

Effects of Stress and Trait Anxiety on Job Performance: The Mediating Role of Intrinsic and Extrinsic Motivation in Tourism Employee*

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Abstract: Tourism significantly contributes to the country's economy with its vast employment opportunities. In addition to this significant contribution, the sector's structure can place considerable physical and psychological pressure on employees. Tourism, a labor-intensive service sector, presents high job demands and a stressful working environment for employees. This work environment makes the factors directly affecting employees' motivation and job performance remarkable. Therefore, this study examines the relationships between perceived stress and trait anxiety, intrinsic and extrinsic motivation, and job performance among employees in tourism. It is aimed to establish the mediating role of motivation in the effects of stress and anxiety on job performance. The study was conducted on 370 hotel employees using the structural equation modeling (SEM) methodology. The most interesting result of the study is that anxiety does not have a negative effect on the job performance of tourism employees. The study concluded that perceived stress and anxiety affect extrinsic motivation and job performance. Moreover, there is no mediating role for intrinsic or extrinsic motivation in the relationship between perceived stress and job performance. The findings show that perceived stress negatively affects motivation, thus reducing job performance. These results suggest various implications for developing human resources management strategies in tourism.

Keywords: Perceived stress, trait anxiety, job performance, intrinsic and extrinsic motivation

Jel Codes: J53, L83, M12

Stres ve Kişilik Kaygısının İş Performansı Üzerindeki Etkileri: Turizm Çalışanlarında İçsel ve Dışsal Motivasyonun Aracılık Rolü

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Öz: Turizm sektörü, geniş istihdam olanakları ile ülke ekonomisine önemli katkılar sunmaktadır. Bu önemli katkının yanı sıra, sektörün yapısı gereği, çalışanlar üzerinde belirgin fiziksel ve psikolojik baskılar etkileri olabilmektedir. Emek yoğun bir hizmet sektörü olan turizm sektörü, çalışanlar için yüksek iş talepleri ve stresli bir çalışma ortamı sunmaktadır. Bu çalışma ortamı, çalışanların motivasyonunu ve iş performansını doğrudan etkileyen faktörleri dikkate değer kılmaktadır. Bu çalışma, algılanan stres ve kişilik kaygısı, içsel ve dışsal motivasyon ile iş performansı arasındaki ilişkileri incelemektedir. Ayrıca çalışmada, stres ve kaygının iş performansı üzerindeki etkilerinde motivasyonun aracılık rolünü belirlemek amaçlanmaktadır. Çalışma, yapısal eşitlik modellemesi (SEM) metodolojisi kullanılarak 370 otel çalışanı üzerinde yürütülmüştür. Çalışmanın en ilginç sonucu ise kaygının turizm çalışanlarının iş performansını üzerinde olumsuz bir etkisinin olmamasıdır. Çalışmada, algılanan stres ve kaygının dışsal motivasyonu ve iş performansını etkilediği sonucuna ulaşılmıştır. Bulgular, algılanan stresin motivasyonu olumsuz etkilediğini ve dolayısıyla iş performansını düşürdüğünü göstermektedir. Ayrıca, algılanan stres ve iş performansı arasındaki ilişkide içsel veya dışsal motivasyon için aracılık rolü bulunmamaktadır. Bu sonuçlar, turizm sektöründe insan kaynakları yönetimi stratejileri geliştirmek için çeşitli çıkarımlar sunmaktadır.

Anahtar kelimeler: Algılanan stres, kişilik kaygısı, iş performansı, içsel ve dışsal motivasyon

Jel Kodları: J53, L83, M12

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1. Introduction

Tourism is recognized as a significant driver of global economic development and growth, accounting for approximately 10% of the world economy (Li et al., 2018). While tourism is a significant driver of economic development, its labor-intensive nature presents challenges for worker well-being and performance. This sector creates extensive employment opportunities and critical revenue sources for various countries. The success of the tourism industry largely depends on the quality of services provided by its employees. Therefore, employee job performance is crucial for the sector's competitiveness and sustainability.

Like other sectors, tourism has faced significant challenges due to the COVID-19 pandemic, which has limited international travel. Statistical data shows that travel mobility is robust in 2023. It is thought that pre-pandemic levels will be reached in 2024. The UNWTO World Tourism Barometer announced that international tourism completed 2023 with 1.3 billion international movements, 88% of pre-pandemic levels. It is predicted that a full recovery is expected in 2024, and this recovery can be achieved by releasing all demands, providing new connections between destinations, and a more substantial recovery in weak markets (Asian markets) (UNWTO, 2024). This recovery highlights the resilience of tourism and emphasizes the importance of understanding the factors that influence employee performance during this critical period.

One theoretical framework that offers valuable insights into employee performance is Self-determination theory (SDT). SDT, as defined by Deci and Ryan (2002) and further elaborated by Ryan and Deci (2017), conceptualizes motivation as a construct involving external and internal forces that influence the direction, initiation, intensity, and persistence of behavior (Vallerand & Thill, 1993). SDT identifies several forms of motivation: Amotivation, Extrinsic Motivation, and Intrinsic Motivation (Deci & Ryan, 2000), which are arranged from least to most.

It is essential to understand different types of motivation to improve employee performance in tourism. Intrinsic motivation is engaging in activities for inherent enjoyment, interest, or satisfaction (Waterman et al., 2008). It can be divided into three types: Intrinsic motivation to know (motivated by learning, curiosity, and exploration), Intrinsic motivation toward accomplishments (motivated by the enjoyment and satisfaction of achieving goals), and Intrinsic motivation to experience stimulation (motivated by the sensory experiences associated with the activity (Pelletier et al., 1996). Extrinsic motivation, in contrast, is driven by external factors and can be divided into four types: behaviors considered valuable and essential to the individual, behaviors consistent with personal goals, behaviors performed because of punishments or social pressures, behaviors driven by internal pressures such as guilt, and external rewards. Amotivation also explains the lack of extrinsic and intrinsic motivation, where individuals do not see reasons to participate in a movement (Vallerand & Fortier, 1998).

Given the significant impact of motivation on performance, it is also crucial to consider other influencing factors, such as stress and anxiety (Eubank & Gilbourne, 2003). Several factors influence employee performance, with stress and anxiety being the primary ones. High levels of stress and anxiety are known to impact job performance negatively (Motowidlo et al., 1986). However, findings suggest that motivation can counterbalance and mitigate these adverse effects. By enhancing employees' desire to achieve their goals and their commitment to their jobs, motivation can reduce the negative impacts of stress and anxiety on job performance. Therefore, this study focuses on the complex interaction between motivation, stress, and anxiety in tourism. It examines the mediating role of motivation in the relationship between stress, anxiety, and job performance. This research focuses on employees in the tourism sector to enhance understanding of the industry's specific dynamics and working conditions. Understanding how employees' motivation levels are related to stress and anxiety and how these relationships affect job performance can help improve tourism enterprises' human resource management strategies.

Tourism, regarded as a vital industry for both developed and developing countries, depends significantly on the productivity and motivation of its employees. Perceived stress and intrinsic motivation are significant factors that affect employee performance and, consequently, the business's overall success. This study explores how perceived stress impacts intrinsic and extrinsic motivation and examines this relationship within the context of tourism businesses. By investigating these relationships, this research will offer practical recommendations for enhancing employee performance and ensuring the long-term success of tourism enterprises.

This research seeks an academic answer to the question, "What is the effect of perceived stress on intrinsic and extrinsic motivation and job performance, and do intrinsic and extrinsic motivation mediate in this effect?" It examines the relationships between stress, motivation, and job performance of employees in the tourism sector.

2. Literature Review and Hypothesis Development

Stress is a situation that challenges an individual's ability to cope with environmental demands (Hobfoll, 1988). Perceived stress, which is noticed by signs of loss of control and mental tension, can be explained as the psychological response of individuals to threatening stimuli in the environment. Perceived stress is noticed by individuals' cognitive evaluation (Cohen et al., 1983). Perceived stress is related to how individuals evaluate and experience these demands. Therefore, excessive perceived stress can often lead to mental and physical illnesses in entrepreneurs and even further impair their work resilience (Kipkosgei, 2022). Research shows that perceived stress significantly impacts intrinsic and extrinsic motivation (Nguyen & Chen, 2023; Hudson, 2013). Ahmad (2021) investigated the effects of extrinsic motivation and self-efficacy on students' academic stress in their studies. Sharma et al. (2014) aimed to compare the stress, leisure motivation, and anxiety levels among foreign tourists visiting the Taj Mahal in India and to examine the gender differences between these variables. Lee et al. (2022) examined the effects of intrinsic and extrinsic motivation on the job satisfaction of returning married female flight attendants after returning from leave. Employees in tourism businesses are exposed to various stress sources such as intense work tempo, customer satisfaction expectations, long working hours, and seasonal fluctuations. These stress factors can negatively affect employees' job performance and general well-being. According to Vatankhah's study, job characteristics are the most critical determinant in the tourism industry's main components of workplace stressors, and mental demands are the sub-criterion most influencing job stress (Vatankhah et al., 2021). In situations where perceived stress is high, employees may enjoy their work less, their sense of curiosity and discovery may decrease, and their overall interest and satisfaction may weaken. Therefore, within the scope of the study, the following hypotheses were developed, if perceived stress in the tourism sector has an effect on extrinsic and intrinsic motivation and job performance. Within the scope of this information, the following hypotheses were developed.

H1. Perceived stress has an effect on intrinsic motivation.

H2. Perceived stress has an effect on extrinsic motivation.

H3. Perceived stress has an effect on job performance.

Trait anxiety is a concept that refers to the tendency of an individual to constantly react with high levels of anxiety to situations encountered in their daily lives (Spielberger et al., 1971) and is an important factor for those working under intense stress, such as in tourism (Karsavuran, 2021; Akgunduz & Eser, 2022). When tourism employees have high levels of trait anxiety, customer relations, problem-solving, and job performance can be negatively affected (Chua et al., 2022). Trait anxiety can lead to burnout, difficulty coping with stress (Anderson et al., 1999), and reduced job satisfaction in these individuals, which can negatively affect both individual well-being and service quality (Maharani et al., 2020). In this context, managing trait anxiety levels in tourism employees is critical to protecting both employee health and the overall success of the sector (Darvishmotevali & Ali, 2020). In their study investigating the link between job stress and performance in the

tourism industry, Kalyar et al. (2019) concluded that employees with higher stress levels performed poorly in terms of both creativity and in-role performance. Considering this information, the following hypotheses were formed.

H4. Trait anxiety has an effect on intrinsic motivation.

H5. Trait anxiety has an effect on extrinsic motivation.

H6. Trait anxiety has an effect on job performance.

SDT by Deci and Ryan (2002) categorizes motivation into three forms: Intrinsic Motivation, Extrinsic Motivation and Amotivation. Intrinsic motivation is driven by personal enjoyment and interest in the activity, while extrinsic motivation is influenced by external factors such as rewards and social pressures. Amotivation occurs when there is no motivation to engage in an activity. Intrinsic motivation includes three subtypes: the desire to learn, the satisfaction of achieving goals, and the enjoyment of sensory experiences. Extrinsic motivation can be aligned with personal goals (Delaney & Royal, 2017), valued by the individual (Legault, 2020), driven by internal pressures, or influenced by external rewards and punishments.

Intrinsic motivation consists of a sense of discovery that internally motivates individuals to engage in activities that satisfy their curiosity and desire for mastery, spontaneously and without the influence of others (Deci & Ryan, 1985; Piaget, 1971; White, 1959). Intrinsic motivation refers to individuals acting with internal drives and personal satisfaction. Intrinsically motivated employees enjoy their work and find it meaningful to them. In tourism, intrinsic motivation has the potential to increase employee customer satisfaction and creative problem-solving and improve overall job performance. When intrinsic motivation is high, employees are more engaged and committed to their jobs. Considering this information, the following hypotheses were formed.

H7. Intrinsic motivation has a mediating role in the effect of perceived stress on job performance.

H8. Extrinsic motivation has a mediating role in the effect of perceived stress on job performance.

H9. Intrinsic motivation has a mediating role in the effect of trait anxiety on job performance.

H10. Extrinsic motivation has a mediating role in the effect of trait anxiety on job performance.

3. Methodology

This study investigated the effects of hotel employees' anxiety and stress levels on motivation (internal and external) and job performance. The research aims to reveal the level and direction of stress, motivation, and anxiety, which are thought to affect the job performance of hotel employees, using structural equation modeling (SEM). SEM is an effective multivariate technique increasingly found in scientific research to test, evaluate, and verify theoretical models, such as multivariate causal relationships (Fan et al., 2016).

A conceptual model better expresses the causality relationship in scientific studies. The conceptual model is to comply with the model described as descriptive or situational. In the conceptual model, variables and relationships between variables can be defined, and predictions can be made using these definitions (Kandemir et al., 2016; Kurtulus, 1996).

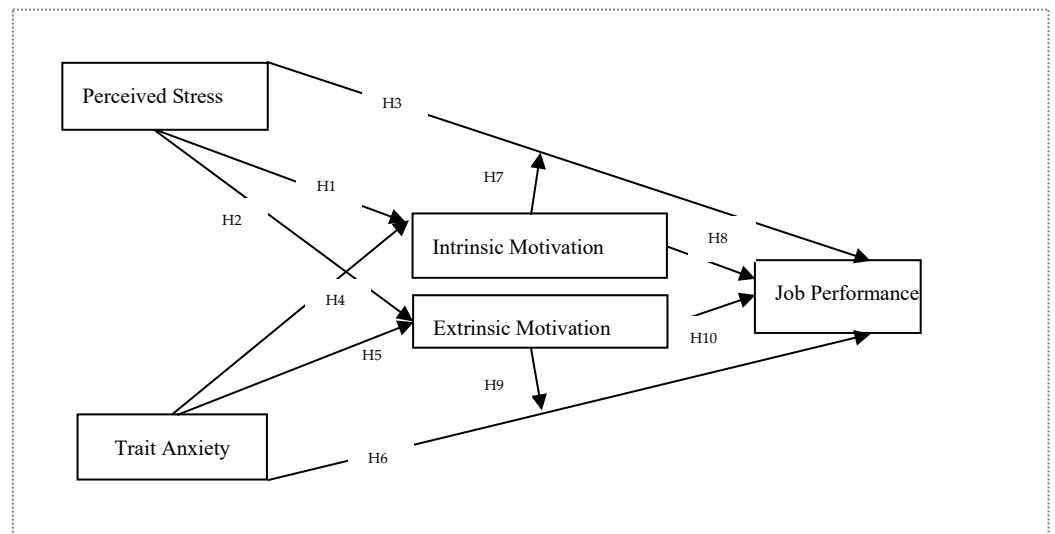


Figure 1. The Mediating Role of Intrinsic and Extrinsic Motivation in the Effect of Perceived Stress and Trait Anxiety on Job Performance

The research was conducted by considering conditions such as accessibility, cost, and time, and the survey was applied to 370 tourism employees working in hotels in the Antalya region. Multiple analyses were conducted to test the hypotheses. The stress, motivation, and anxiety levels thought to be effective on the job performance of hotel employees were investigated with structural equation modeling (SEM). The conceptual model better expresses the causality relationship in the studies. The conceptual model should comply with the model described as descriptive or situational. In the conceptual model, variables and relationships between variables are defined, and predictions are made. Survey forms were prepared as the data collection tool.

The convenience sampling method was chosen to investigate a population without a sampling limit to collect data quickly and more effectively. To calculate the sample size, the universe-sample size table developed by Altunışık et al. (2004: 125) and Yazıcıoğlu and Erdoğan (2007: 72) was employed. According to the sample size table by Yazıcıoğlu and Erdoğan (2007: 72), when the population size is between 5,000 and 10,000 people, a sample size of 370 is adequate with a sampling error of 0.05.

Within the survey scope, the trait anxiety inventory consisting of 20 items developed by Bieling et al. (1998) and whose validity and reliability have been established, and the employee performance scale composed of 4 items translated into Turkish by Çöl (2008) were used. In addition, the perceived stress scale consisting of 10 items translated into Turkish by Eskin et al. (2013) and the intrinsic and extrinsic motivation scale composed of 22 items translated into Turkish by Dündar et al. (2007) were used. These statements were as follows: (1) I strongly disagree, (2) I disagree, (3) I partially agree, (4) I agree, (5) I strongly agree.

The data analysis approach used in the study is the covariance-based structural equation model. This approach is a new and effective analysis technique formed by combining multivariate statistical methods used in many fields of social sciences in recent years. SEM is a method that explains the cause-and-effect relationship of mixed hypotheses in research models based on causality and allows the research model to be analyzed. In this method, the researcher establishes causal relationships between variables and tests these relationships with data (Cengiz & Kırkbir, 2007; Kandemir, 2015; İlhan & Çetin, 2014). Validity analysis of the scales used in SEM analyses is also performed. Confirmatory factor analysis produces results about the scale's validity by testing the compatibility of the observed variables with the latent variable (Eygü, 2018). Researchers in scientific studies use the SEM approach through various package

programs. The package program used for data analysis for SEM in the study is SPSS AMOS.

4. Findings

The data obtained in the study was first subjected to missing data analysis to prepare for the SEM analysis. 46 cells not included in the data set were identified, and the mean value was assigned to the column average option. The normal distribution of the data was evaluated according to the Skewness Kurtosis approach, and it was seen that the skewness/kurtosis values above the data were between +2.2 and -2.2. Accordingly, the data can be used for SEM analysis. In addition, reliability tests of the scales used in the study were conducted: Trait Anxiety scale reliability coefficient was 0.749 (20 statements), Perceived Stress scale reliability coefficient was 0.789 (10 statements), Intrinsic Motivation dimension reliability coefficient was 0.844 (9 statements), Extrinsic Motivation dimension reliability coefficient was 0.845 (13 statements), Job Performance scale reliability coefficient was 0.789 (4 statements), and values above the 0.70 reliability threshold were reached. The validity analysis of the scales used in the study was done with confirmatory factor analysis, and the following analysis results were obtained.

Table 1. Confirmatory Factor Analysis Fit Indices of Trait Anxiety, Perceived Stress, Motivation, and Job Performance Scales

Fit Indices	Trait Anxiety	Perceived Stress	Motivation	Job Performance	Goodness of Fit	Acceptable Means of Compliance
χ^2/sd	2,302	3,082	3,284	1,556	≤ 3	≤ 5
GFI	,923	,977	,859	,996	$\geq 0,95$	$\geq 0,95$
CFI	,847	,973	,837	,997	$\geq 0,97$	$\geq 0,97$
RMSEA	,060	,076	,080	,039	$\leq 0,05$	$\leq 0,08$
RMR	,042	,035	,078	,021	$\leq 0,05$	$\leq 0,05$

The values in Table 1 are the confirmatory factor analysis fit index results of the scales used in the study. Three scale items from the trait anxiety scale and four from the perceived stress scale were excluded during the confirmatory factor analysis because they were below the factor loading value of 0.32 (Peterson, 2000), which is the explanatory power of the latent variable. The reliability analysis of the data was previously performed, and it was stated that a reliable data set was obtained. According to these results, it was revealed that the scales used in the study had construct validity. The models related to the scales were revealed with confirmatory factor analysis, and then construct validity was investigated using path analysis. The data related to the hypotheses tested in the path analysis conducted to examine the interaction between trait anxiety, perceived stress, motivation (internal and external), and job performance are given in Figure 1 and Table 1.

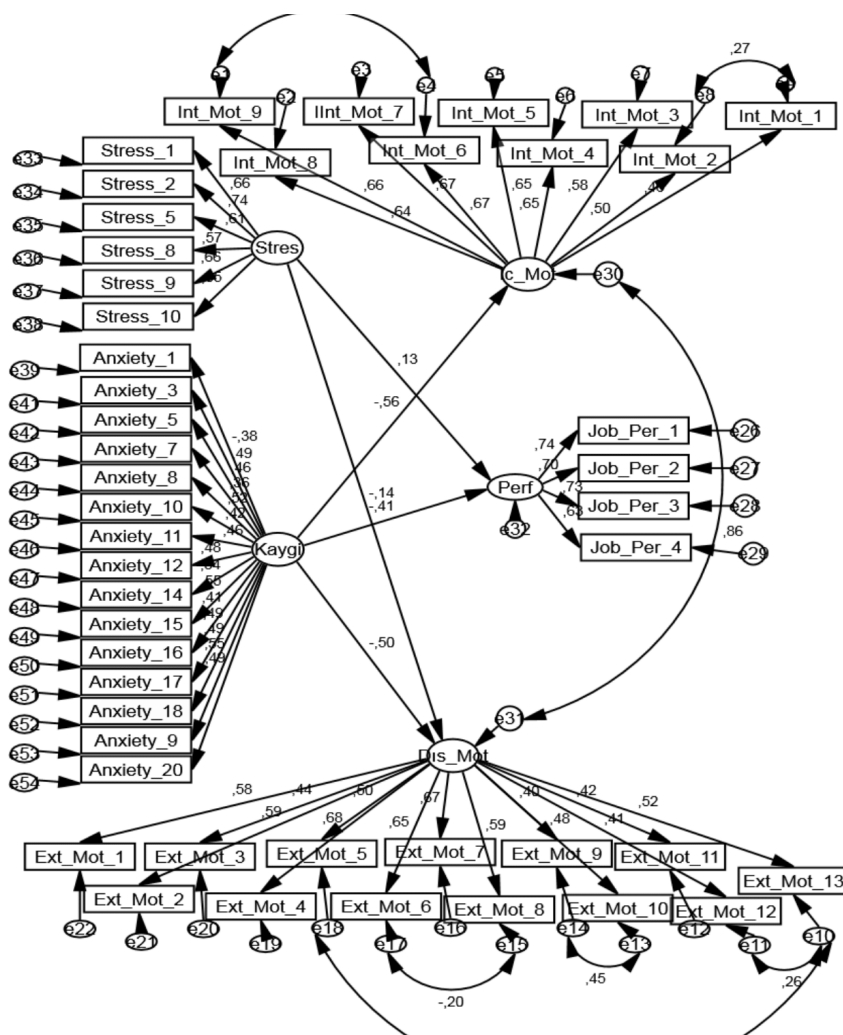


Figure 2. Path Analysis Research Model for the Mediating Effect of Intrinsic and Extrinsic Motivation on the Effect of Trait Anxiety and Perceived Stress on Job Performance

Figure 2 illustrates the research model developed to examine the mediating effects of intrinsic and extrinsic motivation on how trait anxiety and perceived stress influence job performance. Conceptually established relationships were tested in this model, and the paths that did not provide statistical acceptance and some observed variables were excluded from the model. In the “Trait Anxiety” variable in the research model, observed variables 19, 4, and 6; in the “Perceived Stress” variable, observed variables 3, 4, and 6 were excluded from the analysis. Since the regression paths in the conceptual model for the effect of intrinsic and extrinsic motivation on performance were inappropriate regarding the p-significance value (>0.05), they were removed from the research model. The final model obtained is with goodness of fit indices (Table 2).

Table 2. Path Analysis Research Model Goodness of Fit Values for the Mediating Effect of Intrinsic and Extrinsic Motivation on the Effect of Trait Anxiety and Perceived Stress on Job Performance

Model Fit Values	Acceptable Means of Compliance	Goodness of Fit	Research Model
(Δ^2_x/sd)	≤ 4-5	≤ 3	2,607
RMSEA	> 0,06-0,08	≤ 0,05	0,067
SRMR	0,06-0,08	≤ 0,05	0,0981
GFI	0,89-0,85	≥ 0,90	0,767

CFI	≥ 0,95	≥ 0,97	0,718
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When looking at the goodness of fit values, the basic values RMSEA and Chi-Square/sd have sufficient fit values. In contrast, the other goodness of fit values in the report are close to acceptable fit, so it can be said that the research model represents the structure; in other words, the structure is compatible with the sample data. The significance values for the relationships in the model are given in Table 3.

Table 3. Path Analysis Research Model Significance Values for the Mediating Effect of Intrinsic and Extrinsic Motivation on the Effect of Trait Anxiety and Perceived Stress on Job Performance

Exogenous Variable	Direction of Impact	Endogenous Variable	Standardized Impact Coefficient	p
Trait Anxiety	→	Internal Motivation	-,567	,000
Perceived Stress	→	External Motivation	,166	,045
Trait Anxiety	→	External Motivation	-,507	,000
Trait Anxiety	→	Job Performance	-,333	,000
Perceived Stress	→	Job Performance	,142	,048
Perceived Stress	→	Internal Motivation	,041	,457
Internal Motivation	→	Job Performance	-,038	,860
External Motivation	→	Job Performance	,159	,441

In the significance value table where we look at the status of our hypotheses when trait anxiety increases by 1 unit in an individual, intrinsic motivation decreases by 57%, when stress increases by one unit in an individual, extrinsic motivation increases by 17%, when trait anxiety increases by one-unit, extrinsic motivation decreases by 50%. When trait anxiety increases by one unit, performance decreases by 33%. It can be thought that anxiety at a manageable level has a positive effect on job performance. When stress increases by one unit, performance increases by 14%. The effect of stress on job performance is positive. When stress increases by one unit, intrinsic performance increases by 04%. When intrinsic motivation increases by 1 unit, performance decreases by 04%. When extrinsic motivation increases by one unit, performance increases by 16%. The causal relationships in the research model were tested with path analysis, and the results are reported in Table 4. The results obtained reveal whether the hypotheses of the research are supported or not.

Table 4. Evaluation of Research Hypotheses

	Hypotheses	
H1	Perceived stress has an effect on intrinsic motivation.	Not supported
H2	Perceived stress has an effect on extrinsic motivation.	Supported
H3	Perceived stress has an effect on job performance.	Supported
H4	Trait anxiety has an effect on intrinsic motivation.	Supported
H5	Trait anxiety has an effect on extrinsic motivation.	Supported
H6	Trait anxiety has an effect on job performance.	Supported
H7	Intrinsic motivation has a mediating role in the effect of perceived stress on job performance.	Not supported
H8	Extrinsic motivation has a mediating role in the effect of perceived stress on job performance.	Not supported
H9	Intrinsic motivation has a mediating role in the effect of trait anxiety on job performance.	Not supported
H10	Extrinsic motivation has a mediating role in the effect of trait anxiety on job performance.	Not supported

Table 4 was created based on the hypothesis evaluations found as a result of the research findings. According to Table 4, there is no effect on intrinsic motivation, but perceived stress has a significant effect on extrinsic motivation and job performance. In addition, trait anxiety has an effect on intrinsic and extrinsic motivation as well as on job performance. However, it was concluded that intrinsic and extrinsic motivation do not mediate the effects of perceived stress and anxiety on job performance.

5. Conclusion and Discussion

The study examines how the stress and trait anxiety employees perceive in tourism affect job performance through intrinsic and extrinsic motivation. It aims to optimize human resource management strategies by providing significant findings to better understand the relationship between employees' motivation levels and stress and anxiety. An intriguing result of the study is that anxiety does not negatively impact job performance. It can be considered that anxiety, at a manageable level, positively affects job performance. To achieve more generalizable results, the effect of anxiety on job performance should be measured again by rating it according to the levels of anxiety.

According to another study result, although stress is a negative concept, it has a positive effect on job performance and motivation, and this effect is not at high levels. However, this result contradicts the study of Altıntaş et al. (2023). According to Altıntaş et al. (2023), perceived stress in the workplace affects job motivation; in particular, the higher the perceived stress, the less self-determination of motivation.

This study is significant because it explains the current situation with its findings and determines the relationship between stress anxiety and job performance. This theoretical framework can assist tourism businesses in developing strategies to manage employee stress levels and boost intrinsic motivation. To reduce the negative impact of perceived stress on intrinsic motivation, businesses can implement interventions such as stress management programs, flexible working hours, and employee support services. Thus, increasing employees' motivation can improve the business's overall performance and customer satisfaction.

This study investigated the effects of perceived stress and anxiety on intrinsic motivation, extrinsic motivation, and job performance. The findings reveal that perceived stress significantly impacts extrinsic motivation and job performance but does not substantially affect intrinsic motivation. Both perceived stress and anxiety were found to influence extrinsic motivation and job performance. However, the study did not identify a mediating role for either intrinsic or extrinsic motivation in the relationship between perceived stress and job performance.

The results provide insight into how perceived stress and anxiety affect workplace motivation and performance. The finding that perceived stress does not significantly impact intrinsic motivation suggests that stress does not easily disrupt factors driving intrinsic motivation, such as personal satisfaction, engagement, or interest in the task. This aligns with the idea that intrinsic motivation is more stable and less influenced by external stressors than extrinsic motivation. Although Nguyen and Chen (2023) revealed in their study that there was no significant relationship between perceived stress and intrinsic learning motivation, they emphasized that the possible negative effects of stress on students' learning process should not be ignored.

In contrast, the significant impact of perceived stress on extrinsic motivation indicates that when individuals perceive high-stress levels, they might focus more on external outcomes, such as rewards or recognition. This finding suggests that stress may amplify sensitivity to external contingencies, highlighting the importance of managing stress to maintain healthy levels of extrinsic motivation. According to the results of their study, Ahmad (2021) found that extrinsic motivation has a negative and significant effect on student academic stress.

The support for the hypothesis that perceived stress affects job performance aligns with the literature, indicating that stress can negatively impact cognitive functioning,

decision-making, and overall performance. Elevated levels of perceived stress may lead to burnout, reduced attention to detail, and decreased productivity, which can directly hinder job effectiveness.

Anxiety was found to significantly impact both intrinsic and extrinsic motivation, indicating that anxiety affects an individual's drive regardless of whether it is internally or externally motivated. This could be due to anxiety's general effect on emotional well-being and cognitive capacity, which can decrease the enjoyment derived from the task (intrinsic motivation) and the response to external rewards (extrinsic motivation). As a result of the studies by Lee et al. (2022), it was found that intrinsic motivation significantly affects job satisfaction, while extrinsic motivation, such as salary, break times, and external recognition, positively affects job satisfaction, but social benefits are ineffective.

Anxiety also negatively impacts job performance, which aligns with the understanding that it can impair focus, increase errors, and reduce overall effectiveness in work tasks. The study found no evidence that either intrinsic or extrinsic motivation mediates the relationship between perceived stress and job performance. This indicates that the detrimental effects of perceived stress on job performance are direct and not influenced by motivation levels. Therefore, regardless of whether employees are intrinsically or extrinsically motivated, high levels of perceived stress result in lower job performance. While anxiety and stress directly affect job performance, motivation does not serve as a mediating factor. It could not be evaluated as a mediating variable in this study, irrespective of intrinsic and extrinsic motivation.

The findings underscore the necessity for organizations to adopt strategies for managing stress and anxiety. These strategies may encompass stress reduction programs, mindfulness practices, and support systems to assist employees in managing their stress and anxiety levels, thereby potentially enhancing motivation and performance. Considering the substantial effect of perceived stress on extrinsic motivation, organizations ought to explore the development of strategies that alleviate stress and foster a positive environment in which external motivators like rewards and recognition can be effectively utilized to boost employee motivation.

Since motivation does not mediate the relationship between perceived stress and job performance, direct interventions to reduce stress and anxiety and support job performance are crucial. These could include training programs that enhance skills, cognitive-behavioral approaches to manage anxiety, and creating supportive work environments.

Due to the negative effect of perceived stress on work performance, the human resources management unit can provide Mindfulness Training for hotel employees, work with experts who can receive psychological counseling, and organize wellness days. The hotel's human resources management unit can offer employees options such as relaxation leaves and flexible working hours. In addition, sports and nutrition support can be provided within the hotel, and an ergonomic working environment (shoes, etc.) can be provided for hotel employees who consistently work on their feet. Motivation-enhancing supports like appreciation, rewards, and accolades can transform the negative effect of perceived stress on work performance into a positive one.

Future research could investigate how perceived stress and anxiety influence different types of motivation and performance. It would also be beneficial to explore potential moderating factors, such as individual coping strategies or organizational support systems, that may lessen the adverse effects of stress and anxiety on motivation and performance. Gaining insight into these dynamics could help organizations better support their employees and improve overall workplace outcomes. This revised discussion emphasizes the specific variables of perceived stress and anxiety, offering a detailed understanding of their impact on motivation and job performance in the workplace.

One limitation of this study is the inclusion of two moderator variables. The tourism sector comprises employees from various cultures and even different nations. Therefore,

cultural differences and organizational policies can be utilized as moderating variables in future studies framed within a conceptual framework. Assessing the impact of these factors on the relationships among stress, motivation, anxiety, and job performance in future research can offer a fresh perspective. This sociology-based study will enhance the breadth and applicability of the field in the literature by enabling comparisons across different cultures.

The study has several limitations. Data was collected from hotel staff in Antalya for this research. While the findings may apply to hotel staff in tourist areas, they may not generalize to all hotel staff. Data collection took place over a short period; however, variables such as stress, anxiety, and motivation may fluctuate over time due to changing conditions. Additionally, the study faces sector-specific limitations because it focuses exclusively on hotel staff, and its conclusions cannot extend to sectors outside of tourism. The convenience sampling method employed in the study facilitates quick and easy data collection, but the sample may sometimes not fully represent the broader universe. Consequently, the generalizability of this study's results remains an uncertain challenge.

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