features enhances the depth of exploration, creating a rich information source for practical and theoretical use. The questionnaire is developed and typed. The research uses the questionnaire to create a web-based questionnaire. A link will be generated for dissemination during the data collection stage.

3.4.3 Data Collection Procedures

Data collection in this study involves administering online questionnaires to the participants. Specifically, the current COVID-19 restrictions seeking to minimize physical contact may not permit the physical distribution of questionnaires; hence, the research administers the questionnaires using online platforms. The research uses multiple communication channels to contact the selected firms during the data collection process. These include emails, texting, WhatsApp, Facebook, and Twitter. The research drafts an introductory letter to accompany the questionnaire link. Once they receive it, the contact person will be requested to share it with the company's staff so that they can fill and submit it online.

3.4.4 Data Analysis

Data collected using closed-ended items will be entered into SPSS 21st version software. Before data entry, coding will be carried out to transform non-parametric data into parametric to make it permissible for SPSS software analysis. Data coding is necessary because it transforms datasets into a form permissible for analysis using a statistical package. After data entry, the data will be rechecked to find out if there are any missing data and address outliers. Data accuracy will help the researcher avoid making conclusions based on the wrong information extracted from incorrect data.

After confirming that the data is complete and accurate, the researcher will subject it to analysis.

Data analysis will involve the generation of both descriptive and inferential statistics. According to Wildermuth (2016), descriptive statistics identify characteristics of the independent and dependent variables, while inferential statistics are meant to analyze the relationship between two or more variables. Descriptive statistics will be used to describe the variables as they are without determining the relationship between them. Descriptive statistics will include frequencies, percentages, means, and standard deviations. Inferential analysis, on the other hand, will be carried out to analyze the associations and relations between variables. The inferential statistics that will be generated from the SPSS, LISREL, and STATA software in this study include correlations and regressions.

Quantitative data will be presented using charts, tables, and graphs to enhance its clarity and usability. Using visuals and providing vivid explanations for them will make the final report appealing and easy to use because it will give users an easy time to compare behaviors of variables of the study and relationships among them.

3.5 Questionnaire Design

The questionnaire design for this paper is based on three main categories of demographic and research variables, including work stressors, personal experience and abilities, and job performance. The 5-point Likert scale is used in the measurement. Respondents could select “strongly agree,” “agree,” “no opinion,” “disagree,” and “strongly disagree” according to their actual situation. 5, 4, 3, 2, and 1 points are awarded in that order. The full version of questionnaire is provided in the Appendix for reference.

3.5.1 Questionnaire Design for Demographic Variables

First, demographic variables are mainly the essential characteristics of the respondents, including age, gender, income level, job rank, job nature, education level, career experience, service experience, specialized skills, family wealth, marital status,

etc. Please refer to the table below for details.

Table 3.4 Questionnaire Design for Demographic Variables

1.	Your age: _____ years old
2.	Your gender: ☐ 1: Male; ☐ 0: Female
3.	Range of yearly income: ☐ 1: Under 30,000 USD; ☐ 2: 30,001~60,000 USD; ☐ 3: 60,001~90,000 USD; ☐ 4: 90,001~120,000 USD; ☐ 5: 120,001~150,000 USD; ☐ 6: 150,001~180,000 USD; ☐ 7: Above 150,001 USD
4.	Job levels: ☐ 1: Management level; ☐ 0: Non-management level
5.	Job categories: ☐ 1: Administration; ☐ 2: Business; ☐ 3: Technical; ☐ 4: Others
6.	Education: ☐ 1: High school and below; ☐ 2: Associate Degree; ☐ 3: Bachelor; ☐ 4: Master; ☐ 5: Ph.D.
7.	Seniority in the workplace: _____ years
8.	Seniority in the current job: _____ years
9.	Have specialized skills? ☐ 1: Yes; ☐ 0: No
10.	Household wealth level: ☐ 1: Poor; ☐ 2: Well-off; ☐ 3: Rich
11.	Marital Status: ☐ 1: Married; ☐ 0: Unmarried

3.5.2 Questionnaire Design for Work Stressors Variables

By the aims and hypotheses of the present research, the construction of the questionnaire and the approach for assessing work-related stress delineate the origins of stress contingent upon the workers' intrinsic personal attributes and the extrinsic conditions they confront. Consequently, these origins are classified into labor's personal characteristics and work environment characteristics.

The labor's personal characteristics encompasses labor's concepts and beliefs and labor's needs for work. Within the concepts and beliefs domain are 15 questions, detailed as follows.

Table 3.5 Questionnaire Design of Work Stressors: Labor's Personal Characteristics - Concepts and Beliefs

Item	Questions	Alternative answer				
		1	2	3	4	5
A1.	I think work is the way to achieve self-worth for me.					
A2.	I think that even if a task assigned by the boss exceeds the scope of my job, I still should fully accomplish it.					
A3.	I think I should do my best to doing job well, even if I have to work overtime.					
A4.	I think the most important achievement in life comes from accomplishment in the workplace.					
A5.	When the nature of the work or the load is too heavy, it should be overcome by oneself, with no need to report to the boss.					
A6.	I think when the work cannot be done in time, I will find another time to do it, even if there is no overtime pay.					
A7.	I feel guilty for not participating in after-hours work, boss, or company party.					
A8.	I think that although it is my right to ask for leave, but I still feel guilty, no matter what kind of leave.					
A9.	I think it's my right to leave work on time, but I still feel guilty for whatever reason.					
A10.	I think it's acceptable to spend some money myself to keep the work going when needed.					
A11.	I am often worrying or thinking about work after working hours.					
A12.	Even if I am wealthy enough to retire, I will still work until I retire.					
A13.	I will continue to work if there is a need in the workplace, even if I retire.					
A14.	I think that if I leave, this workplace will experience considerable difficulties.					
A15.	I think it's important to ensure the work goes well, even at the expense of dignity.					

Similarly, for the labor's need for work under the labor's personal characteristics, there are 15 questions involved, detailed as follows.

Table 3.6 Questionnaire Design of Work Stressors: Labor's Personal Characteristics - Needs for Work

Item	Questions	Alternative answer				
		1	2	3	4	5
B1.	I think my life will be in trouble if I lose this job.					
B2.	I think my family life will be in trouble if I lose this job.					
B3.	I don't think it will be easy to find the next job if I lose this job.					
B4.	I think I'd be ashamed if I lost this job.					
B5.	I think my family will be ashamed if I lose this job.					
B6.	I don't think it will be easy to find another job of a similar nature if I lose this job.					
B7.	I think my current job can make me feel worthy of my existence.					
B8.	I think my current job can give me a bright future.					
B9.	I think this current job is something I feel proud of.					
B10.	I think my current job can realize my dream.					
B11.	I think the current job position aligns with my interests and ambitions.					
B12.	I think I want to keep staying in my current job.					
B13.	I think the pay for this job is good at the moment.					
B14.	I think that in the current job, there will be opportunities for improvement in salary and promotion in the future.					

The workplace environment characteristics encompass labor's workload, labor's role conflicts, and labor's interpersonal relationships. Within the domain of workload, there are ten questions involved, detailed as follows.

Table 3.7 Questionnaire Design of Work Stressors: Work Environment Characteristics - Workload

Item	Questions	Alternative answer				
		1	2	3	4	5
C1.	I don't think the volume of business I am responsible for in this job is appropriate.					
C2.	I don't think the nature of the business I'm responsible for in this job is something I can do.					
C3.	I think the volume of business I'm responsible for on this job needs to be done with overtime.					
C4.	I think I need to concern about the work at leisure.					
C5.	I think the volume of business I'm responsible for on this job threatens my physiological health.					
C6.	I think the volume of business I'm responsible for at this job threatens my mental health.					
C7.	I think I'll feel swamped at this job.					
C8.	I think I feel exhausted after working hours.					
C9.	I think I'm always worried about things going wrong in this job.					
C10.	I think I'll always have to keep up with the business or the level of others in this job.					

For the labor's role conflicts under the work environment characteristics are 14 questions involved, detailed as follows.

Table 3.8 Questionnaire Design on Work Stressors: Work Environment Characteristics - Role Conflicts

Item	Questions	Alternative answer				
		1	2	3	4	5
D1.	I don't think I can maintain what I believe is the right way of doing things in this job.					
D2.	I don't think I have the opportunity to express my opinions adequately in this work environment.					
D3.	I don't think colleagues in this work environment value					

Item	Questions	Alternative answer				
		1	2	3	4	5
	my opinions.					
D4.	I don’t think I identify with the task or role that I have been assigned in this job.					
D5.	I frequently face situations difficult to explain or communicate in this job.					
D6.	I frequently face or worry about being reprimanded by my boss or others in this job.					
D7.	I think I’ve ever faced a situation that requires compromise in this job.					
D8.	I don’t think I rarely face or worry about breaking the law in this job.					
D9.	I don’t think I rarely face or worry about being punished for making mistakes in this job.					
D10.	I think I’ve ever had to sacrifice my family because of my work.					
D11.	I think I’ve ever faced a situation where I have to sacrifice my rights because of my work.					
D12.	I think I’ve ever faced a situation where I have to sacrifice leisure because of my work.					
D13.	I don’t think that in this job, I seldom face the affairs that need to be socialized due to work.					
D14.	I think I’m being forced to do things I don’t want to do in this job.					

As for the labor’s interpersonal relationships under the work environment characteristics, ten questions are involved, detailed as follows.

Table 3.9 Questionnaire Design of Work Stressors: Work Environment Characteristics - Interpersonal Relationships

Item	Questions	Alternative answer				
		1	2	3	4	5
E1.	I think my interaction and communication with my boss on this job are good.					
E2.	I think my interaction and communication with my colleagues on this job are good.					
E3.	I think my interaction and communication with clients in this job are good.					
E4.	I think my interactions with colleagues at this job are welcome and respectful.					
E5.	I don’t think I’ve ever been forced to cooperate with others who are overly enthusiastic about this job.					
E6.	I don’t feel alone in the crowd of this job.					
E7.	I don’t want to be alone when I'm in the crowd of this job.					
E8.	I don’t think I always need to cooperate with others in this job reluctantly.					
E9.	I don’t think others always need to cooperate with me in this job reluctantly.					
E10.	I think in my current job because my colleagues get along well, I want to continue to stay.					

3.5.3 Questionnaire Design for Personal Mediating Variables

For the questionnaire design and measurement of personal mediating variables, according to the research purpose and hypothesis, the content is based on the labor's experience and capability. There are 17 questions involved, detailed as follows:

Table 3.10 Questionnaire Design of Personal Mediating Variables: Experience and capability

Item	Questions	Alternative answer				
		1	2	3	4	5
M1.	My education level is a master’s degree or higher.					

Item	Questions	Alternative answer				
		1	2	3	4	5
M2.	My education level is a bachelor's degree or higher.					
M3.	Based on experience, I can complete the tasks smoothly and on time.					
M4.	Based on experience, the tasks assigned by the boss are within my ability to grasp.					
M5.	I believe that no matter what mission, as long as I put my heart and soul into it, I will be able to achieve the mission					
M6.	I am proficient in the content of the work I am currently responsible for, and it seems that there are few mistakes.					
M7.	I can consistently lead and be responsible for completing project work.					
M8.	I can master several tasks without delays or errors.					
M9.	When I encounter a situation that is not going well at work, I can solve it promptly and smoothly.					
M10.	I can manage my emotions well when working on tasks, even if I'm not happy.					
M11.	When I encounter something beyond my ability or authority, I will take the initiative to communicate and coordinate.					
M12.	When I encounter a business that I haven't dealt with, I seek solutions on my own.					
M13.	When I encounter an irrational business or situation, I will try my best to find a way to resolve the problem.					
M14.	When I encounter emergencies, I judge and act calmly and with composure.					
M15.	When communicating with others, I will actively express my demands as much as possible and will not blindly give in.					
M16.	When communicating with others, the result is often that others agree with what I do or think.					
M17.	When multiple tasks are to be done simultaneously, I can prioritize the processing.					

3.5.4 Questionnaire Design for Job Performance Variables

Regarding the performance, the questionnaire content of this study is based on labor's job performance. There are 11 questions involved, detailed as follows.

Table 3.11 Questionnaire Design of Job Performance

Job Performance						
Item	**Questions**	**Alternative answer**				
		1	**2**	**3**	**4**	**5**
O1.	I can complete the task before the work schedule expires.					
O2.	I can achieve the quality required for the job.					
O3.	I can anticipate the tasks that my boss will assign in advance.					
O4.	I can get work done before my boss is about to hand me over.					
O5.	I can handle the problem calmly when encountering difficulties or unexpected events.					
O6.	When difficulties or unexpected events occur, I can solve problems independently.					
O7.	When I see inefficiencies or outrageous things, I will take the initiative and seek solutions.					
O8.	When discussing things with others, I can maintain a harmonious atmosphere, even if there is a contradiction.					
O9.	My boss thinks I'm trustworthy.					
O10.	Colleagues or subordinates regard me as a trustworthy person.					
O11.	I am familiar with the content of my current job.					

3.6 Ethical Considerations

The researcher will comply with all the ethical requirements of scientific research. Ethical concerns complied with within this study include Confidentiality, informed consent, and data safety. Confidentiality will involve the researcher not disclosing the participants' identities. The respondents will not be allowed to write

personal details in the questionnaire. Informed consent will be obtained by disclosing all material facts of the study, including the risks and benefits of participating and the intended use of data. Before data collection, the researcher will explain all details about the study, including the risks and benefits of participating and the intended use of the data.

CHAPTER 4

RESEARCH FINDINGS

This chapter presents the research findings, structured according to the research objectives, which include: 4.1 Questionnaire Results for Demographic Variables, 4.2 Results on Employees' Ideas and Beliefs and on the Sources and Types of Work Stressors, 4.3 Analysis of the Relationships between Work-Related Stressors and Employees' Work Performance, 4.4 Comparative Study of Employees' Perceptions and Behavior Toward Work Stressors in Chinese and British IT Companies, and 4.5 Summary and Comments on the Results of Research Hypotheses.

4.1 Questionnaire Results for Demographic Variables

The primary demographic variables of the respondents are summarized in the table below. The table reveals several noteworthy findings. Firstly, there are observable differences in the key demographic variables between respondents from the two countries. For instance, specialty skills show significant differences, while other factors do not exhibit statistical significance. Secondly, the standard deviations, shown in parentheses, indicate considerable variability in the responses across both countries, ensuring the robustness of the subsequent analysis. Lastly, among the demographic variables that show significant differences, age stands out, with British workers being older on average than their Chinese counterparts. Specifically, the average age of the British workforce in 2022 is 37, indicating that the primary labor force in the UK was born in 1975, while the primary labor force in China was born in 1985. This comparison between the two countries' workforce characteristics provides a foundation for further analysis of the relationship between demographic variables and work-related stress.

Table 4.1 Basic Narrative Statistics for Demographic Variables

Items	Result summary		Mean	Difference
Age	British	-	47.02	9.91***
	China	-	37.11	
Gender	British	1:117; 0:123	0.49	-0.09
	China	1:139; 0:101	0.58	

Items	Result summary		Mean	Difference
Income level	British	1:8; 2:20; 3:29; 4:112; 5:29; 6:20; 7:20	4.12	1.23***
	China	1:44; 2:46; 3:78; 4:40; 5:28; 6:4; 7:0	2.89	
Job level	British	1:81; 0:159	0.34	0.16***
	China	1:43; 0:197	0.18	
Job category	British	1:61; 2:108; 3:58; 4:13	2.10	-1.008
	China	1:23; 2:17; 3:110; 4:90	3.11	
Education level	British	1:22; 2:22; 3:88; 4:74; 5:34	3.32	1.04
	China	1:57; 2:98; 3:53; 4:26; 5:6	2.28	
Seniority in the workplace	British	-	22.21	2.83
	China	-	19.38	
Seniority	British	-	12.70	7.39***
	China	-	5.31	
Have specialized skills	British	1:160; 0:80	0.67	0.26*
	China	1:98; 0:142	0.41	
Household wealth level	British	1:1; 2:20; 3:219	2.91	0.74
	China	1:32; 2:135; 3:73	2.17	
Marital Status	British	1:112; 0:128	0.47	-0.14
	China	1:146; 0:94	0.61	

Notes: Parentheses in the table are standard deviations, all values are presented to 2-digit significance.

Secondly, regarding income level, the average value of British enterprise workers is 4.12. The figure means that their income is mainly in the range of 90,000-120,000 US dollars, while the average value of Chinese enterprise workers is 2.89, which means that their income falls in the range of 30,000 US dollars. The range of 60,000 USD is mainly in the content, which aligns with the general practical intuition. The difference between the income levels of the two countries is about 2.5 to 3 times. The standard deviation of the Chinese value is higher than that of the United Kingdom. The result shows that China's labor income difference is more significant.

Regarding job rank, 34% of workers in British companies belong to the management level, while 18% of workers in Chinese companies belong to the management stage. It is horizontal and tends to be more oriented to the nature of commercial services. It also aligns with the actual industrial situation; British

companies may have a more intensive division of labor and a more organized organization. At the same time, Chinese enterprises may be more oriented to the nature of industrial manufacturing, and the organization is more vertical.

China is a rapidly developing economy, and the active labor market opportunities provide more labor and sufficient incentives for job transitions. Regarding tenure, British corporate workers have been in their current positions for an average of 12.7 years, and Chinese corporate employees have been in their present positions for an average of 5.3 years. The result shows that the company's stability or the workers' loyalty is higher in Britain than in China. In addition, regarding having specialized skills, the proportion of workers in British enterprises is 0.67, which shows that 67 people per 100 believe they have professional workplace skills. It reflects, on the one hand, workers' confidence in the workplace; On the other hand, it is also a reflection of labor's awareness of workplace competition. The proportion of laborers in Chinese enterprises is 0.41, which shows that 41 people per 100 think they have professional work skills. Although this value is not low, it still reflects that half of them above, 59 people per 100 people, think that their livelihood skills in the workplace are lacking, which may directly create the basis for subsequent employment and work pressures.

Except for the variables mentioned above that have statistically significant differences, the remaining variables are not significantly different between the two countries, but they are still worth observing. First, regarding gender, the proportion of workers in British companies is 49% male and 51% female, which is roughly the same. In comparison, the balance of Chinese workers is 58% male and 42% female, the difference between the two. It may be partly related to the traditional concept in Chinese society that men still work in the workplace to support their families. At the same time, girls are mainly responsible for their families after marriage or postpartum. Secondly, in terms of positions, the value of this variable is 2.1 for British corporate laborers, which means a higher proportion of administrative and service roles, while the value of Chinese corporate laborers is 3.1, indicating that they are more inclined to technical categories. In addition, regarding education level, it is more common for British enterprise workers to have a master's degree. In contrast, Chinese enterprise workers are likelier to have a bachelor degree.

As for seniority in the workplace, the average British corporate worker is 22 years, while the Chinese corporate worker is 19. Regarding wealth level, the result for British corporate workers is 2.91. It means that the workers think their wealth status is more prosperous, which can also be said to be more satisfied, while the wealth level of

Chinese corporate workers is 2.17, which means that they think their wealth status is more inclined to be well-off. Regarding marital status, 47% of workers in British companies are married, which is low given the average age of 47 years, while 61% of workers in Chinese companies are married. The ratio is more intuitive, with an average age of 37 years.

We have obtained some initial intuitive expectations from the above narrative statistics. For example, for those who think their wealth status is rich, the impact of work pressure on them may be less, and the more children they have, the less the other conditions are. Under the change, the effect of work pressure may be more significant, and those with specialized skills may have less impact on work pressure due to the higher cost of changing jobs.

4.2 Questionnaire Results and Analysis on Employees' ideas and Beliefs and on The Sources of Work Stress and Types of Work Stressor

The values of the questionnaire-oriented variables are arranged as shown in Table 4.2.1 below. The tables have respectively incorporated percentage distribution based on the 5-point Likert scale and mean values for Chinese and British IT companies for reference, while the mean difference is also provided in the table. From the table, we can see several preliminary meanings. In general, the concepts and beliefs of the West and the East are indeed different. The values of each item are statistically significant under the ANOVA difference test. First, for those who "I think work is the way to achieve self-worth," the value of workers in British companies is 3.981, showing a general agreement. However, for Chinese companies, the value is 4.65, which is more intense—a very agreeable situation. Secondly, as for the question, "I think that even if it exceeds the scope of the job, I still should fully accomplish the task assigned by the boss," the value of the workers in the UK Company is 3.87, which is also a general agreement. Still, the workers in the Chinese company, with a value of 4.31, are strongly inclined to agree. Thirdly, there is a similar situation regarding "I think I should do my best to do the job well, even if I have to work overtime," For workers in British companies, the value is 3.88, which generally shows the situation of the agreement. Still, labors in Chinese firms, with a value of 4.383, also tends to be in solid understanding.

Table 4.2 Questionnaire Results of Work Stress: Labor Personal Characteristics - Concepts and Beliefs

Aspects / Items	Percentage dist. (%)[a]					Mean British China	Diff.[b]
	SD[c]	D[d]	F[e]	A[f]	SA[g]		
A1 I think work is the way to achieve self-worth.	0	0	17	68	15	3.98	-0.67**
	0	1	14	5	80	4.65	
A2 I think that even if it exceeds the scope of the job, I still should fully accomplish the task assigned by the boss.	0	3	15	74	8	3.87	-0.44*
	1	9	14	10	66	4.31	
A3 I think I should do my best to do job well, even if I have to work overtime.	0	1	18	71	9	3.88	-0.50**
	2	3	14	20	62	4.38	
A4 I think the most important achievement in life comes from accomplishment in the workplace.	4	6	27	60	2	3.5	-1.17***
	0	0	1	30	68	4.67	
A5 When the nature of the work or the load is too heavy, it should be overcome by oneself, with no need to report to the boss.	5	5	51	39	0	3.25	-1.19***
	0	2	0	49	49	4.44	
A6 I think when the work is too late, I will find another time to do it, even if there is no overtime pay.	1	2	21	49	26	3.97	-0.48*
	0	1	9	34	56	4.45	
A7 I feel guilty for not participating in after-hours work, boss or company entertainment.	4	5	71	19	1	3.08	-1.70***
	0	0	0	21	78	4.78	
A8 I think that although it is my right to ask for leave, I still feel guilty, no matter what kind of leave.	4	4	38	48	6	3.48	-1.20***
	0	0	7	19	75	4.68	
A9 I think it’s my right to leave work on time, but I still feel guilty for whatever reason.	6	8	19	67	0	3.46	-1.19***
	2	2	3	15	78	4.65	
A10 I think it's acceptable to post a little bit of money myself to keep the work going when needed.	21	29	23	28	0	2.57	-1.82***
	0	1	14	30	55	4.39	

Aspects / Items	Percentage dist. (%)[a]					Mean British China	Diff.[b]
	SD[c]	D[d]	F[e]	A[f]	SA[g]		
A11 I think I'll be worrying or thinking about work outside work hours.	4	6	57	5	28	3.47	-1.31***
	0	0	0	22	78	4.78	
A12 Even if I am wealthy enough to retire, I will still work until I retire.	6	9	33	36	14	3.36	-0.92**
	1	1	15	35	48	4.28	
A13 I think that even if I retire at the end of the year, I will continue to work if there is a need in the workplace.	10	12	34	28	16	3.29	-1.11***
	0	0	14	33	53	4.40	
A14 I think that if I leave, this workplace will experience considerable difficulties as a result.	3	5	14	46	32	3.99	-0.07
	3	3	15	41	37	4.06	
A15 I think it’s important to make sure the work goes well, even at the expense of dignity.	27	33	28	8	5	2.33	-1.94***
	0	1	13	45	42	4.27	

Notes: a: Percentage distribution. (%). b: Difference. c: Strongly disagree. d: Disagree. e: Fair. f: Agree. g: Strongly disagree.

Fourth, the workers of Chinese enterprises have a high degree of connection between workplace achievements and life achievements. In the aspect of "I think the most important achievement in life comes from accomplishment in the workplace," the value of Chinese enterprises is as high as 4.67, which is significantly higher than 3.50 for labors in British businesses. Fifth, in the aspect of "When the nature of the work or the load is too heavy, it should be overcome by oneself, with no need to report to the boss," the perceived value of British enterprise workers is only 3.25, which is almost no opinion. In contrast, the perception of Chinese enterprise workers is higher, there is 4.44, which means agree and is more in the direction of solid agreement. Sixth, to the question "I think when the work is too late, I will find another time to do it, even if there is no overtime pay," the perception value of workers in British companies is 3.97, which is close to an agreement, while the perception of workers in Chinese companies is 4.45, which means they agree and tend to agree strongly. Seventh, regarding the question, "I feel guilty for not participating in after-hours work, boss or company entertainment," there is a considerable gap between the two groups. The perception value of British corporate workers is 3.082, which is almost no opinion. However, the perception of

Chinese enterprise workers is 4.78, which means it is closer to a firm agreement.

Eighth, there is a considerable difference between the two groups concerning the question, "I think that although it is my right to ask for leave, I still feel guilty, no matter what kind of leave." The value of workers in British companies is 3.48, much lower than the 4.68 of Chinese companies, which shows apparent heterogeneity in the cognitive attitude of work to individuals. Ninth, the question, "I think it is my right to leave work on time, but I still feel guilty for whatever reason," is similar to the premise. The value of British enterprise workers is 3.46, far lower than the average of 4.65 for Chinese enterprise workers. It is evident that work has significant heterogeneity in the cognitive attitude of individuals. Tenth, for the question, "I think it is acceptable to post a little bit of money myself to keep the work going when needed," the value of British enterprise workers is 2.57, which is already no opinion and is inclined to the level of disagreement, while the average value for labors in Chinese enterprise is 4.39. Eleventh, for the question "I think I will be worrying or thinking about work outside work hours," the value of the British enterprise worker is 3.47, far lower than the average 4.784 of the Chinese enterprise worker.

Twelfth, for the question, "Even if I am wealthy enough to retire, I will still work until I retire," the value of the British enterprise laborers is 3.361. The result shows that the laborers probably have no opinion and are far lower than the 4.28 Chinese enterprise labor average. Thirteenth, as to the question, "I think that even if I retire at the end of the year, I will continue to work if there is a need in the workplace," the value of British enterprise workers is 3.29. The result denotes that the laborers probably have no opinion while far lower than 4.40, the Chinese enterprise labor average, belongs to agree, more inclined to agree strongly. For the fourteenth question, "I think that if I leave, this workplace will experience considerable difficulties as a result," the value of British enterprise workers is 3.99, which is probably in agreement, roughly similar to the average 4.06 Chinese enterprise workers. In the fifteenth question, "I think it is important to make sure the work goes well, even at the expense of dignity," the British enterprise worker's value is 2.33. The tendency is to disagree, which differs from the average Chinese enterprise worker's 4.27.

We next observe the degree of labor demand for work, and the results are summarized in Table 4.2.2. To simplify the presentation of the table, only the averages for British and China, along with their differences in the Different test, are shown. The results based on the 5-point Likert scale are provided in Appendix 2 for reference. Overall, the pressure on labor in Chinese enterprises may be more significant. First, in terms of "I think my life will be in trouble if I lose this job," the situation in the UK is

2.45, which is relatively mild, but the score in China is 4.12, which is somewhat more stressful. Secondly, as for the question, "I think my family life will be in trouble if I lose this job," the situation of British corporate workers is also average, but Chinese corporate workers are relatively worried. Third, the situation of "I don't think it will be easy to find the next job if I lose this job" is not difficult in the case of British corporate workers, with a value of 3.01, but in the case of Chinese corporate workers, it is higher at 3.87. Fourth, for the question, "I think I'd be ashamed if I lost this job," British corporate workers generally have no opinion, with a value of 3.24. Still, Chinese corporate workers are relatively more uneasy, with a score of 4.22. Fifth, the question, "I think my family will be ashamed if I lose this job," also has a similar situation. Among British corporate workers, they have no opinion. The value is 3.33, but for Chinese corporate workers, the value is as high as 4.66.

Table 4.3 Questionnaire Results of Work Stress: Labor Personal Characteristics - Needs for Work

Aspects / Items		Percentage dist. (%)[a]					Mean British China	Diff.[b]
		SD[c]	D[d]	F[e]	A[f]	SA[g]		
B1	I think my life will be in trouble if I lose this job.	30	29	17	16	9	2.45	-1.67***
		1	3	15	45	36	4.12	
B2	I think my life will be in trouble if I lose this job.	30	30	21	13	5	2.32	-2.01***
		0	0	12	44	44	4.33	
B3	I don't think it will be easy to find the next job if I lose this job.	16	21	22	26	14	3.01	-0.86***
		5	4	20	41	30	3.87	
B4	I don't think it will be easy to find the next job if I lose this job.	12	16	28	23	21	3.24	-0.98***
		1	2	13	43	41	4.22	
B5	I think my family will be ashamed if I lose this job.	8	16	29	29	18	3.33	-1.33***
		0	0	1	30	68	4.66	
B6	I think my family will be ashamed if I lose this job.	5	7	17	38	33	3.88	
		3	7	16	35	38	3.98	
B7	I think my current job can make me	6	13	20	33	28	3.64	-0.35*

Aspects / Items	Percentage dist. (%)[a]					Mean British China	Diff.[b]
	SD[c]	D[d]	F[e]	A[f]	SA[g]		
feel worthy of my existence.	3	8	15	36	38	3.99	
B8 I think my current job can make me feel worthy of my existence.	5	15	29	31	20	3.48	0.20
	9	16	28	30	16	3.28	
B9 I think this current job is something I feel proud of.	8	12	17	34	30	3.66	0.11
	5	12	29	31	23	3.55	
B10 I think this current job is something I feel proud of.	2	3	14	45	36	4.11	0.25
	5	7	19	36	33	3.86	
B11 I think the current job position aligns with my interests and ambitions.	4	7	19	37	33	3.89	0.11
	7	9	18	33	34	3.78	
B12 I think the current job position aligns with my interests and ambitions.	1	2	13	43	41	4.21	-0.34
	0	1	5	30	64	4.55	
B13 I think the pay for this job is good at the moment.	1	1	5	30	63	4.53	0.86***
	8	12	16	34	30	3.67	
B14 I think the pay for this job is good at the moment.	1	3	16	44	37	4.13	0.28**
	6	7	17	38	33	3.85	

Notes: a: Percentage distribution. (%). b: Difference. c: Strongly disagree. d: Disagree. e: Fair. f: Agree. g: Strongly disagree.

Sixth, for the question, "I don't think it will be easy to find another job of a similar nature if I lose this job," the British company's figure is 3.88, while the Chinese company's constitution is 3.981; the difference is not significant. Seventh, for the question, "I think my current job can make me feel worthy of my existence," British companies are relatively mild, with a value of 3.64, while Chinese companies are more serious, with a value of 3.99. Eighth, for the question, "I think my current job can give me a bright future," the British enterprise labor rate was 3.48, while the Chinese enterprise labor rate was 3.28. Ninth, for the question, "I think this current job is something I feel proud of," the value of British companies is 3.65, while the value of

Chinese companies is 3.55. The difference between the two is not significant. Tenth, for the question, "I think my current job can realize my dream," the value of British enterprise workers is still relatively high at 4.11.

Eleventh, for the question, "I think the current job position aligns with my interests and ambitions," The value of British corporate workers is still relatively high, at 3.89. In contrast, Chinese corporate labor is 3.78, slightly lower than British companies. However, the average difference is also insignificant. Twelve, for the question, "I think I want to stay in my current job," the value of British enterprise workers is relatively low at 4.21. In contrast, that of Chinese enterprise workers is 4.55, slightly higher than that of British enterprise workers. However, the average difference is not significant. Thirteenth, for the question, "I think the pay for this job is good at the moment," the value of British corporate workers is significantly higher, at 4.53, while that of Chinese corporate workers is 3.67, which is lower than that of British corporate workers. The difference is that the statistics showed significant results. Fourteenth, for the question, "I think that in the current job, there will be opportunities for improvement in salary and promotion in the future," the value of British enterprise labor is significantly higher, at 4.13. The Chinese enterprise labor is 3.85, which is lower than British enterprise labor. The difference is also statistically significant.

Let us move from the laborers' personal characteristics to the work environment characteristics. The results are summarized in Table 4.2.3, and we will observe the labor workload and cross-country comparisons. To simplify the presentation of the table, only the averages for British and China, along with their differences in the Different test, are shown. The results based on the 5-point Likert scale are provided in Appendix 2 for reference. Preliminarily, the results of the ten questions are all statistically significant. There is a considerable difference, and the response values of the British enterprise workers tend to agree with a higher degree of agreement. First, the question, "I don't think the volume of business I am responsible for in this job is appropriate," the answer value of the Chinese enterprise laborers is 4.66. The tendency is to agree strongly, while the answer value of the British enterprise laborers is 3.012, representing the mainstream Awareness as having no opinion.

Table 4.4 Questionnaire Results for Work Stress: Work Environment Characteristics - Workload

Aspects / Items		Percentage dist. (%)[a]					Mean British China	Diff.[b]
		SD[c]	D[d]	F[e]	A[f]	SA[g]		
C1	I don't think the volume of business I am responsible for in this job is appropriate.	18	19	23	23	17	3.012	-1.648***
		1	1	8	11	79	4.66	
C2	I don't think the volume of business I am responsible for in this job is appropriate.	0	0	29	52	19	3.88	-0.35***
		0	0	14	48	38	4.23	
C3	I think the amount of business I'm responsible for on this job needs to be done with overtime.	5	12	31	34	18	3.49	-1.16***
		0	1	2	28	69	4.65	
C4	I think the amount of business I'm responsible for on this job needs to be done with overtime.	9	15	37	22	18	3.24	-1.12***
		2	3	11	24	60	4.36	
C5	I think the volume of business I'm responsible for on this job threatens my physiological health.	17	18	22	24	19	3.11	-1.35***
		1	1	11	23	64	4.46	
C6	I think the volume of business I'm responsible for on this job threatens my physiological health.	24	15	17	17	27	3.08	-1.42***
		0	1	5	36	58	4.5	
C7	I think I'll feel swamped at this job.	15	18	17	31	19	3.22	-1.22***
		0	3	13	23	62	4.44	
C8	I think I'll feel swamped at this job.	17	18	17	30	18	3.13	-1.33***
		0	1	12	26	61	4.46	
C9	I think I'm always worried about things going wrong in this job.	8	13	18	24	36	3.66	-0.49*
		2	3	19	29	47	4.15	
C10	I think I'm always worried about things going wrong in this job.	21	18	18	20	24	3.08	-1.43***
		0	1	3	39	57	4.51	

Notes: a: Percentage distribution. (%). b: Difference. c: Strongly disagree. d: Disagree. e: Fair. f: Agree. g: Strongly disagree.

Secondly, the question, "I don't think the nature of the business I'm responsible for in this job is something I can do," the value of the Chinese enterprise laborers is 4.23, which means they generally agree, while the answer of the British enterprise laborers is 3.88. Generally, they tend to agree, but significantly lower. Thirdly, for the question, "I think the amount of business I'm responsible for on this job needs to be done with overtime," the perception of workers in Chinese companies is 4.65. They tend to agree strongly, while workers in British companies respond that they have no opinion 3.49 shows that Chinese enterprises' labor volume seems too heavy.

Fourth, on the question of, "I think I'm responsible for the business aspects of this job that I need to be concerned about at my leisure," the perception of Chinese enterprise workers is 4.36, which is generally agreed. Still, only 3.24 British enterprise workers have no opinion, again showing laborers' inability to relax their stress during leisure time. Fifth, regarding "I think the volume of business I'm responsible for on this job threatens my physiological health," the Chinese corporate workers tend to agree strongly, with a value of 4.46, which is the possibility of stress caused by the physiological side. The value of British corporate workers is lower, possibly only 3.11. Sixth, in terms of "I think the volume of business I'm responsible for at this job threatens my mental health," the value of the Chinese enterprise workers is 4.50. The tendency is to agree strongly, but the British enterprise workers are only 3.08. In the case of no opinion, this again directly shows the possibility of the psychological burden caused by work. Seventh, regarding "I think I'll feel swamped at this job," the busyness of British enterprise workers is not severe; because most of them have no opinions, it is evident that they tend to be too busy.

Eighth, the question, "I think I feel exhausted after working hours," the value of the British enterprise is 3.13, with most of the representatives who fill in the form having no opinion. The labor of Chinese enterprises is more tired, and the value is 4.46, which is inclined to agree. Ninth, to the question, "I think I'm always worried about things going wrong in this job," most Chinese corporate workers agree, with an average value of 4.15, while for British corporate workers, the value is 3.66. There are also lower cases at the 10% statistical significance level. Tenth, "I think I'll always have to keep up with the business or the level of others in this job," the average answer of the Chinese enterprise workers is 4.51, which is generally in solid agreement. However, for British enterprise workers, this phenomenon is absent. The number of respondents should still be quite large, and the value of 3.08 indicates that those who answered with no opinions may still be in the majority.

Next, regarding the role conflict of workers in the aspect of working environment characteristics, the questionnaire results are arranged in Table 4.2.4 below. To simplify the presentation of the table, only the averages for British and China, along with their differences in the Different test, are shown. The results based on the 5-point Likert scale are provided in Appendix 2 for reference. Among them, it is worth observing and understanding one by one. First, the question, "I don't think I can maintain what I think is the right way of doing things in this job," the value for Chinese corporate workers is 4.45, indicating that consent is the mainstream, while the value for British corporate workers is 3.98. Although still agreeing with the results, the intensity is significantly lower. Secondly, for the question, "I don't think I have the opportunity to express my opinions adequately in this work environment," the average value of Chinese enterprise workers is as high as 4.86, representing a situation of strong agreement. The perception of British enterprise workers is only as high as 3.68, expressing no opinion on the opportunity to express ideas. Thirdly, for the question, "I don't think my opinions are valued when expressed in this work environment," the perceived value of workers in Chinese companies is 4.45, and the tendency is to agree, while in terms of perception of workers in British companies, only 3.79, with a significantly lower case. Fourth, for the question, "I don't believe that in this job, I identify with the task or role that I have been assigned", the Chinese enterprise labor value is 4.35, and the British enterprise labor value is 4.01. Although they agree, there are lower cases.

Table 4.5 Questionnaire Results for Work Stress: Work Environment Characteristics - Role Conflict

Aspects / Items		**Percentage dist. (%)[a]**					**Mean**	**Diff.[b]**
		SD[c]	**D[d]**	**F[e]**	**A[f]**	**SA[g]**	**British China**	
D1	I don't think I can maintain what I think is the right way of doing things in this job.	1	7	15	45	31	3.98	-0.47*
		0	1	2	49	48	4.45	
D2	I don't think I can maintain what I think is the right way of doing things in this job.	7	11	19	32	31	3.68	-1.18***
		0	0	0	14	86	4.86	
D3	I don't think my opinions are valued when expressed in this work environment.	2	12	23	31	32	3.79	-0.66**
		1	2	3	37	57	4.45	

Aspects / Items	Percentage dist. (%)[a]					Mean British China	Diff.[b]
	SD[c]	D[d]	F[e]	A[f]	SA[g]		
D4 I don't think my opinions are valued when expressed in this work environment.	3	6	13	47	33	4.01	-0.34*
	2	2	3	45	48	4.35	
D5 I frequently rarely faced with situations that are difficult to explain or communicate in this job.	3	13	27	30	28	3.65	-0.63**
	2	3	6	42	47	4.28	
D6 I frequently rarely faced with situations that are difficult to explain or communicate in this job.	6	18	26	30	21	3.41	-1.14***
	0	0	3	39	58	4.55	
D7 I think I've ever faced a situation that requires compromise in this job.	15	21	24	25	14	3.021	-1.459***
	1	2	3	35	59	4.48	
D8 I think I've ever faced a situation that requires compromise in this job.	3	7	12	45	34	4.01	-0.68**
	2	2	2	15	80	4.69	
D9 I don't think I rarely face or worry about being punished for making mistakes in this job.	11	20	29	27	13	3.12	-1.46***
	0	0	0	42	58	4.58	
D10 I don't think I rarely face or worry about being punished for making mistakes in this job.	8	16	31	25	20	3.32	-1.34***
	0	0	0	32	67	4.66	
D11 I think I've ever faced a situation where I have to sacrifice my rights because of my work.	11	16	27	26	20	3.28	-1.3***
	0	0	2	38	60	4.58	
D12 I think I've ever faced a situation where I have to sacrifice leisure because of my work.	16	20	30	22	12	2.94	-1.49***
	3	2	2	36	57	4.43	
D13 I don't think that in this job, I seldom face the affairs that need to be socialized due to work.	22	25	26	20	8	2.68	-1.8***
	2	2	4	30	62	4.48	
D14 I think I'm being forced to do things I don't want to do in this job.	3	13	28	28	28	3.65	-1.04***
	0	0	1	25	73	4.69	

Notes: a: Percentage distribution. (%). b: Difference. c: Strongly disagree. d: Disagree. e: Fair. f: Agree. g: Strongly disagree.

Fifth, for the question, "I frequently faced with situations that are difficult to explain or communicate in this job," the perception value of workers in Chinese companies is 4.28, while the value of workers in British companies is 3.65, indicating that Chinese workers are more unlikely to meet each other for unreasonable situations. Sixth, the question, "I frequently face or worry about being reprimanded by my boss or others in this job," most workers in Chinese companies agree, with an average of 4.55. Still, for British enterprise workers, it is relatively complex, with a value of 3.41, which is significantly lower. Seventh, on the question, "I think I've ever faced a situation that requires compromise in this job," the perception of workers in Chinese companies is 4.48, which is more serious. Still, the perception of workers in British companies is 3.02. Eighth, the question, "I don't think I rarely face or worry about breaking the law in this job," has a perception of 4.69 for workers in China, with a tendency to agree strongly, while the perception of workers from British companies is 4.01, and they tend to agree.

Ninth, as for "I don't think I rarely face or worry about being punished for making mistakes in this job," the perception of workers in Chinese companies is 4.58, while the perception of workers in British companies is 3.12, which is a cause of work stress—one of the sources, especially for Chinese laborers. Tenth, to the question, "I think I've ever had to sacrifice my family because of my work," for Chinese corporate workers, the value is 4.66, while that of British corporate workers is only 3.32. Eleventh, the question, "I think I've ever faced a situation where I have to sacrifice my rights because of my work," the Chinese enterprise laborers are more in agreement with a value of 4.58, while the British enterprise laborers are 3.28.

Twelfth, the question "I think I've ever faced a situation where I have to sacrifice leisure because of my work" has a value of 4.43 in the perception of Chinese corporate workers, and they tend to agree. In contrast, British corporate workers are only 2.94, and the degree of approval is relatively low. Thirteenth, to the question, "I don't think that in this job, I seldom face the affairs that need to be socialized due to work," the Chinese enterprise laborer is 4.48, generally agree. The British enterprise laborer is only 2.68. Fourteenth, "I think I'm being forced to do things I don't want to do in this job," the average perception of Chinese enterprise workers is 4.69. Most of them agree very much, but the perception of British enterprise workers is 3.65, more inclined to agree or no opinion.

In terms of the Interpersonal relationship of laborers, the results are summarized in Table 4.2.5. To simplify the presentation of the table, only the averages for British

and China, along with their differences in the Different test, are shown. The results based on the 5-point Likert scale are provided in Appendix 2 for reference. First, for the question, "I think my interaction and communication with my boss on this job is good," the value of British enterprise workers is 4.56, and the value of Chinese enterprise workers is 3.89. Secondly, the question "I think my interaction and communication with my colleagues on this job is good," also has a higher awareness of the British corporate workers, with a value of 4.78, and the value of Chinese corporate workers is at around 4.01. Thirdly, the question, "I think my interaction and communication with clients in this job is good," the rate of British enterprise laborers is 4.44, and that of Chinese enterprise laborers is 3.96, which is still highly recognized by British laborers. Fourthly, the question, "I think my interactions with colleagues at this job to be welcome and respectful," the British enterprise labor is 4.36, and the Chinese enterprise labor is lower at a value of 3.98.

Table 4.6 Questionnaire Results for Work Stress: Work Environment Characteristics - Interpersonal relationship

Aspects / Items		Percentage dist. (%)[a]					Mean British China	Diff.[b]
		SD[c]	D[d]	F[e]	A[f]	SA[g]		
E1	I think my interaction and communication with my boss on this job is good	0	0	12	20	68	4.56	0.67***
		4	5	25	29	37	3.89	
E2	I think my interaction and communication with my boss on this job is good	0	0	5	11	84	4.78	0.77***
		3	5	24	28	41	4.01	
E3	I think my interaction and communication with clients in this job is good	4	4	8	15	70	4.44	0.48***
		2	5	18	48	28	3.96	
E4	I think my interaction and communication with clients in this job is good	3	3	12	20	63	4.36	0.38***
		3	6	16	38	36	3.98	
E5	I don’t think I’ve ever been forced to cooperate with others who are overly enthusiastic about this job	2	3	5	15	74	4.56	0.85***
		4	6	34	29	28	3.71	

Aspects / Items		Percentage dist. (%)[a]					Mean British China	Diff.[b]
		SD[c]	D[d]	F[e]	A[f]	SA[g]		
E6	I don’t think I’ve ever been forced to cooperate with others who are overly enthusiastic about this job	5	5	8	15	67	4.33	0.77***
		9	12	24	25	30	3.56	
E7	I don’t want to be alone when I’m in the crowd of this job	6	6	8	31	50	4.12	0.45***
		8	10	19	32	30	3.67	
E8	I don’t want to be alone when I’m in the crowd of this job	4	4	10	31	51	4.23	0.78***
		10	13	24	26	27	3.45	
E9	I don’t think others need to cooperate with me in this job reluctantly	3	3	16	19	60	4.31	0.43*
		5	6	18	36	34	3.88	
E10	I don’t think others need to cooperate with me in this job reluctantly	1	2	9	15	73	4.56	0.78***
		7	8	18	36	32	3.78	

Notes: a: Percentage distribution. (%). b: Difference. c: Strongly disagree. d: Disagree. e: Fair. f: Agree. g: Strongly disagree.

Fifth, for the question, "I don't think I've ever been forced to cooperate with others who are overly enthusiastic about this job," the perception of British corporate workers is 4.56, but that of Chinese corporate workers is 3.71. Sixth, to the question, "I don't feel alone in the crowd of this job," the value for British enterprise workers is 4.33, but for Chinese enterprise workers, the value is 3.56. Seventh, "I don't want to be alone when I'm in the crow of this job," the British enterprise workers are 4.12, the tendency is to agree, the Chinese enterprise workers are 3.67.

Eighth, to the question, "I don't think I always need to cooperate with others in this job reluctantly," the value for British enterprise workers is 4.23. Still, for Chinese enterprise workers, the degree of approval is only 3.45. It tends to be no opinion. Ninth, to the question, "I don't think others need to cooperate with me in this job reluctantly," the value of British enterprise labor is 4.31, while Chinese enterprise labor is 3.88, which is also significantly lower. Tenth, "I think in my current job because my colleagues get along well, I want to continue to stay," the perception of workers in

British companies is 4.56, and that of workers in Chinese companies is 3.78.

Next, look at the questions related to the personal mediating variable, labor experience, and ability, and the results are summarized in Table 4.2.3.1. To simplify the presentation of the table, only the averages for British and China, along with their differences in the Different test, are shown. The results based on the 5-point Likert scale are provided in Appendix 2 for reference. First, regarding the question, "My degree is a master's degree or higher," the proportion of British corporate workers who answered yes is 31%, while the rate of Chinese enterprise workers answering yes is 23%, but there is no statistically significant difference. Secondly, concerning the question, " My education is a bachelor's degree or higher," 60% of workers in UK companies answered yes. In comparison, 49% of workers in Chinese companies responded yes, but there was no statistically significant difference between the two. Thirdly, regarding the question, "Based on experience, I can complete the tasks smoothly and on time," the perceived value of British enterprise workers is 4.21, while the value of Chinese enterprise workers is 4.12. The two are not statistically significant. Fourth, regarding the question, "Based on experience, the tasks assigned by the boss are within my ability to grasp," the value of the labor force of the British enterprise is 4.12. The value of the labor force of the Chinese enterprise is 3.881, and the cognitive value of the British labor force is higher.

Table 4.7 Questionnaire Results for Personal Mediating Variables: Experience and capability

Aspects / Items		Percentage dist. (%)[a]					Mean British China	Diff.[b]
		SD[c]	D[d]	F[e]	A[f]	SA[g]		
M1	My degree is a master’s degree or higher	0	0	0	0	31	1.54	0.39
		0	0	0	0	23	1.15	
M2	My degree is a master’s degree or higher	0	0	0	0	60	3	0.54
		0	0	0	0	49	2.46	
M3	Based on experience, I can complete the tasks smoothly and on time	0	4	17	32	47	4.21	0.09
		2	3	13	43	38	4.12	

Aspects / Items		Percentage dist. (%)[a]					Mean British China	Diff.[b]
		SD[c]	D[d]	F[e]	A[f]	SA[g]		
M4	Based on experience, I can complete the tasks smoothly and on time	3	4	10	45	38	4.12	0.24**
		5	8	15	36	35	3.88	
M5	I believe that no matter what mission, as long as I put my heart and soul into it, I will be able to achieve the mission	0	0	8	38	54	4.45	-0.20
		0	0	5	25	70	4.65	
M6	I believe that no matter what mission, as long as I put my heart and soul into it, I will be able to achieve the mission	1	2	11	37	50	4.32	0.21
		3	3	10	45	38	4.11	
M7	I can consistently lead and be responsible for completing project work	1	2	13	40	44	4.23	-0.13
		0	1	8	43	47	4.36	
M8	I can consistently lead and be responsible for completing project work	1	2	6	44	47	4.35	0.02
		0	2	10	41	48	4.33	
M9	When I encounter a situation that is not going well at work, I can solve it promptly and smoothly	0	0	9	37	54	4.44	0.41**
		4	5	12	41	38	4.03	
M10	When I encounter a situation that is not going well at work, I can solve it promptly and smoothly	3	4	9	45	39	4.13	0.11
		4	7	9	44	36	4.02	
M11	When I encounter something beyond my ability or authority, I will take the initiative to communicate and coordinate	0	1	8	45	46	4.35	0.37**
		4	7	13	40	36	3.98	
M12	When I encounter something beyond my ability or authority, I will take the initiative to communicate and coordinate	0	1	7	27	65	4.55	0.87
		4	13	21	36	27	3.68	
M13	When I encounter an irrational business or situation, I will try my best to find a way to resolve the problem	0	1	5	50	44	4.36	0.37**
		3	6	15	40	36	3.99	
M14	When I encounter an irrational business or situation, I will try my best to find a way to resolve the problem	0	1	6	26	66	4.56	0.67**
		5	8	15	36	36	3.89	

Aspects / Items	Percentage dist. (%)[a]					Mean British China	Diff.[b]
	SD[c]	D[d]	F[e]	A[f]	SA[g]		
M15 When communicating with others, I will actively express my demands as much as possible and will not blindly give in	0	0	4	23	73	4.68	0.66*
	5	5	6	53	32	4.02	
M16 When communicating with others, the result is often that others agree with what I do or think	3	8	13	41	35	3.98	-0.05
	4	5	12	42	37	4.03	
M17 When communicating with others, the result is often that others agree with what I do or think	2	2	13	40	43	4.22	0.09
	3	4	9	44	40	4.13	

Notes: a: Percentage distribution. (%). b: Difference. c: Strongly disagree. d: Disagree. e: Fair. f: Agree. g: Strongly disagree.

Fifth, the question, "I believe that no matter what mission, as long as I put my heart and soul into it, I will be able to achieve the task," the value of the British enterprise laborer is 4.45. The Chinese enterprise laborer is 4.65, which is relatively higher for Chinese laborers. Sixth, the question, "I am proficient in the content of the work I am currently responsible for, and it seems that there are few mistakes," the value of the British enterprise laborer is 4.32, which is slightly higher than the value of the Chinese enterprise laborer's value of 4.11. Seventh, for the question of "I can consistently lead and be responsible for completing project work," the value of British enterprise labor is 4.23. This tendency is the result of the agreement. It is slightly lower than the value of Chinese enterprise labor of 4.36. However, the difference was not statistically significant. Eighth, the question, "I can master several tasks without delays or errors," the British enterprise laborers think the value is 4.35. The Chinese enterprise laborers' value is 4.33, which is not up to the statistically significant difference.

Ninth, the question, "When I encounter a situation that is not going well at work, I can solve it promptly and smoothly," the value of the British enterprise laborer is 4.44, which is higher than the 4.03 of the Chinese enterprise laborer. Tenth, the question, "I can manage my emotions well when working on tasks, even if I'm not happy," the perception value of workers in UK companies is 4.13, which is slightly higher than the value of workers in Chinese companies, which is 4.02. It is not statistically significant, either. Eleventh, the question, "When I encounter something beyond my ability or authority, I will take the initiative to communicate and coordinate," the cognitive value

of British enterprise workers is 4.35, while the value of Chinese enterprise workers is 3.98. The twelfth question, "When I encounter a business that I haven't dealt with, I seek solutions on my own," the value of British enterprise labor is 4.55. Chinese enterprise labor perception value is 3.68. The thirteenth question is, "When I encounter an irrational business or situation, I will try my best to find a way to resolve the problem," the value of the labor force of the British enterprise is 4.36. The value of 3.99 of the labor force of the Chinese enterprise.

The fourteenth question is, "When I encounter emergencies, I judge and act calmly and with composure," the value of British enterprise workers is 4.56. The value of Chinese enterprise workers is 3.89. Fifteenth, the question, "When communicating with others, I will actively express my demands as much as possible and will not blindly give in," the perception value of workers in British companies is 4.68, significantly higher than that of Chinese companies, which is 4.02. Sixteenth, the question, "When communicating with others, the result is that others agree with what I do or think." The perceived value of British enterprise workers is 3.98, and the perceived value of Chinese enterprise workers is 4.03. Still, the two are similar. Seventeenth, regarding the question, "When multiple tasks are to be done simultaneously, I can prioritize the processing," the perceived value of workers in British companies is 4.22. The value of workers in Chinese companies is 4.13, and there is no significant difference between the two.

Finally, the job performance of labor is summarized in the Table below. First of all, regarding the question, "I can complete the task before the work schedule expires," the awareness level of laborers in British enterprises is 4.56, which tends to be very high, while the perception of Chinese enterprise labor is 4.34. Secondly, in the question of "I can achieve the quality required for the job," the awareness level of British enterprise workers is 4.47, which is slightly higher than that of Chinese enterprise workers at 4.28. Third, regarding the question, "I can anticipate the tasks that my boss will assign in advance," the value of British enterprise labor is 4.44, while Chinese enterprise labor is 4.023, which is significantly higher in the United Kingdom.

Table 4.8 Questionnaire Results of Performance: Job Performance

Aspects / Items	Percentage dist. (%)[a]					Mean British China	Diff.[b]
	SD[c]	D[d]	F[e]	A[f]	SA[g]		
O1 I can complete the task before the work schedule expires	0	0	7	31	63	4.56	0.22
	0	0	14	36	50	4.34	
O2 I can complete the task before the work schedule expires	0	2	8	31	59	4.47	0.19*
	1	1	13	38	47	4.28	
O3 I can anticipate the tasks that my boss will assign in advance	1	1	5	37	55	4.44	0.41**
	4	4	10	49	33	4.03	
O4 I can anticipate the tasks that my boss will assign in advance	0	1	10	37	51	4.38	0.53**
	7	7	15	37	35	3.85	
O5 I can handle the problem calmly when encountering difficulties or unexpected events	1	2	13	38	46	4.28	-0.04
	3	2	9	35	52	4.32	
O6 I can handle the problem calmly when encountering difficulties or unexpected events	1	1	12	52	35	4.18	0.15
	5	7	11	36	41	4.03	
O7 When I see inefficiencies or outrageous things, I will take the initiative and seek solutions	0	0	3	18	80	4.78	0.92**
	7	8	14	35	36	3.86	
O8 When I see inefficiencies or outrageous things, I will take the initiative and seek solutions	2	3	5	17	73	4.56	0.78**
	5	8	22	34	31	3.78	
O9 My boss thinks I'm trustworthy	0	2	13	38	48	4.31	0.20
	2	3	13	49	34	4.11	
O10 Colleagues or subordinates regard me as a trustworthy person	0	3	12	39	46	4.28	0.25*
	3	5	9	49	33	4.03	

Aspects / Items		Percentage dist. (%)[a]					Mean British China	Diff.[b]
		SD[c]	D[d]	F[e]	A[f]	SA[g]		
O11 Colleagues or subordinates regard me as a trustworthy person		0	0	1	8	91	4.88	0.03
		0	1	1	8	90	4.85	

Notes: a: Percentage distribution. (%). b: Difference. c: Strongly disagree. d: Disagree. e: Fair. f: Agree. g: Strongly disagree.

Fourth, regarding the question, "I can get work done before my boss is about to hand me over," the British enterprise labor is 4.38, significantly higher than the Chinese labor's 3.85. Fifth, the question, "I can handle the problem calmly when encountering difficulties or unexpected events," the value of British enterprise workers is 4.28, similar to the 4.32 value of Chinese enterprise workers. Sixth, as for the question, "When difficulties or unexpected events occur, I can solve problems independently," the value of the labor force of the British enterprise was 4.18, while the value of the labor of the Chinese enterprise was 4.023, and the difference was insignificant. Seventh, to the question, "When I see inefficiencies or outrageous things, I will take the initiative and seek solution," the value of the labor force of the British enterprise is 4.78, which is higher than the value of the labor force of the Chinese enterprise of 3.86.

Eighth, the question, "When discussing things with others, I can maintain a harmonious atmosphere, even if there is a contradiction," the value of British enterprise workers is 4.56, significantly higher than 3.78 for the Chinese enterprise workers. Ninth, regarding the question, "My boss thinks I'm trustworthy," the value of British enterprise workers is 4.31, similar to the 4.11 of Chinese enterprise workers. Tenth, regarding the question, "Colleagues or subordinates regard me as a trustworthy person," the answer for British enterprise workers is 4.28, slightly higher than 4.032 for Chinese enterprise workers. Eleventh, regarding the question, "I am familiar with the content of my current job," the value of the labor force of the British enterprise is 4.88, which is close to 4.85 for the labor perception of the Chinese enterprise.

4.3 Analysis of the Relationships between Work-Related Stressors and Employees' Work Performance

4.3.1 Estimations of LISREL Structural Equation Modeling

This section employs the SPSS AMOS software for the procedural data analysis regarding work stress and task performance. The analysis primarily involves the examination of relationships between variables within the model through covariance matrices or correlation coefficient matrices. Concurrently, this employs the two-step procedure proposed by Anderson and Gerbing (1988). Initially, a Confirmatory Factor Analysis (CFA) is conducted to validate the collected data's fit to the measurement model. The CFA entails verifying whether the manifest variables designed in this study are adequately measuring the latent variables. By eliminating unsuitable measurement items, the model's fit is enhanced.

The subsequent phase involves conducting path analysis on the revised measurement model. These step measures the covariance among variables and simultaneously estimates all parameters within the model. The purpose is to validate the theoretical model constructed in this study and assess the observed data's appropriateness.

4.3.2 Estimation Results of Confirmatory Factor Analysis

Before conducting path analysis on latent variables, it is crucial to address the measurement issues of these variables. The path coefficients can be accurately estimated only when latent variables can be effectively measured. The measurement model's confirmatory factor analysis (CFA) verifies whether the collected data can precisely measure the latent variables. In this study, the measurement model encompasses seven latent variables, including idea and beliefs, needs for work, workload, role conflict, interpersonal relationship, experience and capability, and job performance. Therefore, this research conducts confirmatory factor analysis on these seven latent variables, adjusting according to various fit indices of the LISREL model. After two modifications, the final measurement model was obtained for subsequent path analysis. The detailed results of the confirmatory factor analysis are shown in the table below, followed by a description of the model modification process.

Table 4.9 Overall Outcomes of Confirmatory Factor Analysis: (Initial Measurement)

	Initial Measurement	First Modification	Second Modification	Recommended Values for LISREL
χ^2	15121.45	14298.38	13391.23	-
DF	4066	3983	3894	-
χ^2/DF	3.719	3.591	3.439	Lower than 5
RMR	0.047	0.040	0.036	Lower than 0.05
GFI	0.877	0.889	0.902	Greater than 0.9
AGFI	0.802	0.897	0.911	Greater than 0.9
NFI	0.866	0.943	0.956	Greater than 0.9
NNFI	0.858	0.902	0.924	Greater than 0.9
CFI	0.881	0.944	0.967	Greater than 0.9

Initial Measurement

In the analysis of the initial measurement model, the chi-square (χ^2) value was found to be 15121.45, with degrees of freedom (DF) equaling 196 and a sample size of 400. The p-value was less than 0.01, indicating a certain level of discrepancy between the model and the data. This discrepancy, however, is attributed to the sample size exceeding 200. Consequently, the chi-square to degrees of freedom ratio (χ^2/DF) was utilized for further analysis, revealing a value of 3.719 for the initial measurement model. According to the research by James and Tetrick (1986) and Jöreskog and Sörbom (1993), a χ^2/DF value below 5 is considered to reflect a good fit. Although other indices fell within acceptable ranges, they were not ideal, suggesting room for improvement.

Regarding the fit indices for the initial model, the Root Mean Square Residual (RMR) was 0.047, which is below the threshold of 0.05, indicating a satisfactory level of model fit in terms of residuals. However, the Goodness of Fit Index (GFI) stood at 0.877, the Adjusted Goodness of Fit Index (AGFI) at 0.802, the Normed Fit Index (NFI) at 0.866, the Non-Normed Fit Index (NNFI) at 0.858, and the Comparative Fit Index (CFI) at 0.881, all of which are below the desirable threshold of 0.9. These figures suggest that the model fit is not particularly good and necessitates improvement.

In the process of analysis, following Hatcher (1998), when any observed variable has a high residual value with other observed variables, and the Lagrange multiplier test indicates a high correlation with other latent variables, it can be considered a complex variable and should be removed to prevent interference with the results of subsequent path analysis. In the initial measurement model, we found that "My boss thinks I'm trustworthy" had the highest residual value and was highly correlated with a latent variable, which could be explained by "Interpersonal relationship," identifying it as a complex variable. After removing the observed complex variable, there were still 10 observed variables within the same construct, which should not significantly affect the original model, allowing for continued confirmatory factor analysis.

First Modification

After removing the complex variables, this study conducted a Confirmatory Factor Analysis (CFA) anew. The results from the first model modification revealed that the chi-square value remained significant, with χ^2 equaling 14298.38, indicating that discrepancies between the data and the model persisted. However, a slight reduction was observed. Moreover, the chi-square to degrees of freedom ratio (χ^2/DF) decreased to 3.591 after the modification, suggesting that the model had marginally improved and the values were within an acceptable range.

Following the initial modification of the model, the Root Mean Square Residual (RMR) was reported at 0.040, below the threshold of 0.05, indicating that this indicator continues to meet the standard criteria. However, the Goodness of Fit Index (GFI) at 0.889 and the Adjusted Goodness of Fit Index (AGFI) at 0.897 have yet to reach the ideal value above 0.9. Conversely, the Normed Fit Index (NFI) at 0.943, the Non-Normed Fit Index (NNFI), also known as the Tucker-Lewis Index (TLI) at 0.902, and the Comparative Fit Index (CFI) at 0.944 have all surpassed the recommended standards. Therefore, overall, the indicators have shown significant improvement, yet there remains room for further enhancement.

Under the first model modification, a re-examination through residuals and the Lagrange Multiplier test revealed that the observed variable, "I think it's acceptable to spend some money myself to keep the work going when needed," exhibited the highest residual value. Theoretically, "Role Conflict" could explain it, indicating that this variable is complex. Given that the facet of concepts and beliefs consists of 15 items, removing this observed variable leaves 14 manifest variables within the construct,

which does not significantly impact the original model. Therefore, this study decided to eliminate the variable and proceed with a second round of model modification.

Second Modification

This study performed another round of Confirmatory Factor Analysis (CFA) after the exclusion of complex variables. The chi-square value for the second model modification (χ^2) was recorded at 13,391.23, marking a decrease of 76.3 compared to the value obtained after the first modification. Furthermore, the chi-square to degrees of freedom ratio (χ^2/DF) was maintained at 3.439, staying within the recommended standard values.

After two rounds of modifications, the model's fit indices have significantly improved. Specifically, the Root Mean Square Residual (RMR) stands at 0.036, the Goodness of Fit Index (GFI) at 0.902, the Adjusted Goodness of Fit Index (AGFI) at 0.911, the Normed Fit Index (NFI) at 0.956, the Non-Normed Fit Index (NNFI), also known as the Tucker-Lewis Index (TLI), at 0.924, and the Comparative Fit Index (CFI) at 0.967. These values all meet or exceed the recommended standards for model fit. Thus, this phase can be considered complete, and the study will proceed with path analysis based on the results of the second modification.

Accordingly, this study employed standardized factor loadings as indicators for assessing validity, with results presented in the following table. Anderson and Gering (1988) posited that the *t*-value of manifest variables should exceed 2, demanding that their standardized factor loadings be above 0.5. According to the *t*-values in the table, all measurement variables reached significant levels, meaning they significantly differ from 0. Additionally, the standardized factor loadings of each measurement variable were more significant than or closely approached 0.5, indicating that the model, after two rounds of modifications, possesses commendable explanatory power.

Table 4.10 Analysis of Model Characteristics

Constructs and indicators	Standardized Factor Loadings	*t*-value	Composite Reliability	Variance Extracted Estimate
Concepts and Beliefs				
A1	0.774	8.732	0.779	0.498
A2	0.632	7.625		
A3	0.758	8.722		
A4	0.801	9.899		

Constructs and indicators	Standardized Factor Loadings	*t*-value	Composite Reliability	Variance Extracted Estimate
A5	0.663	7.864		
A6	0.612	7.466		
A7	0.599	7.163		
A8	0.821	9.995		
A9	0.712	8.087		
A11	0.511	5.931		
A12	0.745	8.697		
A13	0.523	6.385		
A14	0.599	6.964		
A15	0.623	7.591		
Needs for Work				
B1	0.749	8.596		
B2	0.841	10.745		
B3	0.799	9.815		
B4	0.741	8.215		
B5	0.729	7.993		
B6	0.621	7.445		
B7	0.632	7.596	0.736	0.624
B8	0.633	7.693		
B9	0.713	7.845		
B10	0.794	9.251		
B11	0.493	6.251		
B12	0.741	8.113		
B13	0.805	10.325		
B14	0.596	7.331		
Workload				
C1	0.936	10.325		
C2	0.995	11.002		
C3	0.885	9.828		
C4	0.713	7.752	0.863	0.777
C5	0.315	7.195		
C6	0.632	7.458		
C7	0.785	8.852		

Constructs and indicators	Standardized Factor Loadings	*t*-value	Composite Reliability	Variance Extracted Estimate
C8	0.841	9.685		
C9	0.596	7.385		
C10	0.784	8.658		
Role Conflict				
D1	0.599	6.895	0.799	0.571
D2	0.685	7.635		
D3	0.789	8.921		
D4	0.945	12.325		
D5	0.752	8.354		
D6	0.965	12.911		
D7	0.477	5.999		
D8	0.853	9.564		
D9	0.835	9.011		
D10	0.737	8.124		
Interpersonal relationship				
E1	0.963	14.325	0.848	0.733
E2	0.952	13.662		
E3	0.951	13.587		
E4	0.899	11.584		
E5	0.875	9.568		
E6	0.866	9.444		
E7	0.895	11.331		
E8	0.901	12.223		
E9	0.721	7.486		
E10	0.682	6.887		
E11	0.735	7.998		
E12	0.845	9.358		
E13	0.685	7.002		
E14	0.702	7.358		
Experience and capability				
M1	0.954	10.887	0.831	0.637
M2	0.852	8.436		
M3	0.953	10.586		

Constructs and indicators	Standardized Factor Loadings	*t*-value	Composite Reliability	Variance Extracted Estimate
M4	0.741	7.448		
M5	0.843	8.423		
M6	0.621	6.325		
M7	0.785	7.995		
M8	0.854	8.603		
M9	0.821	8.201		
M10	0.951	10.111		
M11	0.937	9.865		
M12	0.857	8.669		
M13	0.729	7.231		
M14	0.854	8.554		
M15	0.861	8.888		
M16	0.777	7.499		
M17	0.945	9.998		
Task Performance				
O1	0.852	9.123	0.888	0.693
O2	0.957	11.002		
O3	0.673	7.695		
O4	0.653	7.332		
O5	0.647	7.329		
O6	0.859	9.223		
O7	0.684	7.778		
O8	0.637	7.211		
O10	0.971	12.325		
O11	0.902	9.568		

Notes: A10 and O9 were deleted in the previous stage.

Moreover, the table above provides the results for the composite reliability of each construct, which aligns with the Cronbach α reliability coefficient. Foell and Larcker (1981) suggested that an α value exceeding 0.6 denotes good reliability of the constructs. The analysis results indicated that the composite reliability scores for all constructs were above 0.6, demonstrating that the reliability of the measurement variables is acceptable.

The last column of the table presents the variance extracted estimates for each construct. In this study, apart from the value for concepts and beliefs, which was slightly below 0.5, the variance extracted estimates for other latent variables exceeded 0.5. The outcome suggests that other factors influence this particular construct. However, Hatcher (1988) argued that even if one or two variance extracted estimates are slightly below 0.5, it is still considered an acceptable outcome from an overall perspective. Thus, the reliability and validity of the measurement model in this study are within acceptable ranges.

4.3.3 Questionnaire Reliability Analysis

In this study, we scrutinize the reliability of the questionnaire by employing Cronbach's α coefficient, aiming to assess the internal consistency among latent variables. The analysis excludes demographic variables but encompasses seven dimensions of latent variables, namely ideas and beliefs, needs for work, workload, role conflict, interpersonal relationships, experience and capability, and job performance. This comprehensive evaluation ensures the questionnaire's robustness in measuring the constructs of interest accurately and consistently.

Here, Cronbach's α coefficient is the primary statistical tool for this reliability analysis. A coefficient value exceeding 0.5 is generally considered acceptable for social science research, indicating sufficient internal consistency among the items of each latent variable. The reliability coefficients for the latent variable dimensions are presented in the table below, categorized under work stress, intermediate variables, and job performance.

The reliability numbers of the latent variables of the questionnaire scale are as follows. We see the Cronbach's α reliability coefficients of each facet in the model from the table below. Under the category of work stress, the facet coefficient of ideas and beliefs belonging to labor's personal characteristics is 0.7983. At the same time, the needs for work is 0.7381, the workload facet coefficient belonging to workplace environment characteristics is 0.8297, the role conflict in the workplace facet coefficient is 0.8479, and the interpersonal relationships of workers facet coefficient is 0.7712. Further, under the category of intermediate variables, the coefficient of experience and capability is 0.8803. We can also see that the coefficient of job performance, which belongs to the performance category, is 0.7979.

Table 4.11 Questionnaire Reliability Analysis for Latent Variables

Categories	Latent variables dimension	Cronbach's α
Work Stress: Labor's Personal Characteristics	Ideas and beliefs	0.8973
	Needs for work	0.7381
Work Stress: Workplace Environment Characteristics	Workload	0.8297
	Role conflict	0.8479
	Interpersonal Relationships	0.7712
Personal Intermediate variables	Experience and capability	0.8803
Performance	Job performance.	0.7979

These findings illustrate that all analyzed dimensions surpass the minimum threshold of 0.7 for Cronbach's alpha coefficient, indicative of high reliability. Specifically, the dimensions under work stress, including ideas and beliefs, needs for work, workload, role conflict, and interpersonal relationships, demonstrate substantial internal consistency. Additionally, the intermediate variables category, represented by experience and capability, and performance category, represented by work performance, exhibit commendable reliability.

The results affirm the questionnaire's reliability across all measured dimensions, with Cronbach's α coefficients well above the acceptable standard. This high level of internal consistency signifies that the questionnaire is an effective tool for the precise and stable measurement of latent variables related to work stress, intermediate variables, and performance. The consistency across items measuring the same latent variable further validates the questionnaire's suitability for academic and practical applications in studying labor dynamics and workplace environments.

The reliability analysis conducted through Cronbach's α coefficient underscores the questionnaire's robustness in accurately and consistently measuring the intended constructs. The findings advocate for the questionnaire's application in further research endeavors, providing a solid foundation for investigating the nuances of work-related stress, personal attributes, and performance outcomes.

4.4 Comparative Study of Employees' Perceptions and Behavior toward Work Stressors in Chinese and British IT Companies

4.4.1 Estimation Results of Path Analysis

We can now proceed to path analysis based on the statistical results and information mentioned above. The estimated results are summarized in the table below, which lists the standardized path coefficients, t-values, and the model's R^2 for reference. Hereafter, the causal relationships of the overall model can be observed through five key points.

Table 4.12 Overall Results for Path Analysis (Model with Mediating Variables)

Constructs	Standardized Path Coefficients	t-value	R^2
Task Performance			
Concepts and Beliefs	0.383	5.325	0.653
Needs for Work	0.539	6.369	
Workload	-0.456	-5.580	
Labor's Role Conflict	-0.144	-2.978	
Interpersonal relationship	0.226	4.551	
Experience and capability	0.499	7.396	
Concepts and Beliefs			
Needs for Work	0.449	6.991	0.264
Experience and capability	0.478	7.136	
Needs for Work			
Experience and capability	0.348	5.103	0.137
Workload			
Experience and capability	-0.782	-7.445	0.299
Role Conflict			
Experience and capability	-0.799	-7.534	0.179
Interpersonal Relationship			
Concepts and Beliefs	0.326	4.023	0.497
Workload	-0.478	-5.112	
Role Conflict	-0.552	-6.321	
Experience and capability	0.633	6.799	

The first key point concerns the factors influencing task performance. According to the table, the "Concepts and Beliefs" impact on task performance is positively significant. This indicates that workers' subjective perceptions, attitudes, or beliefs regarding their work manifest in their professional dedication, the importance of their tasks, and even their commitment or passion for their work, which positively affects job performance. The “Needs for Work” impact on task performance is also positively significant. This signifies that, objectively or passively, the attitude and actions that workers must maintain towards their work or tasks are transformed into a focus on and pursuit of job performance.

"Workload" refers to the load workers bear in their jobs, including qualitative and quantitative loads and mental and physical strains. Estimated results indicate that workload hurts job or task performance. A possible explanation is that a worker's total load is constant. When loads of different aspects, characteristics, modes, and degrees occur, ensuring or controlling that all task requirements proceed smoothly without errors often leads to competition among tasks regarding quality, effectiveness, or time. Therefore, the results imply that the higher the load, the lower the potential performance.

"Role Conflict" refers to whether workers are required to engage in activities that contradict their own cognition, or to perform work that they are unwilling or do not agree with. Analysis results indicate that the estimated coefficient for this dimension is significantly negative. A possible explanation is that it is challenging for workers to perform tasks that go against their will, morals, or principles, especially when expected to do so with both quality and efficiency.

“Interpersonal relationship” refers to the degree of difficulty workers face in the workplace due to the necessity to assume different identities for executing tasks, including interactions with superiors, colleagues, clients, and social engagements. It encompasses the stress workers are compelled to confront as a result of their job, with analysis results showing a significant negative correlation with performance. A possible explanation is that the heavier the role conflict experienced by workers, the more it signifies their difficulty in coping with, facing, or bearing the required job demands, or their unwillingness to do so. Naturally, performance will be lower in the absence of both capability and willingness.

Additionally, in this study, experience and capability serves as mediating variables. The estimated results show, as intuitively expected, that it has a positive

impact on job performance. Moreover, experience and capability also show significant effects on various sources of stress, positively affecting concepts and beliefs, the needs for work, and interpersonal relationships, while having a negative impact on workload and role conflict. To verify the mediating effect, this study also estimates a model excluding Experience and capability to serve as a control group. We can see the changes in the direction (positive or negative) and magnitude of coefficients, while employing the F-test to assess the necessity and validity of including these mediating variables. The results are presented in the following table.

Table 4.13 Overall Results for Path Analysis (Model without Mediating Variables for Comparison)

Constructs	Standardized Path Coefficients	t-value	R^2
Task Performance			
Concepts and Beliefs	0.397	6.551	0.455
Needs for Work	0.819	14.693	
Workload	-0.856	8.203	
Labor's Role Conflict	-0.436	4.115	
Interpersonal relationship	0.398	6.687	
Concepts and Beliefs			
Needs for Work	0.452	6.788	0.271
Interpersonal relationship			
Concepts and Beliefs	0.334	6.125	0.501
Workload	-0.481	6.798	
Labor's Role Conflict	-0.511	7.622	

From the table above, it is evident that, without incorporating the mediating variables, “Experience and capability”, the impact coefficients of various stress dimensions are stronger. This implies that different stresses have a more significant effect on performance. A possible explanation is that stresses inherently have a certain degree of impact on performance, either positive or negative. When mediating variables are included or controlled for, experience and capability can make the operation of work, business, or tasks more smoothly and efficiently, potentially leading to better outcomes. Consequently, the impact of stressors on performance is reduced. Under this scenario, the R^2 of the model without mediating variables significantly decreases to

0.455, compared to the R^2 of the model with mediating variables at 0.653, indicating that the model with mediating variables has higher explanatory power. Furthermore, an F-test value of 23.113 indicates the variance of residuals between the two models, conclusively validating the importance of incorporating mediating variables into the model.

Re-examining the impact pathways of other dimensions, Table 4.3.2.1 shows that "Needs for Work" is influenced by the "Concepts and Beliefs" dimension. This implies that the objective conditions workers face at work significantly affect their subjective attitudes towards work. Additionally, "Interpersonal relationship" is affected by "Concepts and Beliefs," "Workload," and "Role Conflict." This is because workers' subjective attitudes towards work, the workload they bear, and their sense of identification with the tasks they undertake inevitably manifest in their behavior towards others and in handling situations, thereby influencing workplace interpersonal relationships.

4.4.2 Estimations of Explanatory Factor Analysis

Based on the questionnaire results above, we used the principal component analysis method to extract and aggregate the resources in the question items. The results are summarized in Table 4.2.6.1. There are several vital points in this table. First, the KMO values are about 0.6-0.8 or above. The result means that there is indeed a considerable degree of principal component correlation between the items in each dimension. Second, the values of Bartlett's test are all statistically significant. They indicate that the principal component variables have certain due reliability and validity. Next is the comparison of the differences in various aspects. In the table, for the variable "Ideas and belief," the British enterprise labor is 0.53, which is lower than 0.69 for the Chinese enterprise labor. It indicates that Chinese enterprise labor has higher cognition and involvement. From the perspective of "Needs for work," the value of labor needs for work in Chinese companies is 0.78, which is higher than 0.54 in British companies. The "Workload" shows that the workload level of Chinese corporate workers is 0.82, almost twice that of British corporate workers, which is 0.43. In addition, "Role conflict" also shows the pressure on Chinese enterprise workers, with a value of 0.70, which is just twice as high as 0.35 for British enterprise workers. Regarding "Experience and capability," the value for China is 0.80, insignificantly different from the British value of 0.78. Meanwhile, the British job performance at 0.78 is also not different from that of the Chinese, which stands at 0.77.

Table 4.14 Factor Analysis Results of the Latent Variables

Variables	Constructs		ANOVA Test	KMO Test	Bartlett's Test
	British	China			
Labor's ideas and belief	0.53 (0.23)	0.69 (0.31)	6.7841***	0.74	1731.32***
Labor needs for work	0.54 (0.13)	0.78 (0.11)	11.5463***	0.68	352.45***
Workload of workers	0.43 (0.21)	0.82 (0.23)	34.5213**	0.67	138.35***
Labor's role conflict in the workplace	0.35 (0.33)	0.70 (0.19)	6.2359***	0.82	78.34***
Interpersonal relationships of workers	0.61 (0.25)	0.60 (0.22)	0.0568	0.78	625.41***
Experience and capability	0.78 (0.19)	0.80 (0.18)	3.1546	0.71	194.38***
Job performance	0.78 (0.24)	0.77 (0.14)	2.1463	0.74	99.89***

Notes: ***, **, and * represents statistical significance at 1%, 5% and 10% level, respectively. Parentheses in the table are standard deviations, all values are presented to 2-digit significance.

4.5 Summary and Comments on the Results of Research Hypotheses

Following the research method and model setting along with the questionnaire design and subsequent statistical analyses and tests, the fundamental hypotheses of this study have been comprehensively validated. We systematically list and organize the results one by one.

For Hypothesis 1, this empirical study supports and confirms the results that "Employees' perception of ideas and beliefs positively affects their task performances through the mediating effect of work stressors." For Hypothesis 2, this empirical study

supports and confirms the results that "Employees' need for work positively affects their task performances through the mediating effect of work stressors. For Hypothesis 3, this empirical study supports and confirms that "Employees' workload negatively affects their task performances through the mediating effect of work stressors. For Hypothesis 4, this empirical study supports and confirms the results that "Employees' workplace role conflict negatively affects their task performances through the mediating effect of work stressors. For Hypothesis 5, this empirical study partially supports the hypothesis. We thus rewrite it as that "Employees' perceptions on workplace relationship positively affects their task performances through the mediating effect of work stressors" For Hypothesis 6, this empirical study partially supports the hypothesis. We thus rewrite it as that "Employee's personal work stressors affect their task performance through the mediating effect of career experience and competence." For Hypothesis 7, this empirical study partially supports the hypothesis. We thus rewrite it as that "Employee's work environment stressors affect their task performance through the mediating effect of career experience and competence."

The hypothesis H1 of this study posits, "Employees' perception of ideas and beliefs positively affects their task performances through the mediating effect of work stressors." This hypothesis encompasses two distinct aspects. The first aspect addresses the work stress caused by the 'ideas and beliefs' stressor affecting job performance and the impact. Theoretically, when laborers' ideas and beliefs are perceived as sources of work stress, they might positively and negatively impact job performance. Empirically, the confirmatory factor analysis of this study predominantly indicates a significant positive outcome, suggesting that the positive effects outweigh the negative ones. The potential reasons for positive impacts include three main factors: stimulation of motivation and engagement, enhancement of innovation and problem-solving capabilities, and promotion of personal growth and development. Conversely, the possible reasons for negative impacts also span three main areas: psychological health issues, reduced work efficiency, and detrimental effects on team cooperation.

We discuss the reasons of the positive impact first. About the motivation and engagement, a work environment aligned with an individual's ideas and beliefs can enhance employee motivation and engagement. When employees feel that their work is meaningful and aligns with their values, they are likelier to exhibit higher work enthusiasm and better task performance. In enhancing innovation and problem-solving abilities, stress that aligns with personal beliefs when facing challenges can encourage employees to seek innovative solutions and strengthen their problem-solving skills.

This type of stress can motivate employees to think beyond conventional methods and explore new working methods. As for promoting personal growth and development, reasonable work stress can be viewed as an opportunity for personal growth and career advancement. By confronting and managing work stress related to their ideas and beliefs, employees can learn new skills, improve their self-efficacy, and enhance their ability to adapt to new environments and challenges.

Regarding the negative impacts, in terms of psychological health issues, a work environment that is inconsistent with an individual's ideas and beliefs can lead to psychological health problems, such as anxiety, depression, and occupational burnout, when work stress exceeds an employee's coping capacity. This, in turn, negatively affects job performance. As for reduced work efficiency, sustained work stress can deplete employees' energy and resources, leading to diminished concentration, decreased job satisfaction, and lowered work efficiency. Remaining in this state over the long term may result in a continuous decline in job performance. Concerning the impact on team cooperation, if work stress leads to emotional fluctuations or a hostile work attitude among employees, this could adversely affect team communication and collaboration, subsequently impacting the overall job performance and work atmosphere.

The second aspect addresses the difference in the degree of this stressor between the East and the West. Through the questionnaire of this study, explanatory factor analysis, and difference testing, empirical findings show that the result in the East is significantly higher than that in the West. The primary reasons may include cultural values and work ethic, societal expectations, and educational and professional conditioning aspects. Eastern cultures often emphasize collectivism, where the needs and goals of the group are prioritized over individual desires. This cultural perspective fosters a strong sense of duty, loyalty, and commitment to one's work and organization, possibly leading to a higher level of personal investment in work-related ideas and beliefs.

Further, in many Eastern societies, there is a significant emphasis on hard work, perseverance, and enduring hardship as virtues. These societal expectations can influence laborers to internalize work stress as a necessary aspect of achieving success and fulfilling societal and familial obligations. Moreover, the educational systems in many Eastern countries often stress the importance of academic and professional success. This conditioning from an early age might lead individuals to develop strong ideas and beliefs about the significance of work, further affecting how they perceive

and react to work-related stress. These factors collectively contribute to the higher values observed in the East regarding laborers' ideas and beliefs about work, reflecting the complex interplay between cultural, societal, and educational systems dimensions in shaping work attitudes and perceptions.

Hypothesis H2 of this study posits, "Employees' need for work positively affects their task performances through the mediating effect of work stressors." This hypothesis encompasses two distinct aspects. The first aspect addresses the work stress caused by the' needs for work 'stressor for workers, affecting job performance and its impact. Theoretically, when laborers' needs for work is perceived as sources of work stress, it might positively and negatively impact job performance. Empirically, the confirmatory factor analysis of this study predominantly indicates a significant positive outcome, suggesting that the positive effects outweigh the negative ones. The potential reasons for positive impacts include three main factors: motivation and engagement, enhanced skill development, and increased focus and productivity. Conversely, the possible reasons for negative impacts also span three main areas: burnout and mental health issues, decreased quality of work, impaired work-life balance, and interpersonal conflicts.

We discuss the reasons for the positive impact first. Regarding motivation and engagement, when employees perceive their work needs as challenging yet achievable, it can stimulate motivation and engagement. This perception can push them to stretch their abilities and achieve higher performance levels, seeing challenges as opportunities for growth. For enhanced skill development, facing work stress that aligns with their needs and aspirations can encourage employees to develop new skills or improve existing ones. This proactive approach to meeting work demands can enhance job performance as employees become more competent and versatile. As for increased focus and productivity, the stress from trying to fulfill work needs can heighten focus and drive productivity. Employees may prioritize tasks more effectively, manage their time efficiently, and achieve higher output to meet these needs.

Regarding the negative impacts, in burnout and mental health issues, excessive stress from trying to satisfy work needs can lead to burnout, characterized by emotional exhaustion, cynicism, and a sense of reduced personal accomplishment. This state can drastically diminish an employee's capacity to perform effectively. For decreased quality of work, when the stress from laborers' needs becomes overwhelming, the quality of work may suffer. Employees might rush tasks, pay less attention to detail, or make more errors, negatively affecting overall job performance. In impaired work-life

balance, striving to meet work needs under stress can infringe on personal time, leading to an imbalanced work-life balance. This imbalance can decrease job satisfaction and morale, impairing job performance as employees struggle to manage their professional and personal lives. As for interpersonal conflicts, high-stress levels related to meeting work needs can also strain colleague relationships. Stress can make individuals more irritable or less cooperative, potentially leading to conflicts that disrupt teamwork and negatively impact job performance.

The second aspect addresses the difference in the degree of this stressor between the East and the West. Through the questionnaire of this study, explanatory factor analysis, and difference testing, empirical findings show that the result in the East is significantly higher than in the West. The result may be due to several interrelated cultural, social, and economic reasons. We know that Eastern cultures often strongly emphasize diligence, perseverance, and loyalty to one's family and company. The Confucian ethic, which is influential in many Eastern societies, stresses hard work and dedication as virtues, leading individuals to place a high value on work as part of their moral and social obligations. Further, many Eastern countries' highly competitive education systems instill a sense of rivalry from a young age. Success in one's career is often seen as a direct reflection of personal worth and family honor. It drives individuals to prioritize work and its demands to achieve societal recognition and personal success. Additionally, in many Eastern economies, rapid industrialization and changes in the labor market have created environments where job security is a significant concern. The fear of unemployment or underemployment can motivate workers to demonstrate a higher commitment and willingness to meet work needs, often accepting heavier workloads and longer hours.

Furthermore, unlike the individualistic orientation prevalent in the West, Eastern societies are more collectivist. This means that individuals often perceive their roles within the context of group objectives and societal expectations. Fulfilling work needs is not just seen as personal achievement but as contributing to the welfare of the larger community, including family and company. Moreover, the concept of work-life balance may differ significantly between Eastern and Western cultures. In the East, there is often a greater acceptance of work dominating life, with personal needs and leisure activities taking a backseat to work obligations. This cultural norm further elevates the perceived needs for work among laborers. Finally, Hierarchical and paternalistic management practices standard in many Eastern workplaces can reinforce the high need for work. Employees may feel a strong sense of duty to meet the

expectations of their superiors and the organization, often going beyond their limits to fulfill work requirements. These factors collectively contribute to the heightened need for work observed in Eastern workplaces, reflecting a complex interplay of cultural norms, economic conditions, societal expectations, and organizational practices.

Hypothesis H3 of this study posits, "Employees' workload negatively affects their task performances through the mediating effect of work stressors." This hypothesis encompasses two distinct aspects. The first aspect addresses the work stress caused by the 'workload' stressor for workers, affecting job performance and its impact. Theoretically, when worker workload is perceived as sources of work stress, it might positively and negatively impact job performance. Empirically, the confirmatory factor analysis of this study predominantly indicates a significant negative outcome, suggesting that the adverse effects outweigh the positive ones. The potential reasons for positive impacts include three main factors: increased efficiency and time management, enhanced problem-solving skills, and growth and development. Conversely, the possible reasons for negative impacts also span three main areas: burnout and stress, decreased quality of work, and poor work-life balance.

We discuss the reasons for the positive impact first. Regarding increased efficiency and time management, a high workload can push workers to improve their time management and efficiency. Faced with the pressure to meet deadlines and manage multiple tasks, employees may develop better planning and prioritization skills, improving job performance. In enhanced problem-solving skills, the challenges associated with a high workload can stimulate creative problem-solving and innovative thinking. Workers might find new, more effective ways to accomplish tasks, enhancing their ability to handle future challenges. As for growth and development, a demanding workload can catalyze personal and professional growth. Employees are compelled to learn new skills, adapt to new situations, and overcome obstacles, contributing to their overall development and potential for advancement.

Regarding the negative impacts, in terms of burnout and stress, consistently high workloads can lead to burnout, characterized by physical and emotional exhaustion. This diminishes an employee's ability to perform effectively, impacting job performance negatively. About decreased quality of work, when workers are overloaded, the quality of their work may suffer. The rush to complete tasks can lead to mistakes, oversights, and a decline in the quality of work produced. As for poor work-life balance, a high workload can encroach upon personal time, leading to an imbalanced work-life balance. This imbalance can result in decreased job satisfaction,

lower morale, and reduced productivity as employees struggle to manage work and personal life demands.

The second aspect addresses the difference in the degree of this stressor between the East and the West. Through the questionnaire of this study, explanatory factor analysis, and difference testing, empirical findings show that the result in the East is significantly higher than that in the West. In Eastern workplaces, the workload of workers is often higher than in the West due to competitive job markets, management styles, and work-life balance perception. To the competitive job markets, the job markets in many Eastern countries are highly competitive, with a large number of workers vying for limited positions. This competition can lead employees to accept heavier workloads to secure their jobs or advance their careers. In management styles, hierarchical and authoritative management styles are more common in the East. These styles often result in top-down decision-making, where employees have less autonomy over their workloads and are expected to comply without objection to the demands of their superiors. As for work-life balance perception, the concept of work-life balance may be perceived differently in the East, with a greater acceptance of work encroaching on personal life. This cultural acceptance can make it more common for employees to endure higher workloads without seeking a balance between work and personal time.

Hypothesis H4 of this study posits, "Employees' workplace role conflict negatively affects their task performances through the mediating effect of work stressors." This hypothesis encompasses two distinct aspects. The first aspect addresses the work stress caused by the 'conflict of roles' encountered by workers, affecting job performance and its impact. Theoretically, when worker workload is perceived as a source of work stress, it might positively and negatively impact job performance. Empirically, the confirmatory factor analysis of this study predominantly indicates a significant negative outcome, suggesting that the adverse effects outweigh the positive ones. The potential reasons for positive impacts include three main factors: Enhanced problem-solving skills, improved time management and prioritization, increased flexibility and adaptability, and personal growth and development. Conversely, the possible reasons for negative impacts also span three main areas: stress and burnout, decreased job satisfaction, impaired decision-making, and interpersonal conflicts.

We discuss the reasons for the positive impact first. Regarding enhanced problem-solving skills, role conflict can force employees to develop and hone their problem-solving skills as they navigate conflicting demands. This can lead to more creative solutions and innovative approaches to work tasks, ultimately enhancing job

performance. For improved time management and prioritization, dealing with role conflict often requires workers to prioritize tasks more effectively and manage their time efficiently. This can result in better organization and productivity, contributing positively to job performance. For increased flexibility and adaptability, regular exposure to role conflict can improve a worker's flexibility and adaptability, valuable traits in today's fast-paced work environments. Employees learn to adjust quickly to changing circumstances, which can positively affect their overall job performance. As for personal growth and development, successfully managing role conflict can lead to personal growth, as employees learn more about their capabilities and limitations. This can increase self-confidence and job satisfaction, which are positively correlated with job performance.

Regarding the negative impacts, in terms of stress and burnout, chronic role conflict can lead to high levels of stress and eventually burnout, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment. This state can severely impair an employee's ability to perform their job effectively. To decreased job satisfaction, persistent role conflict can diminish job satisfaction, as employees may feel overwhelmed and unsupported. Lower job satisfaction is often associated with reduced motivation and productivity, negatively impacting job performance. For impaired decision-making, role conflict can create uncertainty and confusion, impairing employees' decision-making abilities. The stress from trying to reconcile conflicting demands can lead to poor choices, mistakes, and lower overall job performance. About interpersonal conflicts, role conflict can also strain relationships with colleagues and superiors, especially if the conflicting demands involve different individuals or departments. This can lead to a toxic work environment, further decreasing job performance.

The second aspect addresses the difference in the degree of this stressor between the East and the West. Through the questionnaire of this study, explanatory factor analysis, and difference testing, empirical findings show that the result in the East is significantly higher than in the West. In Eastern workplaces, the conflict of roles encountered by workers tends to be higher than in the West due to a combination of high power distance, collectivist culture, role ambiguity, work-life integration, Confucian ethics, competitive work environments, and less flexibility in role definitions. In high power distance, many eastern cultures have a high power distance, meaning there is a significant acceptance of unequal power distribution within organizations and society. This can lead to situations where workers are assigned

multiple roles by superiors without considering the potential for conflict, as questioning or refusing additional roles may be culturally frowned upon. In collectivist culture, Eastern societies often prioritize the group over the individual, rooted in collectivist values. Workers may find themselves caught between conflicting roles as they strive to meet the expectations of different group members, whether these are family, colleagues, or social connections, without disappointing anyone.

For role ambiguity, the emphasis on hierarchical and group harmony in Eastern cultures can sometimes lead to role ambiguity. Workers might be expected to fulfill roles that are not clearly defined, leading to confusion and conflict as they try to navigate their responsibilities to various stakeholders. As for work-life integration, unlike the more distinct separation of work and personal life in Western cultures, Eastern cultures often see a higher integration of the two. This can result in role conflicts as workers balance traditional familial obligations with modern professional demands, especially in rapidly developing economies. About Confucian ethics, in cultures influenced by Confucianism, there is a strong emphasis on duty, hierarchy, and filial piety. These principles can create conflicts for workers as they try to reconcile their professional roles with their roles in the family and society, often leading to a higher incidence of role conflict. Moreover, in competitive Work Environments, the highly competitive nature of work in many Eastern countries, coupled with the fear of job loss and societal pressure to succeed, can exacerbate role conflict. Workers may feel compelled to assume multiple roles or responsibilities to secure their positions or advance their careers, leading to stress and conflict.

Finally, for less flexibility in role definitions, organizational structures in Eastern workplaces may be more rigid, with less flexibility in role definitions and responsibilities. This rigidity can make it challenging for workers to navigate conflicting demands, as there is less room for negotiation or adaptation of roles. These factors, deeply rooted in the cultural, societal, and organizational fabric of Eastern workplaces, contribute to the higher incidence of role conflict experienced by workers compared to their Western counterparts.

Hypothesis H5 of this study posits, "Employees' perceptions on workplace relationship positively affects their task performances through the mediating effect of work stressors." This hypothesis encompasses two distinct aspects. The first aspect addresses the work stress caused by the laborer's' 'interpersonal relationship' in the workplace environment stressor affecting job performance and the impact. Theoretically, when laborers' interpersonal relationships are perceived as sources of

work stress, they might positively and negatively impact job performance. Empirically, the confirmatory factor analysis of this study predominantly indicates a significant positive outcome, suggesting that the positive effects outweigh the negative ones. The potential reasons for positive impacts include four main factors, including enhanced communication skills, stronger team bonds, increased emotional intelligence, and motivation for personal development. Conversely, the possible reasons for negative impacts also span four main areas, including burnout and emotional exhaustion, distraction and reduced focus, decreased collaboration and teamwork, and increased turnover.

We discuss the reasons for the positive impact first. For enhanced communication skills, interpersonal stress can motivate individuals to improve their communication skills to navigate and resolve conflicts more effectively. This improvement can positively impact job performance by fostering better teamwork and collaboration. For stronger team bonds, successfully managing interpersonal stress can lead to stronger relationships among team members. Overcoming challenges together can build trust and camaraderie, enhancing the team's overall performance. For increased emotional intelligence, dealing with interpersonal stress often requires understanding and managing one's emotions and empathizing with others. This process can increase emotional intelligence, leading to better decision-making, leadership, and conflict-resolution skills, which are beneficial for job performance. As for motivation for personal development, the stress from navigating complex interpersonal relationships can catalyze personal growth. Employees may seek training or mentorship to develop skills that help them manage relationships more effectively, indirectly boosting job performance.

Regarding the negative impacts, in terms of burnout and emotional exhaustion, continuous stress from poor interpersonal relationships can lead to burnout, characterized by emotional exhaustion. This state can significantly impair an individual's ability to perform their job effectively, reducing productivity and job satisfaction. For distraction and reduced focus, Interpersonal conflicts can be a significant source of distraction, consuming mental and emotional energy that could otherwise be directed toward productive work. This distraction can decrease focus and reduce the quality and quantity of work output. For decreased collaboration and teamwork, tensions and unresolved conflicts between coworkers can undermine teamwork and collaboration. When team members are unable or unwilling to work together effectively, it can negatively impact collective job performance and project

outcomes. As for increased turnover, persistent interpersonal stress can lead to dissatisfaction and disengagement, prompting employees to seek employment elsewhere. High turnover rates can disrupt workflow, reduce team cohesion, and necessitate the costly process of recruiting and training new employees.

The second aspect addresses the difference in the degree of this stressor between the East and the West. Through the questionnaire of this study, explanatory factor analysis, and difference testing, empirical findings show that the result in the East is similar to that in the West. The primary reasons may include globalization and cultural convergence, similar organizational structures, technology and communication tools, diverse workforces, professionalism and workplace norms, shared challenges of modern work environments, and psychological universality. For globalization and cultural Convergence, the global integration of markets and international collaboration has led to more homogeneous workplace cultures, especially in multinational corporations. This convergence dilutes stark differences in how interpersonal relationships impact work stress across different cultures. For similar organizational structures, many organizations, regardless of being in the East or the West, adopt similar hierarchical structures and managerial practices. These similarities can result in comparable dynamics in interpersonal relationships, leading to similar stress levels related to these interactions. For technology and communication tools, the widespread use of digital communication tools has transformed workplace interactions, creating new platforms for both collaboration and conflict. The universal nature of these tools and the challenges they present, such as miscommunication and digital misinterpretations, contribute to similar stress levels across cultures.

Moreover, for diverse workforces, workplaces worldwide are becoming increasingly diverse, with teams comprising individuals from various cultural backgrounds. This diversity can standardize the experience of interpersonal stress as employees navigate cross-cultural communication and relationship-building. For professionalism and workplace norms, the global emphasis on professionalism and established workplace norms provide a common framework for interpersonal interactions. These norms help mitigate extreme variations in how interpersonal relationships impact work stress, as there is a general understanding of acceptable behavior in professional settings. For shared challenges of modern work environments, employees worldwide face similar challenges, such as balancing work-life demands, dealing with job insecurity, and navigating career progression. These shared experiences can lead to commonalities in stress sources, including those stemming from

interpersonal relationships, overshadowing cultural differences. As for psychological universality, fundamental aspects of human psychology and social interaction are universal. The basic human need for belonging and esteem and the effects of social support or conflict on well-being are consistent across cultures, leading to similar impacts of interpersonal relationships on work stress. These factors contribute to the observed lack of significant differences in stress arising from interpersonal relationships in the workplace between Eastern and Western cultures, highlighting the global nature of work-related stressors.

Hypothesis H6 of this study posits, "Employee’s personal work stressors affect their task performance through the mediating effect of career experience and competence." This hypothesis encompasses three distinct aspects. The first aspect addresses the effect of laborers' 'experience and capability' on job performance. Theoretically, the laborers' experience and capability should positively impact job performance. Empirically, the confirmatory factor analysis of this study predominantly indicates a significant positive outcome consistent with the research intuition. There are at least eight reasons, including skill proficiency, problem-solving capabilities, confidence and decision-making, adaptability, efficiency, innovation and creativity, teamwork and leadership, and customer satisfaction. For skill proficiency, experience and capability enhance a worker's proficiency in their tasks. Skilled workers are more adept at performing their duties efficiently and effectively, leading to higher-quality output and greater productivity. For problem-solving capabilities, with experience comes a better understanding of the nuances of the job and the ability to anticipate and solve problems before they escalate. Experienced workers can apply their knowledge to navigate challenges more smoothly, minimizing disruptions to workflow. For confidence and decision-making, experience and capability contribute to a worker's confidence in their role, which in turn improves their decision-making skills. Confident workers are likelier to take initiative and make informed decisions that positively impact job performance.

Hypothesis H7 of this study posits, "Employee’s work environment stressors affect their task performance through the mediating effect of career experience and competence." The reason is because of four sources. The first is accumulation of Career Experience. Stressors in the work environment (such as high workloads, unclear roles, lack of support, etc.) can affect the speed and quality of employees' career experience accumulation. For example, a high-stress environment may make it difficult for employees to focus on learning and growth, thereby reducing their career experience

accumulation. The second is development of competence. Stressors can also hinder the development of employees' skills and abilities. In a high-stress environment, employees may not receive the necessary training and development opportunities, or they may struggle to effectively apply and enhance their skills and knowledge under pressure. The third is mental and physical health. Continuous work stress can impact employees' mental and physical health, leading to fatigue, anxiety, and burnout. These negative effects can weaken employees' abilities and performance, thereby affecting their task completion. The fourth is work motivation and satisfaction. A high-pressure work environment may reduce employees' work motivation and satisfaction, leading to a lack of enthusiasm and commitment to their work. This situation can further impact their task performance. In summary, stressors in the work environment indirectly affect employees' task performance by weakening their career experience and competence. Therefore, managers need to pay attention to the stressors in the work environment, provide support and resources, and help employees cope with stress to improve overall task performance.

Summarizing from the above, this study answer the Hypothesis H8 of this study, which posits that “British employees and Chinese Employees of IT companies are different in their perception toward work stressors.” From the empirical work we confirm that the two employee groups from are different in their perception toward work stressors in terms of the sources of stressors from labor’s ideas and belief, labor’s needs for work, workload of workers and labor’s role conflict in the workplace. Nonetheless, the empirical results indicates that the differences are not significant in terms of interpersonal relationship of workers, experience and capability and job performance. The table below summarizes the empirical results of each hypothesis in this study.

Table 4.15 Summary of the empirical result for the hypotheses

Hypothesis		Result
H1	Employees' perception of ideas and beliefs positively affects their task performances through the mediating effect of work stressors.	Supported and confirmed
H2	Employees' need for work positively affects their task performances through the mediating effect of work stressors.	Supported and confirmed
H3	Employees' workload negatively affects their task performances through the mediating effect of work stressors.	Supported and confirmed

Hypothesis		Result
H4	Employees' workplace role conflict negatively affects their task performances through the mediating effect of work stressors.	Supported and confirmed
H5	Employees' perceptions on workplace relationship positively affects their task performances through the mediating effect of work stressors.	Partially supported
H6	Employees' personal work stressors affect their task performance through the mediating effect of career experience and competence.	Partially supported
H7	Employees' work environment stressors affect their task performance through the mediating effect of career experience and competence.	Partially supported
H8	British employees and Chinese employees of IT companies are different in their perception toward work stressors.	Supported and confirmed

CHAPTER 5
CONCLUSION AND IMPLICATIONS

5.1 Concluding Remarks

This paper aims to explore the impact of work stress on job performance with three research objectives. The first is to investigate how diverse stressors, including personal characteristics of labor and the workplace environment, influence job performance and identify the specific directions and magnitudes of these effects. The second asks whether the worker's inherent experience and capability amplify or diminish the effects of stressors on job performance and whether they augment, reduce, or alter the direction of these effects. The third examines how the characteristics related to work stress compare in the context of articulating Eastern and Western values. Based on the research objectives, this study conducts a literature review, proposes eight hypotheses, and then empirically tests and explains these hypotheses, each explained in detail below.

Based on the finding on adaptability, workers with a broad range of experiences and abilities are generally more adaptable. They can quickly adjust to new situations, technologies, and processes, making them valuable assets in dynamic work environments. For efficiency, experienced and skilled workers know how to manage their time and resources effectively. They can accomplish tasks faster and with fewer errors, increasing overall efficiency. For innovation and creativity, workers with a high level of ability and experience are often more creative and innovative. They have the confidence and knowledge to experiment with new ideas and approaches, leading to improvements and advancements in their work. For teamwork and leadership, experience can also enhance a worker's ability to work in a team and lead others. Experienced workers can mentor less experienced colleagues, improving the team's overall performance. As for customer satisfaction, in roles that involve interacting with customers, the experience and capability of workers can lead to better customer service, understanding of customer needs, and the ability to resolve issues effectively, thereby improving customer satisfaction and loyalty. In summary, the experience and capability of laborers directly contribute to enhanced job performance through improved efficiency, problem-solving, decision-making, adaptability, and innovation. These factors benefit the individual worker and contribute to the organization's success and competitiveness.

The second aspect addresses the effect of laborers' 'experience and capability' on work stressors. Theoretically, the laborers' experience and capability could depress work stress. Empirically, the confirmatory factor analysis of this study predominantly indicates significant negative results on the five work stressors. There are at least eight possible reasons, including increased competence, effective problem-solving, efficient time management, adaptability to change, enhanced decision-making, resilience, social support networks, and knowledge of stress management techniques. For increased competence, experience and skill proficiency make workers more competent in their roles. This competence helps reduce the uncertainty and anxiety associated with task performance, as workers feel more confident handling job responsibilities effectively. For effective problem-solving, with more excellent problem-solving capabilities, experienced workers can anticipate and address potential issues proactively, reducing the likelihood of stress caused by unexpected problems or last-minute crises. For efficient time management, skilled and experienced workers are often better at managing their time. They can prioritize tasks effectively, avoid procrastination, and ensure work is completed within deadlines, which can significantly lower stress levels. For adaptability to change, workers with a broad range of experiences and abilities are generally more adaptable to changes in the workplace, whether it is a new technology, process, or organizational structure. This flexibility can reduce stress associated with change and the unknown.

Moreover, for enhanced decision-making, the confidence that comes with experience and skill allows workers to make decisions more quickly and with greater assurance. This decisiveness can reduce stress by minimizing second-guessing and the anxiety of making wrong choices. For resilience, experience often builds resilience, as workers have likely faced and overcome challenges in the past. This resilience can help them manage stress better, viewing challenges as solvable problems rather than insurmountable obstacles. For social support networks, experienced workers tend to have more extensive professional networks and better relationships with colleagues. These networks can provide social support, advice, and assistance, crucial for reducing work-related stress. As for knowledge of stress management techniques, with experience comes knowledge, including understanding effective stress management techniques. Experienced workers might be more aware of how to maintain a work-life balance, recognize the signs of stress early, and use strategies to manage stress before it becomes overwhelming. By fostering a sense of competence, enhancing problem-solving abilities, improving adaptability, and supporting efficient decision-making, experience and capability are significant buffers against work stress. Organizations can

further support their workers by recognizing the value of these attributes and providing opportunities for ongoing skill development and experience acquisition. Finally, the third aspect addresses the difference in workers' experience and capability between the West and the East. Through the questionnaire of this study, explanatory factor analysis, and difference testing, empirical findings show that the result in the East is similar to that in the West, different from the initial hypothesis.

5.2 Practical Recommendations and Policy Implications

Based on the validated hypotheses from this empirical study, the following practical recommendations and policy implications are proposed to enhance job performance and manage work stress across different cultural contexts. The first is to Enhance Awareness and Management of Cultural Differences in Work Stress. Organizations should recognize the cultural nuances in how work stressors such as ideas, beliefs, needs for work, workload, and role conflict are perceived and impact job performance. Training programs that sensitize management and employees to these differences can help tailor culturally informed stress management strategies.

The second is to Promote Positive Work Stress Factors. For stressors that have been found to positively influence job performance, such as ideas and beliefs, and needs for work, organizations should consider strategies that align work roles and tasks with employees' values and aspirations. This alignment can be particularly beneficial in Eastern contexts, where these stressors have a more significant positive impact on performance. The third is to Implement Stress Reduction Programs. Given that workload and role conflict negatively impact job performance, organizations should introduce stress reduction programs, especially in the East. These programs could include workload management plans, precise role definitions, and conflict resolution mechanisms to mitigate the adverse effects of these stressors.

The Fourth is to foster interpersonal relationships. The study indicates that interpersonal relationships in the workplace positively impact job performance, and this effect is consistent across cultures. Therefore, organizations should foster a supportive work environment that encourages positive employee interactions through team-building activities and open communication channels. The fifth is to Leverage Employee Experience and Capability. The experience and capability of workers not only enhance job performance but also have a stress-reducing effect. Organizations should leverage this by providing opportunities for skill development and career

progression that match the individual's capabilities and experience levels. This approach can be universally applied, given the similar impact observed in Western and Eastern contexts.

About the Policy Implications of this study, policymakers should consider developing guidelines and regulations that encourage organizations to adopt culturally sensitive stress management practices. This could involve incentives for companies to implement effective stress reduction and employee development programs. Also, fostering international collaborations to share best practices in managing work stress in culturally diverse environments could help create healthier global workplaces.

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APPENDIX

The questionnaire of this study

Bang-wa, Siam University
Graduate School of Management
38 Pet kaser Rd.,
Phasi-charoen, Bangkok, 10160

Subject: Request for Data Collection via Questionnaire Distribution

To Whom It May Concern,

Mrs. Guanglei Lu Student ID #6119202003, a doctoral student of the Graduate School of Management, Siam University (Mobile Phone No. +6699-796-9918 and email: guanglei.lu@gmail.com) is currently working on the Ph.D. Dissertation entitle: “Work-related stressors and work performance: A comparative study between Chinese and British it companies” under the supervision of Assistant Professor Dr. Chaiyanant Panyasiri.

In this regard, the Graduate School of Management would like to request for you cooperation by corresponding the attached questionnaire form. The completion of this questionnaire form will allow Mrs. Lu to further proceed on her research with data accuracy and overall quality. Your kind assistance is fully appreciated.

Best Regards,
Telephone +6699-796-9918
E-mail: guanglei.lu@gmail.com

Work-related stressors and work performance:
A comparative study between Chinese and British it companies

To Questionnaire Respondent,

This questionnaire is divided into 4 parts. The first part deals with items about demographic information. The second part focuses on items about work stressors information. The third part involves items about personal mediating information. The fourth part deals with items about Job Performance information. All the information you have shared with the researcher today will be for the use of this study and for academic purposes only. The personal information will be kept confidential, including the company names you affiliate. The use of other information you provide will be for the purpose of developing the education innovation system in any participating private university.

I would like to thank you for your respond, if you shall need further information or there is anything we can do to assist you to complete or improve this questionnaire, please do not hesitate to contact me.

Mrs. Guanglei Lu, Ph.D. Student
Siam University

<u>Part 1</u> Items about demographic information.
Please choose with √ in □ or fill information in the blank.

1. Your age: _____ years old
2. Your gender:
   ☐ Male; ☐ Female
3. Range of yearly income:
   ☐ Under 30,000 USD; ☐ 30,001~60,000 USD;
   ☐ 60,001~90,000 USD; ☐ 90,001~120,000 USD;
   ☐ 120,001~150,000 USD; ☐ 150,001~180,000 USD;
   ☐ Above 150,001 USD
4. Job levels:
   ☐ Management level; ☐ Non-management level
5. Job categories:
   ☐ Administration; ☐ Business;
   ☐ Technical; ☐ Others
6. Education:
   ☐ High school and below; ☐ Associate Degree;
   ☐ Bachelor; ☐ Master; ☐ Ph.D.
7. Seniority in the workplace: _____ years
8. Seniority in the current job: _____ years
9. Have specialized skills?
   ☐ Yes; ☐ No
10. Household wealth level:
    ☐ Poor; ☐ Well-off; ☐ Rich
11. Marital Status:
    ☐ Married; ☐ Unmarried
12. Number of children raised: _____ persons
13. Nationality:
    ☐ British; ☐ Chinese
14. I think my work stress is high:
    ☐ Yes; ☐ No

<u>Part 2</u> Items about work stressors information

Please choose with √ in ☐

The questionnaire used Likert scale, ranging from 1 to 5, in which 1 = strongly disagree, 3 = neutral, 5 = strongly agree.

Item	Questions	Alternative Answer				
		1	2	3	4	5
Category A: Labor's Personal Characteristics - Concepts and Beliefs						
A1.	I think work is the way to achieve self-worth for me.					
A2.	I think that even if a task assigned by the boss exceeds the scope of my job, I still should fully accomplish it.					
A3.	I think I should do my best to doing job well, even if I have to work overtime.					
A4.	I think the most important achievement in life comes from accomplishment in the workplace.					
A5.	When the nature of the work or the load is too heavy, it should be overcome by oneself, with no need to report to the boss.					
A6.	I think when the work cannot be done in time, I will find another time to do it, even if there is no overtime pay.					
A7.	I feel guilty for not participating in after-hours work, boss, or company party.					
A8.	I think that although it is my right to ask for leave, but I still feel guilty, no matter what kind of leave.					
A9.	I think it's my right to leave work on time, but I still feel guilty for whatever reason.					
A10.	I think it's acceptable to spend some money myself to keep the work going when needed.					
A11.	I am often worrying or thinking about work after working hours.					
A12.	Even if I am wealthy enough to retire, I will still work until I retire.					

Item	Questions	Alternative Answer				
		1	2	3	4	5
A13.	I will continue to work if there is a need in the workplace, even if I retire.					
A14.	I think that if I leave, this workplace will experience considerable difficulties.					
A15.	I think it's important to ensure the work goes well, even at the expense of dignity.					
Category B: Labor's Personal Characteristics - Needs for Work						
B1.	I think my life will be in trouble if I lose this job.					
B2.	I think my family life will be in trouble if I lose this job.					
B3.	I don't think it will be easy to find the next job if I lose this job.					
B4.	I think I'd be ashamed if I lost this job.					
B5.	I think my family will be ashamed if I lose this job.					
B6.	I don't think it will be easy to find another job of a similar nature if I lose this job.					
B7.	I think my current job can make me feel worthy of my existence.					
B8.	I think my current job can give me a bright future.					
B9.	I think this current job is something I feel proud of.					
B10.	I think my current job can realize my dream.					
B11.	I think the current job position aligns with my interests and ambitions.					
B12.	I think I want to keep staying in my current job.					
B13.	I think the pay for this job is good at the moment.					
B14.	I think that in the current job, there will be opportunities for improvement in salary and promotion in the future.					
Category C: Work Environment Characteristics - Workload						
C1.	I don't think the volume of business I am responsible for in this job is appropriate.					

Item	Questions	Alternative Answer				
		1	2	3	4	5
C2.	I don't think the nature of the business I'm responsible for in this job is something I can do.					
C3.	I think the volume of business I'm responsible for on this job needs to be done with overtime.					
C4.	I think I need to concern about the work at leisure.					
C5.	I think the volume of business I'm responsible for on this job threatens my physiological health.					
C6.	I think the volume of business I'm responsible for at this job threatens my mental health.					
C7.	I think I'll feel swamped at this job.					
C8.	I think I feel exhausted after working hours.					
C9.	I think I'm always worried about things going wrong in this job.					
C10.	I think I'll always have to keep up with the business or the level of others in this job.					
Category D: Work Environment Characteristics - Role Conflicts						
D1.	I don't think I can maintain what I believe is the right way of doing things in this job.					
D2.	I don't think I have the opportunity to express my opinions adequately in this work environment.					
D3.	I don't think colleagues in this work environment value my opinions.					
D4.	I don't think I identify with the task or role that I have been assigned in this job.					
D5.	I frequently face situations difficult to explain or communicate in this job.					
D6.	I frequently face or worry about being reprimanded by my boss or others in this job.					
D7.	I think I've ever faced a situation that requires compromise in this job.					
D8.	I don't think I rarely face or worry about breaking the law in this job.					

Item	Questions	Alternative Answer				
		1	2	3	4	5
D9.	I don't think I rarely face or worry about being punished for making mistakes in this job.					
D10.	I think I've ever had to sacrifice my family because of my work.					
D11.	I think I've ever faced a situation where I have to sacrifice my rights because of my work.					
D12.	I think I've ever faced a situation where I have to sacrifice leisure because of my work.					
D13.	I don't think that in this job, I seldom face the affairs that need to be socialized due to work.					
D14.	I think I'm being forced to do things I don't want to do in this job.					
Category E: Work Environment Characteristics - Interpersonal Relationships						
E1.	I think my interaction and communication with my boss on this job are good.					
E2.	I think my interaction and communication with my colleagues on this job are good.					
E3.	I think my interaction and communication with clients in this job are good.					
E4.	I think my interactions with colleagues at this job are welcome and respectful.					
E5.	I don't think I've ever been forced to cooperate with others who are overly enthusiastic about this job.					
E6.	I don't feel alone in the crowd of this job.					
E7.	I don't want to be alone when I'm in the crowd of this job.					
E8.	I don't think I always need to cooperate with others in this job reluctantly.					
E9.	I don't think others always need to cooperate with me in this job reluctantly.					
E10.	I think in my current job because my colleagues get along well, I want to continue to stay.					

<u>Part 3</u> Items about personal mediating information

Please choose with √ in ☐

The questionnaire used Likert scale, ranging from 1 to 5, in which 1 = strongly disagree, 3 = neutral, 5 = strongly agree.

Item	Questions	Alternative Answer				
		1	2	3	4	5
Experience and Capability						
M1.	My education level is a master's degree or higher.					
M2.	My education level is a bachelor's degree or higher.					
M3.	Based on experience, I can complete the tasks smoothly and on time.					
M4.	Based on experience, the tasks assigned by the boss are within my ability to grasp.					
M5.	I believe that no matter what mission, as long as I put my heart and soul into it, I will be able to achieve the mission					
M6.	I am proficient in the content of the work I am currently responsible for, and it seems that there are few mistakes.					
M7.	I can consistently lead and be responsible for completing project work.					
M8.	I can master several tasks without delays or errors.					
M9.	When I encounter a situation that is not going well at work, I can solve it promptly and smoothly.					
M10.	I can manage my emotions well when working on tasks, even if I'm not happy.					
M11.	When I encounter something beyond my ability or authority, I will take the initiative to communicate and coordinate.					
M12.	When I encounter a business that I haven't dealt with, I seek solutions on my own.					

Item	Questions	Alternative Answer				
		1	2	3	4	5
M13.	When I encounter an irrational business or situation, I will try my best to find a way to resolve the problem.					
M14.	When I encounter emergencies, I judge and act calmly and with composure.					
M15.	When communicating with others, I will actively express my demands as much as possible and will not blindly give in.					
M16.	When communicating with others, the result is often that others agree with what I do or think.					
M17.	When multiple tasks are to be done simultaneously, I can prioritize the processing.					

<u>Part 4</u> Items about job performance information

Please choose with √ in ☐

The questionnaire used Likert scale, ranging from 1 to 5, in which 1 = strongly disagree, 3 = neutral, 5 = strongly agree.

Item	Questions	Alternative Answer				
		1	2	3	4	5
Job Performance						
O1.	I can complete the task before the work schedule expires.					
O2.	I can achieve the quality required for the job.					
O3.	I can anticipate the tasks that my boss will assign in advance.					
O4.	I can get work done before my boss is about to hand me over.					
O5.	I can handle the problem calmly when encountering difficulties or unexpected events.					
O6.	When difficulties or unexpected events occur, I can solve problems independently.					
O7.	When I see inefficiencies or outrageous things, I will take the initiative and seek solutions.					
O8.	When discussing things with others, I can maintain a harmonious atmosphere, even if there is a contradiction.					
O9.	My boss thinks I'm trustworthy.					
O10.	Colleagues or subordinates regard me as a trustworthy person.					
O11.	I am familiar with the content of my current job.					

The questionnaire is completed from here

Thank you for your assistance and cooperation on this study

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