

# CHAPTER 1

## INTRODUCTION

### 1.1 Background to the Research

Organizations face growing pressure to improve employee productivity and performance in today's increasingly competitive business environment. Employee job performance is fundamental to an organization's success and long-term sustainability (Makmur et al., 2025). Job performance is a critical topic in organizational behavior and human resource management. Understanding job performance is essential for organizations seeking to promote firms' productivity and overall business success (Damayanti & Darmawan, 2025). There are multiple factors that impact employees' job performance.

Job stress is a significant barrier to high performance. Excessive workloads, strict deadlines, and lack of resources are the critical factors of pressure that lead to staff burnout and decreased performance. Click or tap here to enter text. (Annisa et al., 2024). Employee job dissatisfaction, a high level of absenteeism, and decreased performance are the consequences of high stress at work (Kumendong et al., 2025). (Bashir & Ramay, 2010) reported that job stress has negative impacts on employee job performance. Employee job performance also relates to their well-being at work ((Bashir & Ramay, 2010). Today's organizations are increasingly aware of the critical aspects of employee well-being due to its significant impact on employee performance and organizational success. Employers recognize the vital role of physical and psychological well-

being of staff and thus, provide different supporting services such as counselling and peer support(Kumendongl et al., 2025).

Moreover, continuous learning for personal and professional development is vital for developing a supportive and innovative workplace (Noe, 2020). Promoting employees' skills and abilities can increase the workforce and competitive advantages for the organization by improving staff performance. Training programs increase job performance by providing employees required skills and knowledge to perform their duties (Noe, 2017). Effective training programs can increase employee competence and job performance. Organizations that focus on analyzing factors affecting employee job performance are more likely to achieve long-term success, improved employee productivity, and greater employee satisfaction.

#### **1.1.1 Background of Europe & Asia Beverages Co., Ltd.**

Europe & Asia Beverages Co., Ltd. is a well-known beverage manufacturer located in Myanmar, focused on producing high-quality drinks for local markets. The company was established with the aim of improving the beverage industry in Myanmar by offering a variety of products to meet different consumer needs. Their product range includes soft drinks, energy drinks, and bottled water, all made to suit a wide range of preferences. Europe & Asia Beverages Co., Ltd innovates and upholds high standards, delivering refreshing drinks that satisfy many in Myanmar.

As a key player in the sector, Europe & Asia Beverages Co., Ltd. operates with a commitment to quality, innovation, and sustainability, ensuring that its

products not only satisfy customer needs but also align with global standards. The company's strong emphasis on research and development has led to the introduction of unique flavours and healthier options, which have garnered a loyal customer base.

The beverage industry in Myanmar is experiencing rapid growth due to increased consumer demand and the expansion of both local and international beverage brands. As companies like Europe & Asia Beverages Co., Ltd. face increasing pressure to remain competitive, understanding how internal factors such as job stress, psychological well-being, and employee training affect workforce productivity becomes essential. Job stress can hinder performance by causing burnout and disengagement, while psychological well-being contributes to motivation, focus, and resilience. Meanwhile, employee training equips staff with the skills and confidence needed to meet operational demands. By examining the combined impact of these variables, this study will explore how these factors influence job performance and offer practical recommendations for improving employee outcomes in the Myanmar context.

In today's competitive market, managing a workforce in a fast-paced environment presents many challenges. One key area to explore is how job stress, psychological well-being, and employee training impact job performance. Understanding these factors can help organizations improve both their efficiency and the overall well-being of their employees. By examining the effects of stress, the importance of mental health, and the role of proper training, companies can gain valuable insights into how to create a healthier and more productive

workplace. Research shows that unmanaged job stress can lead to burnout, absenteeism, and reduced performance (Bashir & Ramay, 2010). In contrast, promoting psychological well-being enhances employee engagement, creativity, and resilience, which are essential for sustained productivity (Chen et al., 2022). Moreover, structured employee training programs have been shown to improve skills, confidence, and adaptability, directly contributing to better performance outcomes (Damayanti & Darmawan, 2025). Together, these factors help foster a more positive and high-performing work environment.

Europe & Asia Beverages Co., Ltd. regularly faces challenges related to production optimization, quality control, and regulatory compliance. Stress levels in workplaces around the globe are increasing, and Myanmar is no exception. Rapid economic changes, evolving job roles, and the increasing demand for higher efficiency—especially in industries like manufacturing and beverages—have intensified stress among workers. This is particularly evident in beverage companies, where employees face constant pressure to meet production targets, maintain high-quality standards, and adapt to unpredictable market shifts. The pressure to balance productivity with the expectations of both management and consumers contributes to a demanding work environment. Kraimer et al. (2022) explain that global work demands can function as both challenges and hindrances, depending on how employees perceive and respond to them, which directly influences stress levels and performance outcomes.

Despite the benefits of psychological support, it is often underutilized in Myanmar's corporate landscape, particularly in labor-intensive industries like

beverage production. Cultural stigmas surrounding mental health, along with limited access to formal support systems, frequently leave employees to cope with stress independently. Khin (2022) highlights that workers in Myanmar's industrial sector often experience high levels of work-related stress, yet few organizations offer structured psychological support, reflecting a broader gap in mental health awareness and resources within the corporate environment.

Organizations need to focus on improving employees' psychological well-being to create a more supportive work environment that encourages better performance. Effective training programs that address these issues can greatly enhance both employee performance and the overall success of the organization. However, how training, psychological well-being, and job stress together impact job performance in Myanmar's beverage industry is still not well understood. This research aims to fill that gap by studying these factors at Europe & Asia Beverages Co., Ltd. Understanding how these elements work together will offer valuable insights into improving employee performance through targeted strategies that address both the people and operational needs of the workplace.

Moreover, the following preliminary interviews with supervisors at Europe & Asia Beverages Co., Ltd. provide valuable perspectives on the impact of job stress within the organization. These discussions aimed to explore how job stress affects team performance, identify its primary sources and examine the challenges employees face. The following table summarizes responses from four supervisors regarding key questions related to job stress, psychological well-being at work, and employee training.



Table 3.2 Summary of preliminary interview

No	Questions	Respondents				Conclusion
		1	2	3	4	
1.	<b>How do you perceive the impact of job stress on your job performance?</b>	When stress levels rise, our job performance decrease, and increase in errors.	I've noticed that work-related stress can lead to decreasing performance, productivity for individual and also team work.	When one team member is stressed, it often spreads to others, and the team performance decrease noticeably.	When my team is under pressure, they tend to stick to familiar methods rather than trying new approaches. This leads to lack of innovative workplace performance, and creativity.	Job stress negatively impacts on individual and team performance, increasing errors, and causing communication breakdowns.
2.	<b>How would you describe your overall well-being?</b>	I feel that I am in charge of my personal and professional situation.	I can manage my daily responsibilities, and thus, I can accomplish my desired works.	I think psychological well-being has direct link with my professional life and workplace performance.	I can perform well when my well-being is better. And also when I feel satisfy my job, I can perform very well in my job.	Psychological well-being directly link with personal job performance at work.
3.	<b>How does workplace training link with your performance?</b>	Our organization provides variety of training programs that can improve our skills, and performance.	On job and off-job training can improve staff skills and capabilities, and consequently job performance.	We can learn new skills and also improve existing skills from job training programs that can increase our performance.	Without training programs, we cannot improve our skills and can follow the updated knowledge. Thus, training is essential at work.	Training is critical to improve staff skills, knowledge and capabilities that can improve their performance.

Source: Results from the interview (September 2024)

The insights from the preliminary interviews with supervisors at Europe & Asia Beverages Co., Ltd. reveal consistent themes regarding the impact of job stress, psychological well-being, and employee training on performance. Supervisors emphasized that elevated stress levels lead to reduce individual and team productivity, while strong psychological well-being and access to training programs enhance performance and satisfaction. These qualitative findings are further supported by the organization's HR productivity metrics over the past four years.

The HR productivity table below provides an overview of key HR metrics at Europe & Asia Beverages Co., Ltd. Over the past four years. This table aims to capture the organization's efforts to manage its workforce effectively while addressing challenges such as job stress, psychological well-being, and training's impact on employee performance. Given the growing demands of the beverage industry in Myanmar, effective HR management is crucial to maintaining a high level of productivity and ensuring employee satisfaction.

By analyzing data on turnover rates, absenteeism, training hours, and employee performance, the table offers insights into the organization's workforce dynamics and its approach to optimizing HR productivity.

This analysis serves as a foundation for understanding how strategic HR practices can enhance overall performance and contribute to the company's long-term success.

*Table 1.2 HR Productivity Metrics of Europe & Asia Beverages Co., Ltd*

Metrics	Year 1 (2021)	Year 2 (2022)	Year 3 (2023)	Year 4 (2025)
Employee Turnover Rate (%)	12%	15%	14%	13%
Absenteeism Rate (%)	5%	6%	5.5%	5%
Training Hours per Employee	20 Hr	25 Hr	22 Hr	24 Hr
Average Employee Performance Rating	3.8/5	3.9/5	4.0/5	4.2/5
Overall Employee Satisfaction (%)	75%	78%	80%	82%

Source: Europe & Asia Beverages Co., Ltd, (2025)

## 1.2 Research Questions

This study aims to address the following research questions to explore key factors influencing employee performance at Europe & Asia Beverages Co., Ltd.

1. How does job stress influence the job performance of employees at Europe & Asia Beverages Co., Ltd.?
2. How does psychological well-being impact on employee performance?
3. How does employee training impact job performance at Europe & Asia Beverages Co., Ltd.?

## 1.3 Objectives of the Research

The objectives of this research are outlined below to provide a focused framework for examining the relationship between job stress, psychological well-being, training, and employee performance.

1. To assess the influence of job stress on employee job performance



2. To examine the role of psychological well-being in mitigating job stress and enhancing job performance
3. To evaluate the effect of employee training on job performance

#### **1.4 Benefits of the Research**

This study offers significant insights into the effects of job stress, psychological well-being, and staff training on job performance, specifically in Myanmar's expanding beverage sector. The research provides theoretical and practical contributions to comprehend the influencing aspects of employee job performance in the context of a Beverage company in Myanmar. This research uses job stress, well-being, and employee training at work as the factors of employee job performance. Although previous authors mentioned the critical role of employee job stress, well-being and training as the factors of employee performance, there is still a lack of evidence for the Beverage industry in Myanmar.

#### **1.5 Scope of Discussion**

The research targets the beverage industry (Europe & Asia Beverages Co., Ltd) as it is a competitive market situation where local and international beverage brands invest in Myanmar, and the requirements of qualified staff and improving performance become critical issues. To compete with rivals and create a sustainable development plan, the organization needs to understand the critical effect of employee performance on the organization and the influencing factors of employee performance at work. Although several factors impact employee

performance, this study focuses on job stress, well-being, and training to analyze how these factors impact staff performance.

The findings of this research offer valuable insights for a wide range of stakeholders, including employers, HR practitioners, managers, supervisors, and employees—particularly within Europe & Asia Beverages Co., Ltd. By identifying how job stress, employee well-being, and training influence staff performance, management teams can formulate targeted strategies to enhance individual productivity and overall organizational effectiveness.

These insights can support the development of sustainable HR practices that not only improve performance outcomes but also contribute to long-term organizational resilience. Specifically, the analysis of job stress factors provides practical guidance for eliminating stressors from the workplace, thereby fostering a healthier and more supportive work environment. Strengthening employee well-being through proactive interventions can lead to improved morale, reduced turnover, and greater engagement—key drivers of organizational success.

The study collects data from employees of different functional departments of Europe & Asia Beverages Co., Ltd. Job stress, psychological support, and employee training are independent variables, and job performance is the dependent variable. Job stress will be measured through employee self-reported stress levels about work demands. Psychological support will be assessed by examining the availability and effectiveness of the company's support systems, such as counselling and open communication channels. Employee training will be evaluated based on the training programs' frequency, relevance, and quality. Job

performance will be analyzed using company-established performance metrics and employee self-assessments. The research collects data in 2024 to focus on the recent trends in employee stress, well-being, training and performance.

## **1.6 Writing Format**

The structure of the writing is divided into several chapters as follows:

**CHAPTER I INTRODUCTION:** This section contains the background of the research, research questions, the objectives of the research, contributions of the research, the scope of the research, and also the systematics of writing.

**CHAPTER II LITERATURE REVIEW:** This section describes the literature review for each variable, several previous studies that are related to the current research, as well as a conceptual framework and hypotheses.

**CHAPTER III RESEARCH METHODS:** This section contains the research design, an explanation of the operational definitions of each variable, the population and sample used, data collection techniques, and finally, data analysis techniques used in this study.

**CHAPTER IV RESEARCH RESULTS AND DISCUSSION:** This section describes the explanation of the research, then there is a discussion about the object of the research, the results of instrument testing and analysis of the results, and finally the results of hypothesis testing so that this research can be applied.

**CHAPTER V CONCLUSION AND RECOMMENDATIONS:** This section provides a summary of the research findings, conclusions drawn from the study, and practical recommendations for Europe & Asia Beverages Co., Ltd. and similar organizations. It also suggests areas for future research.