

Investigate the Effects of Job Stress on Employee Job Performance — A Case Study at Dong Xuyen Industrial Zone, Vietnam

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Abstract—The purpose of this research was to analyze the effects of five working factors including work overload, role ambiguity & role conflict, working relationship, career development, and working environment on job stress and employee job performance in six different industries at Dong Xuyen Industrial Zone, Ba Ria – Vung Tau province, Vietnam. To collect the primary data, questionnaire was directly sent to 378 respondents. Quantitative approach was the major method used, with statistical techniques applied, including multiple regression, and path analysis. As a result, these working factors had significant and positive influence on job stress and in contrast, job stress had negative influence on employee job performance. In addition, this research also found that career development did not directly affect employee job performance, but indirectly through job stress. It is recommended that organizations at Dong Xuyen Industrial Zone should reduce job stress by reducing conflicts in working relationship, career development, and working environment in order to improve employee job performance.

Index Terms—Work overload, role ambiguity & role conflict, career development, working relationship, working environment, job stress, employee job performance.

I. INTRODUCTION

Over the past few decades, almost three billion employees globally are faced with a serious problem in every company called “stress” which affects employee’s performance and it has become an essential part of every field work [1]. Moreover, levels of stress among employees are increasing because of the growing competition. In addition, stress can have a positive influence on employees only with a certain amount at which an employee can handle, however, mostly it exceeds the tolerable limits and has a negative effect on employees. Therefore, job stress is one of the most important problems that companies have to deal for employees produce quality work comfortably [2].

Job performance is seen as an activity that individual is able to complete the assigned task successfully. At a theoretical level, there are three different types of relationships were assumed to exist between the measures of job stress and job performance. One is a negative linear relationship, when productivity decreases with stress. Secondly is a positive linear relationship, when productivity increases as a consequence of stress. Thirdly, it could be a curvilinear

relationship, first it increase the productivity up to a highest point and then decline [3].

According to the International Labor Organization (ILO), Vietnamese employee has the lowest rank in labor productivity in Asian Pacific areas (2013). Labor productivity in Vietnam is 15 times lower than Singapore, 11 times lower than Japan, and 10 times lower than Korea. Obviously, labors are free to find and change their job that suitable for them. The result of some studies showed that, although, labors increased about 10 percent every year but the fluctuation in the number of labor (apply in- leave job) is really high about 50-60 percent. Labor that left company in case of voluntary resignation is 73 percent and 80 percent in case of low salary that could not guarantee for living [4].

Besides, Vietnam’s economy has developed so fast in recent decades. In nearly 20 years of development, the economic growth rate maintained high constantly (the average growth rate was 7.56 percent per year). And Ba Ria – Vung Tau (BR-VT) province is one of the new potential industrial center of Vietnam. There are a large number of domestic and foreign companies that concern on and invest to, nowadays. Up to now, BR-VT province has 14 industrial zones with nearly 450 organizations that provide jobs for over 35,000 employees [5]. And with the strong development of BR-VT province, in the next few years, the demand for labors, the expanded organizations, and the new companies will increase. Therefore, that led to the need of conduct a study to estimate how job stress can affect employee performance, then find the feasibility solutions.

In general, this study is aimed to understand the causes of stress of employee in Dong Xuyen Industrial Zone, thereby, evaluating and exploring the causal relationships among work overload, career development, role ambiguity & role conflict, working relationship, working environment, job stress and job performance.

II. LITERATURE REVIEW

A. Job Stress

According to Newton (1995), from the Second World War, stress has become an interesting topic for researchers [6]. Organizations are finally recognized the fact that because of job stress, lots of human potentials are being disappeared. Almost the employees say that they are under high stress at workplace. Hence, job stress is one of biggest problem in the global world.

Stress is an unexpected reaction people have to treat their

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pressures. HSE (Health Safety Executive UK) defines stress is an unexpected response people have to tremendous pressures or other types of demands placed on them [7]. Stress can have a positive influence on employees only with a certain amount at which an employee can handle, however, mostly it exceeds the tolerable limits and has a negative effect on employees.

According to Anderson (2002), family conflicts are also roots which create stress of employees [8]. Despite the fact that Kahn *et al.*, (1964) mentioned stress has been viewed as an environmental stimulus to an individual [1], [9] defined stress as an individual's reaction to environmental forces that had effects on individual performance. Because job stress can threaten individual performance and family functional, it is quite dangerous. According to McCubbin & Figley (1983), job stress can make a difference between the ability of families to provide material security and demands on families [10].

Even with executives and managers, stress is an experience in the work life of every employee. Job stress by accident made organizational performance go down (Elovainio *et al.* 2002) [11]. Besides, based on Mimura *et al.* (2003), job stress not only has impact on company and employee job performance but also can shape dire influences when related to health care [12]. Therefore, according to Rolfe (2005), the importance of job stress is emphasized nowadays by employers to manage and reduce through practical guidelines in public sector but not in private one [13].

B. Employee Job Performance

According to Viswesvaran and Ones (2000), job performance are work behaviors relevant to organizational goals, within the individual's control, and measurable, observable, scorable, etc. [14]. Besides, the total output that employees recognized contribute to the organization is another definition of job performance. It is the sum of opportunities, abilities, and motivation. Hunter (1984) said that organizations pay a lot of attention on job performance due to the importance of high productivity [15].

According to Campbell (1990), job performance is something an individual does, and it has its own level variable. Hence, it can be separated from others terms such as national performance or organizational performance which are higher level variables. They mentioned about job performance that it including the observable actions that people do in their works which related to the objectives of the company [16].

Campbell, McCloy, Oppler, and Sager (1993) explain job performance is the behaviors themselves not the consequence of behaviors [17]. As the same meaning, job performance including behaviors that employees truly involve and can be observed. According to Motowidlo *et al.* (1993), job performance is behaviors not results despite she emphasize the evaluative idea in defining job performance [18]. And behaviors must be relevant to the objectives of organization is one further element of job performance, according to [17].

In addition, [18] also classified performance into two different types that were task performance and contextual performance. The effectiveness in job perform activities that contribute to the organization's technical core is the definition of task performance. Contextual performance is performance

that is not formally required as part of job but joining hand in shaping the psychological and social context of the organization.

There is the fact that, the lower the employees' performance, the lower the productivity of the whole company. It is important for managers to understand employee performance and must be put in right direction. The organizational management timely steps in that direction will be develop and motivate its employee. Finally the organization can take the lead the market and catch the available opportunities.

C. Working Factors

There are numerous factors that can have effects on Job Stress and Job Performance. There are many antecedents of stress that most commonly used by researchers, but the field of this study is industrial sector, after the definitions of job stress and how important it is in company, this research will focus on 05 factors that are Work Overload, Role Ambiguity & Role Conflicts, Working Relationship, Career Development, and Working Environment.

1) Work overload

Workload, main cause of stress in employees refers to the focusing on assignments at work [19]. French and Caplan (1972); Margolis *et al.* (1974) and Russek & Zohman (1958) said that work overload happen when assigned work exceed one's capability [20]. It is a case when people feels pressure on themselves, or when the demands of a situation are larger than they can handle; and if it continues for a long time without any pauses or breaks, then different physical, behavioral and mental problems may occur and can lead to death.

Work overload was significant affect job stress (Wilkes *et al.* 1998). Division of Human Resource (2000) defined workload stress as feeling of constant pressure and not willing to come to work accompanied by the general physiological and behavioral stress foretold. Al-Aameri AS. (2003) has mentioned in his studies that work overload is one of six factors affect job stress [21]. Besides, a study in UK showed that the large amount of workers were dissatisfied when they were required to work overtimes and deal with big workloads while meeting production targets and deadlines (Townley, 2000).

2) Role ambiguity & role conflicts

Role ambiguity is another factor that has influences on job stress. When employee lacks information about the requirements of their role, how to meet those role requirements, and the evaluating process to ensure the role performed successfully, role ambiguity will happen (Cords & Dougherty (1993), Cooper (1994), Dyer & Quine (1998) and Ursprung (1986)) [22]. Based on Jackson & Schuler (1985) and Muchinsky (1997) studies, role ambiguity lead to negative results as "reduces confidence, a sense of hopelessness, anxiety, and depression" [23].

When there are arguments in role requirements of employee, it increases role conflict. Because follow the requirement of one's role makes it difficult to follow the requirements of others, role conflict is an important situation. Therefore, employee will feel stress when they contact the contradictory demands by their supervisor or subordinate.

3) Working relationship

The relationship between employee and their supervisor is a main aspect of employee's link to the company, and employee behaviors affected by the way their supervisors managed them. Effective communication is one of the components of a good relationship, and it can provide employees with direction. Supervisors can treat more effectively to the needs and problems of their employees when there are open-lines of communication such as an open-door policy. Support from supervisors and co-workers can reduce job stress. With less support from supervisors or peers, employee feel alone, then lead to decrease pace of work and performance.

Employees' relationships with colleagues are essential to their success and help employees complete not only their work goals but also organization's goals. The more positive relationships at work employee have, the more enjoyable the workplace is, and better job satisfaction and engagement. According to Internet, working relationship was very important to employee job satisfaction based on 40% of employees, and 79% of employees showed satisfaction on their working relationships.

4) Career development

Career development is defined as opportunities for employees to join in more advanced activities such as training and networking that help employee improve skills, gain new skills, take greater responsibility at work, improving their social status and earn higher income. According to SHRM (2012), there is only one factors in career development factor was rated by employee, they are opportunities to use skills and abilities at work [24]. Besides, career development is one of five very important factors affect job satisfaction in 2012.

5) Working environment

The definition of working environment is "the physical geographical location as well as the surroundings of the workplace, such as a factory site or office building". Other factors relating to the workplace, such as the quality of the air, noise level and working relationship can lead to the quality of working environment.

It has proven that when employee feels comfortable with their working environment, they will perform more effectively and enjoy the working process better than those who are feel uncomfortable. Therefore, it is necessary for manager consider their employees' workplace factor carefully.

Organization understand that their employees spend almost day at work, that is the reason why companies need to actions to make sure working environment is conducive for employees to be productive, satisfied and engaged in the workplace.

D. The Proposed Hypothetical Model

There are a variety of conceptual and empirical researches have proved the direct and indirect influence of job stress on employee job performance, as well as the causal relationships among working factors, job stress, and job performance. In order to study this research, some hypotheses were proposed as below:

- H_{1.1}: Work overload is hypothesized to positively and

directly affect job stress.

- H_{1.2}: Role ambiguity & role conflict is hypothesized to positively and directly affect job stress.
- H_{1.3}: Working relationship is hypothesized to positively and directly affect job stress.
- H_{1.4}: Career development is hypothesized to positively and directly affect job stress.
- H_{1.5}: Working environment is hypothesized to positively and directly affect job stress.
- H_{2.1}: Work overload is hypothesized to negatively and directly affect employee job performance.
- H_{2.2}: Role ambiguity & role conflict is hypothesized to negatively and directly affect employee job performance.
- H_{2.3}: Working relationship is hypothesized to negatively and directly affect employee job performance.
- H_{2.4}: Career development is hypothesized to negatively and directly affect employee job performance.
- H_{2.5}: Working environment is hypothesized to negatively and directly affect employee job performance.
- H_{2.6}: Employee job stress is hypothesized to negatively and directly affect employee job performance.
- H_{3.1}: The effect of Work overload on employee job performance is mediated by job stress.
- H_{3.2}: The effect of Role ambiguity & role conflict on employee job performance is mediated by job stress.
- H_{3.3}: The effect of working relationship on employee job performance is mediated by job stress.
- H_{3.4}: The effect of Career development on employee job performance is mediated by job stress.
- H_{3.5}: The effect of working environment on employee job performance is mediated by job stress.

III. METHODOLOGY

A. Questionnaire Design and Data Collection

This research applied quantitative approach. Questionnaire was designed using the five-point Likert scale in which 1 is "strongly disagreed", 2 is "disagreed", 3 is "neutral", 4 "agreed", 5 is "strongly agreed".

Questionnaires were conveniently and directly to 378 office workers (including staff, low-level managers, and middle-level managers) who are working for different companies in Dong Xuyen Industrial Zone. These companies are in the fields of textile, footwear, petroleum, waterways, plastic & steel, and mechanic industry.

B. Data Analysis

In this research, SPSS (Statistical Package for the Social Sciences) statistical software version 21.0 was used to analyze the data. First, EFA (Exploratory Factor Analysis) and reliability test were applied to identify the underlying relationships between measured variables and improve their reliability and validity. Then, multiple regressions and Path Analysis were conducted to explore the relationship between independent variables and a dependent variable, and to test the research hypotheses.

C. Factor Analysis and Reliability

In this study, two exploratory factor analyses (EFA) were

applied with Kaiser-Meyer-Olkin (KMO) and Bartlett's test of sphericity, and using Varimax Rotation for 40 items of independent variables and 21 items of dependent variables. After the test, 25 items of five independent variables and 12 items of two dependent variables were remained.

Besides, the value of KMO for both groups of independent (KMO=.863) and dependent variables (KMO=.840) were greater than the minimum value for a good factor analysis (.60) [25]. Moreover, Bartlett's test of sphericity indicating the sufficient correlation between the variables was significant at .000 level (Sig. = .000). The factor loadings of remaining items ranged from .584 to .724 that met the minimum requirement (.40) [26]. The Cronbach's alpha coefficients were all above .70 (except factor of working environment) which is considered good internal consistency between items [27].

TABLE I: SUMMARY OF INDEPENDENT VARIABLES WITH RELIABILITY COEFFICIENTS

Variables	Cronbach's Alpha (N=378)
Factor 1: Work Overload (WOROLOAD)	.726
Factor 2: Role Ambiguity & Role Conflict (ROCONAM)	.719
Factor 3: Working Relationship (WORELA)	.753
Factor 4: Career Development (CADEV)	.715
Factor 5: Working Environment (WORENVI)	.696

Similarly, the group of two dependent variables had factor loadings of remaining items ranging from .537 to .723, and the Cronbach's coefficient alpha values were .773 and .628, as shown in Table II.

TABLE II: SUMMARY OF DEPENDENT VARIABLES WITH RELIABILITY COEFFICIENTS

Variables	Cronbach's Alpha (N=378)
Factor 1: Job Performance (EMJOPER)	.773
Factor 2: Job stress (JOBSTRES)	.628

IV. RESEARCH FINDINGS

A. Profile of Office Workers in the Research

TABLE III: RESPONDENTS INVOLVED IN THE STUDY (N=378)

	Frequency	Percentage (%)
Work field		
Textile	63	16.7
Footwear	55	14.6
Petroleum	61	16.1
Waterways	69	18.3
Mechanic	67	17.7
Plastic & steel	63	16.7
Position		
Staff	269	71.2
Low-level manager	77	20.4
Middle-level manager	32	8.5
Gender		
Male	181	47.9
Female	197	52.1
Marriage status		
Single	201	53.2
Marriage	177	46.8
Age		
18-25	135	35.7

26-35	110	29.1
36-45	98	25.9
46-55	33	8.7
>55	2	0.5
Job experience		
<1 years	37	9.8
1-4 years	103	27.2
4-7 years	95	25.1
7-10 years	88	23.3
>10 years	55	14.6
Level of education		
High school	24	6.3
Vocational	50	13.2
College	133	35.2
University	151	39.9
After university	20	5.3

B. Correlation between Variables

TABLE IV: CORRELATIONS BETWEEN VARIABLES

	EMJOPE	1	2	3	4	5	6
1.WORELA	-.332*	1					
2.ROCONAM	-.415*	.302*	1				
3.WOROLOAD	-.402*	.337*	.349*	1			
4.CARDEV	-.253*	.307*	.352*	.286*	1		
5.WORENVI	-.344*	.241*	.370*	.287*	.381*	1	
6.JOBSTRES	-.301	.282	.285	.265	.297	.330	1
Mean	3.56	2.54	2.60	2.57	2.55	2.65	2.54
SD.	.624	.799	.863	.859	.836	.909	.780

* Significance at $p < .05$.

From the table, there were positive correlations between five independent variables (WORELA, ROCONAM, WOROLOAD, CADEV, and WORENVI) and mediate variable (JOBSTRES), and on the contrary, negative correlations between the five independent variables and dependent variable (EMJOPER). This means that the higher level of conflicts and unclear in Work Overload, Role Ambiguity & Role Conflict, Working Relationship, Career Development, and Working Environment led to the higher level in job stress, and lower quality in job performance.

C. Factors Directly Affect EMJOPER

To test which independent variables directly affect employee job performance, a multiple regression analysis was conducted. The model was significant at $p < .05$ with $F(6) = 26.362$ and explained 30% of Employee Job Performance. Based on the result of coefficients between independent variables and employee job performance, four out of five independent variables had direct effect on employee job performance. They are WOROLOAD, ROCONAM, WORELA, and WORENVI. The results of unstandardized coefficients in Table V showed that role ambiguity & role conflict had the highest Beta with ($B = -.161, p < .05$), Work overload had the second rank with ($B = -.157, p < .05$), follow by Working relationship ($B = -.105, p < .05$), Working Environment ($B = -.095, p < .05$), and employee job satisfaction ($B = -.080, p < .05$). These results showed that Work overload, Role ambiguity & role conflict, Working relationship, Working environment, and Job satisfaction had significant and directly negative effects on employee job performance.

D. Factors Indirectly Affect EMJOPER

The indirect effect of an independent variable on the dependent variable through the mediate variable was the

product of the effect of that independent variable had on mediating variable and the effect of the mediating variable had on dependent variable [28].

In addition, the results of the second multiple regression analysis also showed that Working relationship, Career development, and Working environment had significantly and directly positive affect job stress with ($B = .134, p < .05$), ($B = .113, p < .05$) and ($B = .160, p < .05$) respectively. As the results, the effects of Working relationship, Career development, and Working environment on Employee job performance is mediated by Job stress at ($B = -.011, p < .05$), ($B = -.009, p < .05$) and ($B = -.013, p < .05$) respectively.

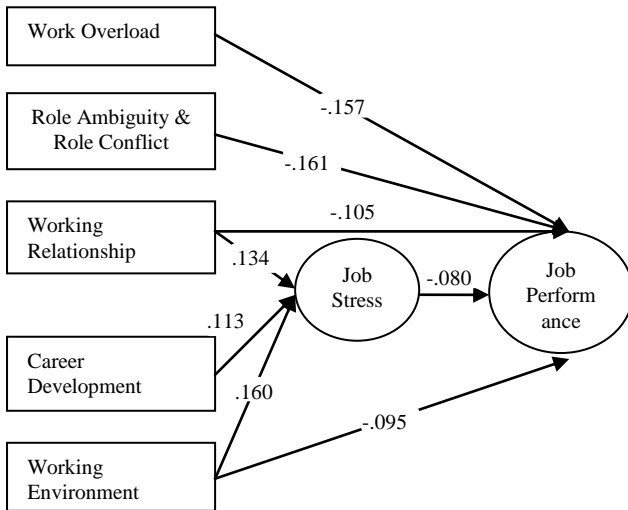


Fig. 1. Path coefficients of the structural equation for hypothesis testing.

E. Significance of the Indirect Effects

Table V showed the results of the bootstrapping method recommended as in [28] to test the significance of indirect effects or mediations. At the 95%, the output provided the bootstrapped confidence intervals. If there is a zero (0) in the interval range between the lower boundary (LL) and the upper boundary (UL), we can conclude that, there is no mediation or indirect effect with 95% confidence. On the other hand, if zero (0) does not appear between the LL and the UL, the mediation or indirect effect is significant with 95% confidence [29]. According to the results in table V, the indirect effects of WORELA, CADEV, and WORENVI on EMJOPER through the mediation of JOBSTRES were estimated to lie between -.0233 (LL) and -.0013 (UL); -.0208 (LL) and -.0007 (UL); -.0262 (LL) and -.0022 (UL) with 95% confidence, respectively. Because zero is not in the 95% confidence interval, we can conclude that the indirect effects of WORELA, CADEV, and WORENVI on EMJOPER were significant and the mediation of JOBSTRES in this research was true.

TABLE V: DIRECT, INDIRECT AND TOTAL CAUSAL EFFECTS

Variables	Causal effects			LL	UL
	Direct	Indirect	Total		
WORELA	-.105	-.011	-.116	-.0233	-.0013
CADEV	----	-.009	-.009	-.0208	-.0007
WORENVI	-.095	-.013	-.108	-.0262	-.0022
WOROLOAD	-.157	----	-.157		
ROCONAM	-.161	----	-.161		
JOBSTRES	-.080	----	-.080		
TOTAL	-.598	-.033	-.631		

F. The Causal Effects of Return Intention

Table V summarized the total effects of independent variables and mediate variable on Employee job performance. Regarding to the total effects, the Role ambiguity & role conflict had the strongest effect on Employee Job Performance with $B = -.161$, so it can be considered as a moderate effect [30]. Follow by Work overload, Working Relationship, Working Environment and Job stress with ($B = -.157$), ($B = -.116$), ($B = -.108$) and ($B = -.080$) respectively. Thus, these can be considered as a moderate effect [30]. Lastly, Career Development had very low effect on Employee job performance with only $B = -.009$. And the total effect of these factors on Employee Job Performance was $-.631$.

V. DISCUSSIONS AND RECOMMENDATIONS

A. Discussions

According to all results above, Work Overload, Role Ambiguity & Role Conflict, Working Relationship, Career Development and Working Environment had not only direct effects but also indirect effects on Employee job performance through Job stress. Based on these results, we can imply that the worse employees have in some factors like: working environment, working relationship, and career development, the more stress they have, and vice versa because these three factors are positively associated with job stress. This finding is partially similar to the results of Muttie ur Rehman (2012) [31], and Aasia Manzoor & Hadia Awan (2008) [32]. However, comparing with and Amman-Jordan (2013) and [32], there are some significant differences. In their research, work overload and role conflict have negative effect on Job stress, but mine did not. Therefore, this study can conclude that working environment factor is the most important factor followed by working relationship, and career development that affected job stress of office workers in Dong Xuyen Industrial Zone. Regarding to role ambiguity & role conflict and work overload, they do not have any effect on job stress. This means that office workers in Dong Xuyen Industrial Zone do not have much conflict in their role ambiguity & role conflict and work overload.

Employee job performance can be predicted by their working factors as well as their job stress. The higher unsatisfied in working factors and higher level in job stress, the lower the performance employee is. This finding is also supported by some previous results, such as studies of Armstrong & Baron (1998); Warraich Usman Ali, (2014) [33], and Ashfaq Ahmed (2013). However, in the study of [33] they also studied on Inadequate Monetary Reward factor, and on [32], they researched on some other factors including long working hour, Work & Family life, and Control & decision latitude, but my study did not done. Therefore, this research can conclude that Working Relationship factor is the most important factor that affected to the Employee Job Performance, followed by Working Environment, Job Stress, and last is Career Development. Regarding to Career Development, although, it negatively associated with Employee Job Performance, but it was considered that have no effect on job stress.

The relationship between work overload, role ambiguity & role conflict, working relationship, career development,

working environment, job stress and job performance was summarized in the following Table VI. Almost research hypothesis are supported and accepted, it means that this study provide reliable evidences that the research's conceptual framework is considered statistically acceptable in the human resources field.

TABLE VI: SUMMARY OF HYPOTHESIS TESTING RESULTS

Hypotheses	Results
H1.1: WOROLOAD → JOBSTRES	Rejected
H1.2: ROCONAM → JOBSTRES	Rejected
H1.3: WORELA → JOBSTRES	Accepted
H1.4: CADEV → JOBSTRES	Accepted
H1.5: WORENVI → JOBSTRES	Accepted
H2.1: WOROLOAD → EMJOPER	Accepted
H2.2: ROCONAM → EMJOPER	Accepted
H2.3: WORELA → EMJOPER	Accepted
H2.4: CADEV → EMJOPER	Rejected
H2.5: WORENVI → EMJOPER	Accepted
H2.6: JOBSTRES → EMJOPER	Accepted
H3.1: WOROLOAD → JOBSTRES → EMJOPER	Rejected
H3.2: ROCONAM → JOBSTRES → EMJOPER	Rejected
H3.3: WORELA → JOBSTRES → EMJOPER	Accepted
H3.4: CADEV → JOBSTRES → EMJOPER	Accepted
H3.5: WORENVI → JOBSTRES → EMJOPER	Accepted

B. Recommendations

Through the empirical research findings, this study provides practical evidences on the causal relationships between workings factors, job stress and job performance of office workers in Dong Xuyen Industrial Zone; in order to increase the awareness of business organizations working in Dong Xuyen Industrial Zone about the role of workings factors, and their influences on job stress and employee job performance. In addition, by recognizing and understanding the fundamental and essential roles of these working factors, the managers of those organizations should pay more attention to care about them in reduce employee stress, as a way to increase employee performance in order to contribute to increase organization's productivity.

To be more specific, because of the large stable amount in job and different in ability of employee, work overload and working relationship may be a hard factor in reduce, but organizations still have some solutions to fight with this issue. The companies can set up some parties within the month, event in special day, even company field trip to help their employee release stress and closer the distance between employee and their up-line level. Besides that, when a newcomer got an organization, it is essential to tell him/her what is him/her duties, what him/her need to do, and what companies expected from him/her in order to help he/she has a clear objectives as well as smart path to contribute to organizations.

In addition, to handle with career development factor, company should raise a policy to review a position as well as salary every 6 months, and for those people who had done an excellent job such as exceed the target of company or contribute a large amounts, company should promote them into higher position or reward to encourage them. Opening some training courses to enrich employee knowledge and skill, send them to study abroad are also a good and valuable solutions for managers to concern. More important, company should built a standard working environment such as newest

infrastructure, the right level in light, atmosphere, temperate, and noise in order to not disturb employee to join hand in help them have chances to express most of their capacity.

VI. CONCLUSION

This research intended to identify working factors of office workers in Dong Xuyen Industrial Zone and investigate the causal relationships among those factors to job stress and employee job performance. The study conceptual framework and hypotheses were constructed based on previous theoretical and empirical studies. After analyzing data, model and almost proposed hypothesis were accepted. From this research finding, it can be concluded that all working factors have significant and positive influence on job stress and negative influence on employee job performance. As the result, those working factors are the effective tools to explain and predict job stress and employee job performance, so, business organizations working in Dong Xuyen Industrial Zone in specific and in Vietnam in general should pay more attention in working factors, in order to understand and respond employees' demands and expectations. The results of this research can be used as valuable and accurate reference for managers to conduct strategies or plans, not only to attract more potential employee, but also to reduce their job stress and encourage them to increase their performance also contribute more in the near future.

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