Reducing Work Pressure to Improve Employee and Teacher Performance at the National Space Aviation Vocational School (SPAN) Medan

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Abstract

This study examines the impact of job stress on employee and teacher performance at the National Aviation and Space Vocational High School (Span) Medan. This research uses a quantitative approach, using a saturated sampling technique to ensure the collection of representative data from the entire population so as to increase the generalizability of the research findings to a wider population. The triangulation method was used to validate the authenticity of the data by integrating various data sources such as observation, questionnaires, interviews, and documentation. The research findings show that job stress plays an important role in influencing individual performance, both partially and simultaneously. The practical implication is the urgency of management to manage employee work stress effectively. Strategies such as employee wellness programs, stress management training, supportive work environments, adaptive leadership, and fair compensation are recommended. Future research should explore additional factors affecting performance and develop holistic management strategies to improve employee performance and teacher performance effectively.
Keywords: Work Pressure; Teacher Performance; Fair compensation.

Introduction

Teachers are the spearhead in education (the learning process) because teachers are people who deal directly with students. For this reason, teachers must be able to work well so that the students produced will have competencies that meet expectations. Law no. 14 of 2005 concerning Teachers and Lecturers Article 4 emphasizes that "teachers as learning agents function to improve quality.[1]

The provision of education cannot be separated from the role of the Principal. Achieving educational goals is very dependent on the skills and intelligence of the Principal as a leader. School principals as educators, supervisors, and motivators are obliged to train their school teachers to lead because the human factor is the central factor that determines the overall movement of an organization's school activities; no matter how complicated it is, the technology used is always the human factor that determines it.[2] The development of competency-based teacher education requires perseverance in managing the basic components of expertise, which includes at least three things, namely teacher efforts in developing teacher competency, ability to master the material, and teacher teaching skills.[3] Apart from that, it is necessary to prepare educational programs, pedagogy, personality training programs, training programs, and field experience programs.[4]

Many problems can cause stress for teachers. These problems are caused by problems at work, problems related to pressure received from colleagues, family problems, health problems, and economic problems.[5] So, if a teacher experiences stress, it needs to be controlled early so that the effects don't last long. In order not to cause psychological bias, stress must be managed, regulated, and controlled. Stress is a dynamic condition where individuals are confronted with opportunities, demands, or resources

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[1] Cecep Darmawan, "Implementasi Kebijakan Profesi Guru Menurut Undang-Undang Republik Indonesia Nomor 14 Tahun 2005 Tentang Guru Dan Dosen Dalam Perspektif Hukum Pendidikan," *Wacana Paramarta: Jurnal Ilmu Hukum* 19, no. 2 (2020): 61–68.

[2] Agus Ramdani et al., "Pengembangan Alat Evaluasi Pembelajaran IPA Yang Mendukung Keterampilan Abad 21," *Jurnal Penelitian Pendidikan IPA* 5, no. 1 (2019).

[3] Imamuddin Imamuddin, Walib Abdullah, and Fatihul Iqbal Maulana Muhyin, "The Application Of The Mind Mapping Method In Improving Student Learning Achievement In Madrasah Diniyah," *Molang: Journal Of Islamic Education* 1, no. 02 (2023): 29–43.

[4] Amini Amini and Isthifa Kemal, "The Effect of Trust and Job Satisfaction on Citizenship Organizational Behavior in High School," *Al-Ishlah: Jurnal Pendidikan* 13, no. 2 (2021): 1348–1357.

[5] Ach Sayyi, Abdul Gaffar, and Shofiyatun Nisak, "Transformation Of Islamic Religious Education: An Analysis Of The Implementation Of The Independent Curriculum In Class VII SMPN 3 Pamekasan," *Molang: Journal Of Islamic Education* 1, no. 02 (2023): 15–28.

related to what the individual wants and where the results are seen to be uncertain and important.[6]

The school principal, as a leader, must have broad knowledge and insight, as well as a high level of responsibility in achieving or improving the total quality management of the school.[7] Work stress is a problem that every company must fix. Work stress can result from discomfort and too much workload, so this will cause workers to feel dissatisfied with their work. In line with what Sunyoto[8] explains, the stress faced by employees due to the work environment will affect their performance and job satisfaction.

The results of Wijaya & Sudibya's research state that work stress has a significant negative effect on employee performance because excessive workload, career development, family problems, and organizational problems can reduce employee performance where employees feel tired, anxious, unhappy, and have headaches. , weak and irritable.[9] Prawira & Suwandana[10] also revealed that there is a significant negative relationship between work stress variables and employee performance. However, this research is in contrast to research conducted by Inggrid Mentari Batu Bara, [11] which states that work stress has a positive effect on employee performance. Gde Indra Surya Diputra[12] shows that work stress has a negative and significant effect on job satisfaction and employee performance. According to research by Sri & Karini,[13] there is a negative relationship between work stress and performance, this means that employees with low stress levels will have higher performance compared to employees who have higher stress levels.

The problem to be highlighted is the crucial role of school principals in managing

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[6] Syafaatul Hidayati, "MANAJEMEN STRES GURU," *Jurnal Improvement Vol* 7, no. 1 (2020).

[7] Lijuan Li, Philip Hallinger, and Allan Walker, "Exploring the Mediating Effects of Trust on Principal Leadership and Teacher Professional Learning in Hong Kong Primary Schools," *Educational Management Administration & Leadership* 44, no. 1 (2016): 20–42.

[8] Temmy Sunyoto et al., "Providing Emergency Care and Assessing a Patient Triage System in a Referral Hospital in Somaliland: A Cross-Sectional Study," *BMC health services research* 14 (2014): 1–7.

[9] Tresna Wijaya, Made Yogi, and Gede Adnyana Sudibya, "Pengaruh Stres Kerja, Lingku. Ngan. Kerja Fisik Dan Kompensasi Finansial. Terhadap Kinerja Karyawan" (Udayana University, 2014).

[10] I Gusti Agung Gde Yoga Prawira and I Gusti Made Suwandana, "Peran Kepuasan Kerja Memediasi Pengaruh Stres Kerja Terhadap Kinerja Karyawan Housekeeping Department Fave Hotel" (Udayana University, 2019).

[11] Inggrid Mentari Batu Bara and Susilawati Susilawati, "Analisis Manajemen Stress Kerja Terhadap Kepuasan Kerja Karyawan," *ZAHRA: Journal of Health and Medical Research* 3, no. 1 (2023): 146–155.

[12] Gde Indra Surya Diputra and Ni Luh Adisti Abiyoga Wulandari, "The Role of Women in Economic Development in Indonesia Gender Perspective," *8th ICIIS* (n.d.): 372.

[13] Rieke Sri Rizki Asti Karini, "PENGARUH BAURAN PEMASARAN TERHADAP KEPUTUSAN KONSUMEN MENGINAP (Survey Pada Garden Permata Hotel Bandung)," *Tourism Scientific Journal* 1, no. 1 (2015): 18–42.

work pressure in the context of education delivery at the National Aviation and Space Vocational High School (SPAN) Medan. The quality of education and learning in this school is highly dependent on how work pressure is addressed and managed. Principals have an important responsibility in leading efforts to reduce this work pressure, which is expected to improve the performance of employees and teachers at SPAN Medan. The purpose of this study is to explore how important the principal's leadership management is in improving the performance of employees and teachers at the National Aviation and Space Vocational High School (SPAN) Medan. This research also aims to provide consideration to principals in strategies to reduce work pressure, with the ultimate goal of improving their performance at SPAN Medan. This research is expected to be a guide for principals in efforts to reduce work pressure, thereby improving the performance of employees and teachers at the National Space Flight Vocational High School (SPAN) Medan. In addition, the results of this study are expected to provide valuable input for the foundation to improve the quality of management of principals, employees, and teachers at SPAN Medan.

Research Method

This study used a quantitative approach,[14] the sample in this study used a saturated sampling technique, where all members of the population were included as samples. This technique was chosen because it allows the collection of representative and accurate data from the entire population, which is significant in increasing the generalization of research results to a wider population.[15] To ensure data reliability, researchers used the triangulation method by comparing data from various sources such as observation, questionnaires, interviews, and documentation.

In addition, testing the Data Analysis Requirements in this study includes:

1. The normality test, the normality test, is carried out to determine whether the data has a normal population distribution or not.

   H0: Data is drawn from a normal distribution

   H1: Data is not drawn from a normal distribution

   α: 0.05

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[14] Sugiyono, *Kuantitatif, Kualitatif, Dan R&D*, ed. Alfabeta (Bandung, 2019).
[15] Denise F Polit and Cheryl Tatano Beck, "Generalization in Quantitative and Qualitative Research: Myths and Strategies," *International journal of nursing studies* 47, no. 11 (2010): 1451–1458.

Testing Criteria:

If the probability value (sig > α then H0 is accepted)

If the probability value (sig ≤ α then H0 is rejected)

2. Simple Linear Regression Analysis, the general equation of simple linear regression in research is as follows:[16]

   Y = a + bX

   Description

   Y = Dependent variable

   X = Independent variable

   a = Intercept

   b = Regression efficiency

3. The t-test and the t-test steps begin with determining the null hypothesis and alternative hypothesis, examining statistical tests and calculating statistical tests, calculating hypotheses, determining the level of significance, and drawing conclusions.

4. F test, the F statistical test in this study, uses a significance level or confidence level of 0.05. Simultaneous hypothesis testing is done by comparing the account value with the stable value.

5. The coefficient of Determination (R2), the coefficient of determination, is used to test the goodness fit of the regression model. In other words, this test is carried out with the aim of knowing the magnitude of the contribution of the independent variable to the dependent variable ".

6. Validity test: validity testing in this study was carried out by conducting a bivariate correlation between each indicator score and the total construct score (rcount with rtable).[17] To determine whether or not an item is used, usually a correlation coefficient significance test is carried out with a significance level of 0.05, which means that an item is considered valid if it correlates significantly with the total score.

   Decision-making criteria:

   a. If rcount> rtable then the variable statement item is declared valid

   b. If rcount < rtable then the variable statement item is declared invalid

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[16] George A F Seber and Alan J Lee, *Linear Regression Analysis* (John Wiley & Sons, 2012).

[17] James R Sayer et al., *Integrated Vehicle-Based Safety Systems Heavy Truck Field Operational Test, Methodology and Results Report.* (University of Michigan. Transportation Research Institute, 2010).

7. A reliability test, a questionnaire or questionnaire is said to be reliable or reliable if a person's answer to a statement is consistent or stable over time. Decision-making criteria: If Cronbach's Alpha coefficient> 0.60, then the variable is declared reliable. If Cronbach's Alpha coefficient> 0.60, the variable is declared unreliable.

8. Research Variables and Variable Operationalization

The variables in this study consisted of two variables consisting of one independent variable (variable x), namely Stress Level and one dependent variable (variable y), namely Performance. Furthermore, the operationalization of research variables is arranged as follows.

Indicator	Dimension	Variables
Stress level (Variable X)	Environmental factors	a. Economic uncertainty
		b. Policy Uncertainty
		c. Technology changes
	Organizational factors	a. Task demands
		b. Personal demands
		c. Role demands
	Personal factors	a. Family problems
		b. Economic problems
		c. Personality
Performance (Variable Y)	Work Quality	a. According to standards
		b. Optimal results
	Quantity	a. Number of results
		b. The results of the work are according to procedures
	Ability Level	a. Understanding of work
		b. Skills
	Punctuality	a. Compliance Meets
		b. Standard

Findings And Discussion

Data Normality Testing Using the Kolmogorov-Smirnov Method

The data normality test aims to determine whether the sample data used comes from a normally distributed population or not. To test normality, you can use several methods, one of which is the Kolmogorov-Smirnov test. The Kolmogorov-Smirnov test can be seen from the Asymp assumption value. Sig. (2-tailed) > 0.05 then it can be said to be a normal distribution. The results of the Normality test for each variable are presented in the following table

Table 4.1. Normality test

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual

N			27
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		2.16720219
Most Extreme Differences	Absolute		.120
	Positive		.113
	Negative		-.120
Test Statistic			.120
Asymp. Sig. (2-tailed)			.200[c,d]
Monte Carlo Sig. (2-tailed)	**Sig.**		**.791[e]**
	99% Confidence Interval	Lower Bound	.781
		Upper Bound	.802
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Based on 10000 sampled tables with starting seed 926214481.			

Based on the normality test results in Table 4.1, it shows that the Asymp. Sig (2-tailed) of the data is > 0.05 obtained from the Sig results. (2-tailed) 0.791. So, these results can be concluded that the research data is normally distributed. This means that the research can be continued with the next test

Simple Linear Regression Analysis

This analysis is to determine the direction of the relationship between the independent variable and the dependent variable, whether positive or negative, and to predict the value of the dependent variable if the value of the independent variable increases or decreases. The results of simple regression analysis can be seen in the following table.

Table 4.2. Simple Regression Analysis

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17.343	8.856		1.958	.061
Stress_Kerja	.432	.104	.638	4.144	.000
a. Dependent Variable: Kinerja					

Based on this table, the following regression equation is obtained:

Y= 17.343 + 0.432

The regression equation can be explained as follows:

☐ α = 17,343 is a constant value, indicating that if there is no work stress behavior or is equal to 0, then the performance value is 17,343.

☐ b = 0.432 is a coefficient value indicating that if the work stress behavior value is 1

point, then performance will increase by 0.432.

T Test

The partial test is used to test the partial significance of each independent variable on the dependent variable, decision making, to determine the effect of the Work Stress variable (X) on the Performance variable (Y) by comparing the tcount value with the ttable at a significance level of 5% (0.05).

Table 4.3 T test

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.343	8.856		1.958	.061
	Stress_Kerja	.432	.104	.638	4.144	.000
a. Dependent Variable: Kinerja						

Based on the results of Table 4.3 above, it can be calculated that the t is 4.144 with a significance level in the table of 0.000, which means $0.000 < 0.05$, so Ho is rejected, and Ha is accepted, meaning it can be seen that Job Stress significantly influences Performance.

Test F

The F test is used to determine whether the work stress variable has a significant effect on performance or not. The test uses a significance level of 0.05. The results of the F statistical test are presented in the following table

Table 4.4. Test f

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.884	1	83.884	**17.173**	**.000[b]**
	Residual	122.116	25	4.885		
	Total	206.000	26			
a. Dependent Variable: Kinerja						
b. Predictors: (Constant), Stress_Kerja						

The F-count value is 17.173, and the significance is 0.000. These findings indicate that the F-count of 17.173 is greater than the F-table of 3.37 so it can be stated that the independent variable work stress simultaneously has a positive and significant effect on performance.

Coefficient of Determination (R2)

The results of the coefficient of determination test (R2) can be seen in the Summary

Model output from the results of multiple regression analysis. The results of the coefficient of determination test (R2) can be seen in Table 4.5

Table 4.5 Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
			Model Summary		
1	.638ᵃ	**.407**	.383	2.21012	2.359
a. Predictors: (Constant), Stress_Kerja					
b. Dependent Variable: Kinerja					

The adjusted R square value is 0.407, indicating that the contribution to the influence of work stress is 40.7%, meaning it has a relatively low relationship. The remaining 59.30% is influenced by other factors not examined in this study.

Validity test

A test of a measuring instrument can be said to have high validity if the instrument is able to carry out its measuring function and provides measuring results that are in accordance with the purpose of the measurement. Tests that produce data that are not relevant to the purpose of measurement are said to be tests that have low validity. Then, the correlation coefficient value of each statement item is compared with the r table value (0.3673). Suppose the correlation coefficient of an item is smaller than 0.3673. In that case, it means that the item has a lower relationship with other statement items than with the variable under study, so the item is declared invalid. Based on the data obtained, researchers have carried out a Pearson correlation test on the Work Stress variable (X) and the Performance variable (Y) to obtain the following results:

Table 4.6. Validity test

Variable X			
Statement	R Calculate	RTable	Description
X1	0,899	0,3673	Valid
X2	0,912	0,3673	Valid
X3	0,912	0,3673	Valid
X4	0,888	0,3673	Valid
X5	0,837	0,3673	Valid
X6	0,746	0,3673	Valid
X7	0,693	0,3673	Valid
X8	0,674	0,3673	Valid
X9	0,633	0,3673	Valid
X10	0,632	0,3673	Valid
X11	0,859	0,3673	Valid

X12	0,620	0,3673	Valid
X13	0,847	0,3673	Valid
X14	0,827	0,3673	Valid
X15	0,922	0,3673	Valid
X16	0,826	0,3673	Valid
X17	0,837	0,3673	Valid
X18	0,719	0,3673	Valid
X19	0,720	0,3673	Valid
Variable Y			
Pernyataan	**R Hitung**	**RTabel**	**Keterangan**
Y1	0,914	0,3673	Valid
Y2	0,932	0,3673	Valid
Y3	0,932	0,3673	Valid
Y4	0,898	0,3673	Valid
Y5	0,867	0,3673	Valid
Y6	0,892	0,3673	Valid
Y7	0,841	0,3673	Valid
Y8	0,892	0,3673	Valid
Y9	0,627	0,3673	Valid
Y10	0,781	0,3673	Valid
Y11	0,900	0,3673	Valid
Y12	0,605	0,3673	Valid

The adjusted R square value is 0.407, indicating that the contribution to the influence of work stress is 40.7%, meaning it has a relatively low relationship. The remaining 59.30% is influenced by other factors not examined in this study.

Reliability Test

Reliability calculations were carried out using the SPSS Version 26.0 statistical program and the reliability test used the Chronbach Alpha measurement technique. The test results can be said to be reliable if Chronbach Aplha> 0.6. The following are the results of the reliability test of the independent variable (Work Stress) in the table below:

Table 4.7 Reliability Test of Independent Variables (Work Stress)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.767	.971	20

From the table above, it can be seen that the Cronbach Alpha value for all items of the Job Stress variable (X) is 0.767 > 0.60, so it can be concluded that the research instrument on the Job Stress variable is reliable or, in other words, acceptable. Meanwhile, the Cronbach Alpha value for all items from the Performance variable (Y) can be seen in

the table below.

Table 4.8 Dependent Variable Reliability Test (Performance)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.780	.969	13

From Table 4.8 above, it can be seen that the Cronbach Alpha value for the Performance variable (Y) is 0.780 > 0.60, so it can be concluded that the research instrument on the Performance variable (Y) is reliable or, in other words, acceptable.

Discussion

1. The Effect of Job Stress on Employee Performance

This study produced important findings related to the impact of work stress on employee and teacher performance at the National Vocational School of Aeronautics and Space (Span) Medan. The study validated the findings with statistical analysis that showed significant significance values ($p < 0.05$) from the t-test and F-test, strengthening the argument that job stress has a real influence on the quality of work at Span Medan. Thus, this study not only makes an important contribution to the field of human resource management but also provides a basis for the development of job stress reduction strategies that can improve the performance and satisfaction of employees and teachers in educational institutions.

The results confirmed that job stress plays a significant role in influencing individual performance, both partially and simultaneously. Previously developed theories provide a strong foundation for this understanding, highlighting that moderate levels of stress can stimulate increased motivation and focus, which in turn improves performance.[18] This research is also in line with the findings of Heni Fitri Ratna Sari,[19] which states that there is an effect of job satisfaction level on teacher performance. Likewise, research by Imam Rosyadi,[20] work motivation, work stress and training partially affect employee performance at SMK Gondang.

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[18] Stephen P Robbins, "Organizational Behavior: Concepts Controversies Applications. Eighth Edition," *Trans. Pujaatmaka, H & Molan, B. Jakarta: Pt. Prenlindo* (2003).

[19] Heni Fitri Ratna Sari, Ekawarna Ekawarna, and Urip Sulistiyo, "The Effect of Job Stress, Job Motivation and Job Satisfaction on Teacher Performance," *Edukatif: Journal of Education Science* 4, no. 1 (2022): 1204-1211.

[20] Imam Rosyadi, "The Effect of Job Stress, Job Motivation, Job Training on Teacher Performance," *Indonesian Journal of Strategic Management* 3, no. 1 (2020).

2. Contribution Analysis of Job Stress

      The contribution of job stress to performance variability is only 40.7%, which suggests other factors influence employee performance. These factors may include work environment, leadership, compensation, and personal conditions of employees. For example, a study by Shehnaz Tehseen and Noor Ul Hadi[21] states that motivational factors such as rewards and recognition can significantly influence employee performance. In addition, the situational theory of leadership by Paul Hersey and Kenneth H Blanchard[22] and the research findings of Robert P Vecchio[23] suggest that a leadership style that matches the individual needs of employees can improve their performance.

3. The Urgency of a Positive Work Environment

      A conducive work environment and support from coworkers also play an important role in employee performance. Research by Bakker and Demerouti[24] shows that a positive work environment can increase employee engagement and reduce work stress. In addition, Taekjin Shin's research theme[25] reveals that fair and competitive compensation is an important factor in retaining and improving employee performance, as revealed by equity theory.

      An employee's circumstances, including physical and mental well-being, also greatly influence performance. Studies by Karasek[26] on the demands-control model show that employees who have a balance between job demands and control over their work tend to have lower stress levels and higher performance.[27]

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[21] Shehnaz Tehseen and Noor Ul Hadi, "Factors Influencing Teachers' Performance and Retention," *Mediterranean journal of social sciences* 6, no. 1 (2015): 233-244.

[22] Paul Hersey and Kenneth H Blanchard, "Life Cycle Theory of Leadership," *Training & Development Journal* (1969).

[23] Robert P Vecchio, "Situational Leadership Theory: An Examination of a Prescriptive Theory," *Journal of applied psychology* 72, no. 3 (1987): 444.

[24] Maureen F Dollard and Arnold B Bakker, "Psychosocial Safety Climate as a Precursor to Conducive Work Environments, Psychological Health Problems, and Employee Engagement," *Journal of occupational and organizational psychology* 83, no. 3 (2010): 579-599.

[25] Taekjin Shin, "Fair Pay or Power Play? Pay Equity, Managerial Power, and Compensation Adjustments for CEOs," *Journal of Management* 42, no. 2 (2016): 419-448.

[26] Robert A Karasek Jr, "Job Demands, Job Decision Latitude, and Mental Strain: Implications for Job Redesign," *Administrative science quarterly* (1979): 285–308.

[27] Mihaela Topcic, Matthias Baum, and Rüdiger Kabst, "Are High-Performance Work Practices Related to Individually Perceived Stress? A Job Demands-Resources Perspective," *The International Journal of Human Resource Management* 27, no. 1 (2016): 45–66.

4. Practical Implications

The practical implication of these findings is the need for management to manage employees' work stress levels well. Some strategies that can be implemented include:

a. Employee Welfare Program: Implement programs that support employees' physical and mental well-being, such as exercise, counseling, and relaxation activities.

b. Stress Management Training: Provide training for employees on how to manage stress, including relaxation techniques, time management, and communication skill development.

c. Creation of a Supportive Work Environment: Develop a supportive work environment, taking into account factors such as ergonomics, positive work culture, and work flexibility.

d. Adaptive Leadership: Develop an adaptive leadership style that supports the individual needs of employees and provides fair rewards and recognition.

e. Fair Compensation: Provide fair and competitive compensation for employees and ensure transparency and fairness in the reward system.

This study identified a significant effect of job stress on the performance of employees and teachers at SMK Penerbangan Antarsa Nasional (Span) Medan. However, only 40.7% of the variability in performance was explained by job stress, suggesting that other factors also play an important role. Therefore, management should take steps to manage job stress effectively and pay attention to other factors that can affect employee performance. Further studies are recommended to explore additional factors affecting performance and develop holistic strategies for employee performance management.

Conclusion

This research shows that job stress has a significant influence on employee and teacher performance at SPAN Medan. Statistical analysis confirmed that job stress has a real impact on work quality, both partially and simultaneously. However, job stress only explained part of the variability in employee and teacher performance, suggesting other factors were at play. These factors include work environment, leadership style, compensation, and employees' circumstances.

The practical implications of these findings require management to manage job stress

well through employee and teacher welfare programs, stress management training, the creation of a supportive work environment, adaptive leadership, and fair compensation. Managing job stress and considering other factors that affect performance will help in improving overall employee performance. Further research is needed to explore additional factors and develop holistic strategies for employee performance management.

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