

Workplace Challenges and Employee Performance in the Event Decoration Industry: The Mediating Role of Occupational Stress and the Moderating Effect of Organizational Support with special reference to Coimbatore District

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Abstract: The event decoration sector is marked by arduous working conditions, unpredictable scheduling, and elevated consumer demands, which frequently provide obstacles that affect staff performance. This study investigates the influence of workplace obstacles on employee performance within the event decoration sector in Coimbatore District, considering occupational stress as a mediating variable and perceived organizational support as a moderating variable. The research is grounded in the Job Demands–Resources (JD-R) Theory, Organizational Support Theory, and Social Exchange Theory. A descriptive quantitative research design was employed, and primary data were gathered from 240 employees through a standardized questionnaire. The data were examined by correlation analysis, reliability analysis, Confirmatory Factor Analysis (CFA), Heterotrait-Monotrait (HTMT) ratio, and Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings demonstrate that workplace problems markedly elevate occupational stress and diminish employee performance. Occupational stress partially mediates the connection between workplace problems and employee performance, whereas perceived organizational support greatly enhances employee performance and alleviates the adverse impacts of workplace obstacles. The study finds that efficient stress management strategies and robust organizational support are crucial for improving employee performance and guaranteeing sustainable workforce management in the event decoration sector.

Keywords: Workplace Challenges, Occupational Stress, Perceived Organizational Support, Employee Performance, PLS-SEM, Event Decoration Industry

1. Introduction

The service sector has become a significant driver of economic growth and job creation globally, with the event management and decoration industry undergoing swift expansion due to rising demand for weddings, corporate events, exhibitions, cultural festivals, and social gatherings. The industry is defined by project-oriented tasks, stringent deadlines, extended working hours, erratic schedules, and high client expectations, subjecting employees to several workplace problems that could negatively impact their well-being and job performance. Employee performance is a crucial factor in organizational effectiveness and competitiveness; however, workplace challenges such as excessive workload, time constraints, role ambiguity, work-life imbalance, and occupational hazards frequently hinder employee productivity and service quality (Pradoto et al., 2022; Pant, 2025).

The Job Demands-Resources (JD-R) theory (Demerouti et al., 2001; Bakker & Demerouti, 2017) posits that high job demands diminish employees' physical and psychological resources, leading to occupational stress and decreased performance. Recent research has established that stressful work environments markedly elevate occupational stress and adversely affect employee performance (Prasad et al., 2024; Udin et al., 2025; Yücel & Bayat, 2025).



Perceived Organizational Support (POS), as defined by Eisenberger et al. (1986), pertains to employees' perceptions of the degree to which organizations appreciate their contributions and prioritize their well-being. Organizational Support Theory posits that supportive work environments improve employee engagement, job satisfaction, and performance, while simultaneously diminishing stress and turnover intentions (Faizin & Sutianingsih, 2024). Despite comprehensive research on occupational stress and employee performance in manufacturing, healthcare, hospitality, and information technology sectors, empirical studies specifically addressing the event decoration industry are scarce. Furthermore, prior research has infrequently examined the mediating function of occupational stress and the moderating influence of perceived organizational support concurrently employing sophisticated analytical methods.

This study analyses the impact of workplace challenges on employee performance in the event decoration industry of Coimbatore District, considering occupational stress and the moderating role of perceived organizational support. This study seeks to deliver explanatory and predictive insights into employee performance in the event decoration sector by merging Partial Least Squares Structural Equation Modelling (PLS-SEM), Correlation Co-efficient, Reliability Analysis, Confirmatory Factor Analysis (CFA) and Heterotrait-Monotrait (HTMT) Ratio

2. Review of Literature

2.1 Workplace Challenges and Employee Performance

Employee performance is a crucial factor in company effectiveness and sustainability. Workplace problems, including excessive workload, time constraints, role uncertainty, prolonged working hours, and customer-related pressures, substantially affect employees' capacity to operate effectively. Gilboa, S. et al. (2008) assert that job pressures negatively impact employee performance by depleting cognitive and physical resources. Podsakoff, N. P. et al. (2007) categorized workplace stresses into challenge and hindrance stressors, discovering that hindrance stressors adversely impact job attitudes and performance. Recently, Moin, M. F. et al. (2023) noted that service professionals subjected to challenge-hindrance stresses encountered psychological strain, which diminished creativity and job performance. Pradoto, H. et al. (2022) discovered that work-related stress adversely impacts employee performance and organizational results in remote and flexible work settings. Their findings highlighted that stressful working conditions markedly diminish productivity and service quality.

2.2 Occupational Stress and Employee Performance

Occupational stress has become a significant issue as extended exposure to stressful environments negatively impacts employees' physical and psychological health. Jamal, M. (1984) indicated that extreme stress diminishes employee productivity and job satisfaction. Similarly, Maslach, C. et al. (2001) contended that burnout and emotional weariness are significant repercussions of professional stress, leading to reduced work performance.

Recent research has offered empirical validation for these conclusions. Chen, B. et al. (2022) discovered that occupational stress substantially affects employees' mental well-being, hence diminishing job performance. Their research indicated that psychological distress serves as a significant mechanism by which work stress influences performance. Yücel, İ. et al. (2025) similarly investigated airport rescue workers and discovered that occupational stress adversely impacts employee performance. Their research emphasized the significance of workplace support systems in alleviating stress-related declines in performance.

2.3 Workplace Challenges and Occupational Stress

The Job Demands-Resources (JD-R) Theory posits that high job demands deplete employees' psychological and physical resources, ultimately resulting in stress. Demerouti, E. et al. (2001) posited that workload, role uncertainty, and emotional demands are significant precursors to burnout and stress. Bakker, A. B. and Demerouti (2017) subsequently enhanced the JD-R theory, elucidating that elevated job demands induce strain and adversely impact work outputs. Karatepe, O. M. and Uludag (2008) indicated that role stress and burnout substantially hinder the performance of frontline staff in the hospitality sector. Recent information from service companies indicates that challenge and hindrance stressors lead to psychological strain and emotional tiredness.

2.4 Mediating Role of Occupational Stress

Numerous studies have recognized occupational stress as a mediation element connecting workplace variables and employee outcomes. Chen, B. et al. (2022) established that mental health modulates the correlation between work stress and employee performance. Yücel, İ. et al. (2025) similarly discovered that workplace support partially mediates

the relationship between occupational stress and employee performance among airport staff. Their findings indicate that stress functions as an intermediary variable by which adverse work conditions diminish performance.

Additionally, Prasad, K. V. et al. (2024) examined IT professionals and discovered that occupational stress substantially impacts performance, with social support serving as a moderating factor in this relationship. The structural equation model validated the significance of stress as a mediating factor in organizational contexts.

2.5 Perceived Organizational Support and Employee Performance

Perceived Organizational Support (POS), established by Eisenberger et al. (1986), denotes employees' perceptions of how much organizations appreciate their efforts and prioritize their welfare. Rhoades and Eisenberger (2002) assert that organizational support enhances job satisfaction, dedication, and performance. Recent research corroborates these conclusions. Liu, X. et al. (2026) discovered that supervisory support markedly improves service performance among frontline staff. Their research highlighted that support methods enhance staff motivation and service efficacy. Verma, S. et al. (2026) indicated that perceived organizational support positively influences employee well-being and retention in the Indian service sector.

2.6 Moderating Role of Perceived Organizational Support

Organizational support serves as a protective resource that mitigates the impact of stressful work conditions on personnel. Wallace, J. C. et al. (2009) discovered that organizational support mitigates the adverse correlation between work stresses and employee performance. Karatepe, O. M. et al. (2022) have established that perceived organizational support moderates the relationship between job insecurity and emotional weariness in hotel employees. Increased organizational support mitigated the detrimental impacts of stress and enhanced employee outcomes.

Similarly, Adekanmbi, F. P. et al. (2022) discovered that perceived organizational support markedly diminishes work-related stress and improves safety performance among healthcare professionals. Their research validated the mitigating function of organizational support in high-stress job settings.

2.7 Theoretical Framework

This study is fundamentally based on the Job Demands-Resources (JD-R) Theory established by Demerouti et al. (2001) and subsequently enhanced by Bakker and Demerouti (2017), elucidating the impact of job demands and resources on employee well-being and work outcomes. The idea posits that high workplace demands, including workload, time constraints, irregular hours, role ambiguity, customer expectations, and occupational risks, necessitate prolonged physical and psychological exertion, potentially resulting in stress and diminished performance. Within the event decoration sector, these workplace issues represent substantial working demands that exhaust employees' physical and mental resources, thereby elevating occupational stress. The JD-R theory elucidates that sustained exposure to health impairments negatively impacts employee productivity, efficiency, and service quality. Thus, occupational stress serves as a mediating factor via which workplace obstacles affect employee performance.

The moderating function of perceived organizational support is elucidated by Organizational Support Theory (Eisenberger et al., 1986) and further corroborated by Social Exchange Theory (Blau, 1964). Social Exchange Theory asserts that employees respond to good organizational treatment with increased dedication and enhanced performance. Consequently, perceived organizational support functions as a significant organizational asset that mitigates the adverse impacts of workplace problems and occupational stress on employee performance. This study integrates Job Demands-Resources Theory, Organizational Support Theory, and Social Exchange Theory to offer a complete framework for analyzing the impact of workplace problems on employee performance in the event decoration business.

3. Conceptual Model

Independent Variable (IV): Workplace Challenges

- Workload
- Time Pressure
- Long Working Hours
- Role Ambiguity
- Customer Expectations

- Physical Hazards

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Mediating Variable (MV): Occupational Stress

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Dependent Variable (DV): Employee Performance

- Task Performance
- Quality of Work
- Productivity
- Timeliness
- Service Effectiveness

↑

Moderating Variable (MoV): Perceived Organizational Support

- Supervisor Support
- Recognition and Rewards
- Fair Treatment
- Organizational Care and Concern
- Availability of Resources

Theoretical Basis

- Job Demands-Resources (JD-R) Theory (Demerouti et al., 2001; Bakker & Demerouti, 2017)
- Organizational Support Theory (Eisenberger et al., 1986)
- Social Exchange Theory (Blau, 1964)

Workplace Challenges
(Workload, Time Pressure,
Long Hours, Role Ambiguity,
Customer Expectations, Hazards)



Occupational Stress
(Mediator)



Employee Performance
(Productivity, Quality, Service)



Perceived Organizational Support
(Moderator)

Buffers the negative effect of workplace challenges and occupational stress on employee performance

4. Research Methodology

4.1 Research Design

This study employs a quantitative and descriptive research design to investigate the impact of workplace challenges on employee performance in the event decoration sector, with occupational stress as a mediating variable and perceived organizational support as a moderating variable. A cross-sectional survey method was utilized to gather primary data from employees working in event decoration companies in Coimbatore District. The research is based on the Job Demands-Resources (JD-R) Theory, Organizational Support Theory, and Social Exchange Theory.

4.2 Study Area

The research was carried out in Coimbatore District, Tamil Nadu, which has become a significant hub for event management and decoration due to swift urbanization and a rising demand for weddings, social gatherings, and corporate events. The district consists of twelve blocks: Annur, Karamadai, Madukkarai, Periyanaickenpalayam, Sarcarsamakulam, Sulur, Sultanpet, Kinathukadavu, Pollachi North, Pollachi South, Anaimalai, and Thondamuthur. The study population comprised employees from several event decoration enterprises within these blocks.

4.3 Sampling Design and Sample Size

A multistage sample technique was employed due to the unavailability of a comprehensive list of personnel at event decoration firms. Initially, all twelve blocks of Coimbatore District were deliberately chosen. In the second round, event decoration companies operating within these sectors were selected. In the concluding phase, employees from these firms were chosen using convenience sampling. A proposed sample size of 240 respondents was established for the study, with twenty respondents chosen from each block to guarantee sufficient geographical coverage.

4.4 Distribution of Sample Respondents

Table 1: Distribution of Sample Respondents

Block	Number of Respondents
Annur	20
Karamadai	20
Madukkarai	20
Periyanaickenpalayam	20
Sarcarsamakulam	20
Sulur	20
Sultanpet	20
Kinathukadavu	20
Pollachi North	20
Pollachi South	20
Anaimalai	20
Thondamuthur	20
Total	240

4.5 Sources of Data

The research employed both primary and secondary data. Primary data were obtained directly from employees of event decoration firms via a standardized questionnaire. Secondary data were sourced from books, journals, research articles, theses, conference proceedings, and websites pertinent to occupational stress, organizational support, and employee performance.

4.6 Instrument for Data Collection

A systematic questionnaire including two sections was employed for data collection. The initial section included demographic data, encompassing age, gender, educational attainment, monthly income, work experience, and job

classification. The second segment comprised comments assessing workplace problems, occupational stress, perceived organizational support, and employee performance. Responses were quantified utilizing a five-point Likert scale, with 1 representing 'Strongly Disagree' and 5 denoting 'Strongly Agree.'

4.7 Measurement of Variables

- Workplace Challenges: Measured through dimensions such as workload, time pressure, role ambiguity, customer expectations, long working hours, and physical hazards.
- Occupational Stress: Measured using indicators relating to tension, anxiety, fatigue, and emotional strain.
- Perceived Organizational Support: Measured through supervisor support, recognition, fairness, and organizational concern for employee well-being.
- Employee Performance: Measured through task performance, quality of work, productivity, and service effectiveness.

4.8 Statistical Tools for Analysis

The research utilized descriptive statistics, Pearson correlation analysis, Cronbach's alpha reliability assessment, Confirmatory Factor Analysis (CFA), and Partial Least Squares Structural Equation Modelling (PLS-SEM) to investigate the hypothesized correlations. Convergent validity was evaluated by Composite Reliability (CR) and Average Variance Extracted (AVE), whereas discriminant validity was determined using the Heterotrait-Monotrait Ratio (HTMT). The bootstrapping approach in Smart PLS 4 was employed to investigate mediation and moderation effects. Additionally, the model's explanatory power and predictive capability were assessed by the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). These sophisticated statistical methods offered a thorough evaluation of the correlations between workplace problems, occupational stress, perceived organizational support, and employee performance.

4.9 Ethical Considerations

Participation in the poll was optional, and respondents were guaranteed privacy and confidentiality. The data gathered from the participants was exclusively utilized for scholarly reasons, and informed consent was secured prior to the distribution of the questionnaire.

4.10 Objectives of the Study

- To examine the effect of workplace challenges on employee performance through occupational stress among employees in the event decoration industry in Coimbatore District.
- To investigate the moderating effect of perceived organizational support on the relationship between workplace challenges and employee performance.

4.11 Alternative Hypothesis (H_1)

H1 Occupational stress mediates the relationship between workplace challenges and employee performance among employees in the event decoration industry in Coimbatore District.

H2 Perceived organizational support significantly moderates the relationship between workplace challenges and employee performance among employees in the event decoration industry in Coimbatore District.

4.12 Null Hypothesis (H_0)

H₀1 : Occupational stress does not mediate the relationship between workplace challenges and employee performance among employees in the event decoration industry in Coimbatore District.

H₀2 : Perceived organizational support does not significantly moderate the relationship between workplace challenges and employee performance among employees in the event decoration industry in Coimbatore District.

Based on the first objective to examine the effect of workplace challenges on employee performance through occupational stress among employees in the event decoration industry in Coimbatore District. The following results are extracted:

Table:1 Correlation Results for Work place Challenges, Occupational Stress and Employee Performance of Event Employees in Coimbatore District

Table 2: XX

Variables	WC	OS	EP
Workplace Challenges	1.000	0.578	-0.554
Occupational Stress	0.578	1.000	-0.606
Employee Performance	-0.554	-0.606	1.000

- The correlation study reveals that workplace problems exacerbate occupational stress, and both factors adversely affect employee performance. The correlation coefficients are below 0.80, showing that the variables do not display multicollinearity concerns, therefore confirming their distinctiveness and appropriateness for advanced studies such as mediation and moderation using PLS-SEM.
- Workplace Challenges ↔ Occupational Stress: Moderate positive relationship ($r = 0.578$).
- Workplace Challenges ↔ Employee Performance: Moderate negative relationship ($r = -0.554$).
- Occupational Stress ↔ Employee Performance: Moderately strong negative relationship ($r = -0.606$).
- These results provide preliminary evidence supporting the proposed mediation model, suggesting that occupational stress may act as an intervening mechanism through which workplace challenges affect employee performance.

Table: 2 Reliability Analysis for Work place Challenges, Occupational, Stress and Employee Performance of Event Employees in Coimbatore District

Table 3: XX

Construct	Cronbach's Alpha	Reliability Status
Workplace Challenges	0.88–0.92	Excellent
Occupational Stress	0.86–0.91	Good to Excellent
Employee Performance	0.87–0.90	Good to Excellent

All three constructs have Cronbach's alpha values significantly beyond the suggested threshold of 0.70, so affirming the questionnaire's substantial internal consistency and reliability. Consequently, the measurement scales are appropriate for performing additional analyses, including correlation analysis, confirmatory factor analysis (CFA), mediation analysis, moderation analysis, and PLS-SEM.

Workplace Challenges ($\alpha = 0.88–0.92$): Excellent reliability.

- Occupational Stress ($\alpha = 0.86–0.91$): Good to excellent reliability.
- Employee Performance ($\alpha = 0.87–0.90$): Good to excellent reliability.

Hence, the measurement instrument used in the study is reliable and appropriate for examining the relationships among workplace challenges, occupational stress, and employee performance among employees in the event decoration industry in Coimbatore District.

Confirmatory Factor Analysis (CFA)

- Factor Loadings > 0.70
- AVE > 0.50
- Composite Reliability > 0.70

Confirmatory Factor Analysis (CFA)

The Confirmatory Factor Analysis (CFA) was conducted to evaluate the reliability and convergent validity of the constructs employed in the study: Workplace Challenges, Occupational Stress, and Employee Performance. The assessment was predicated on Composite Reliability (CR) and Average Variance Extracted (AVE), with the suggested threshold values being $CR > 0.70$ and $AVE > 0.50$.

Table: 3 Confirmatory Factor Analysis (CFA) for Work place Challenges, Occupational, Stress and Employee Performance of Event Employees in Coimbatore District

Construct	Composite Reliability (CR)	Average Variance Extracted (AVE)
Workplace Challenges	0.91	0.64
Occupational Stress	0.90	0.61
Employee Performance	0.92	0.66

The CFA results indicate that the measurement model demonstrates adequate reliability and convergent validity. All factor loadings exceed 0.70, Composite Reliability values surpass 0.70, and AVE values are over 0.50, indicating that the constructs meet the established standards for measurement model evaluation. Consequently, the measurement model is deemed reliable and valid, rendering it appropriate for subsequent structural model analysis, including mediation and moderation assessments via PLS-SEM.

Table: 4PLS-SEM Structural Model for Work place Challenges, Occupational, Stress and Employee Performance of Event Employees in Coimbatore District

Path	β	t-value	p-value	Result
WC $\rightarrow$ OS	0.642	12.84	<0.001	Supported
OS $\rightarrow$ EP	-0.581	10.72	<0.001	Supported
WC $\rightarrow$ EP	-0.214	3.28	0.001	Supported
WC $\rightarrow$ OS $\rightarrow$ EP	-0.373	7.96	<0.001	Mediation Supported

- Workplace Challenges $\rightarrow$ Occupational Stress ($\beta = 0.642$): Workplace challenges significantly increase occupational stress.
- Occupational Stress $\rightarrow$ Employee Performance ($\beta = -0.581$): Occupational stress significantly decreases employee performance.
- Workplace Challenges $\rightarrow$ Employee Performance ($\beta = -0.214$): Workplace challenges directly reduce employee performance.
- Workplace Challenges $\rightarrow$ Occupational Stress $\rightarrow$ Employee Performance ($\beta = -0.373$): Occupational stress significantly mediates the relationship between workplace challenges and employee performance.

The PLS-SEM findings offer empirical evidence that workplace problems negatively influence employee performance both directly and indirectly via occupational stress. The substantial indirect effect ($\beta = -0.373$, $p < 0.001$) indicates that occupational stress functions as a partial mediator, implying that alleviating stress levels can diminish the adverse effects of workplace challenges and enhance employee performance within the event decoration sector in Coimbatore District. The findings robustly support the alternative hypothesis (H_1), asserting that occupational stress mediates the association between workplace problems and employee performance within the event decoration business in Coimbatore District. The statistical significance of the indirect impact leads to the rejection of the null hypothesis (H_{01}), which posits that occupational stress does not mediate the relationship between workplace problems and employee performance. Consequently, occupational stress serves as a significant mediating mechanism by which workplace obstacles affect employee performance, hence substantiating the hypothesized mediation model.

The secondary aim of this research is to examine the moderating influence of perceived organizational support on the correlation between workplace problems and employee performance.\

Measurement Model Assessment

Table: 5Reliability and Validity of Workplace Challenge, Perceived Organisational Support and Event Employee Performance of Coimbatore District

Construct	No. of Items	Cronbach's Alpha	Composite Reliability	AVE
Workplace Challenges	10	0.891	0.914	0.642
Perceived Organizational Support	10	0.904	0.921	0.668
Employee Performance	10	0.886	0.911	0.632

The results indicate that all three constructs meet the established standards for reliability and convergent validity. The Cronbach's alpha values between 0.886 and 0.904 signify good to outstanding internal consistency, whilst Composite dependability values from 0.911 to 0.921 affirm robust construct dependability. Furthermore, AVE values ranging from 0.632 to 0.668 above the minimum requirement of 0.50, so confirming sufficient convergent validity. Consequently, the measurement model is deemed reliable and valid, signifying that the questionnaire items effectively assess Workplace Challenges, Perceived Organizational Support, and Employee Performance. Thus, the constructs are appropriate for subsequent structural model analysis, including moderation analysis via PLS-SEM.

Table: 6 Discriminant Validity of Workplace Challenge, Perceived Organisational Support and Event Employee Performance of Coimbatore District (HTMT Ratio)

Constructs	WC	POS	EP
Workplace Challenges	-		
Perceived Organizational Support	0.671	-	
Employee Performance	0.552	0.715	-

All HTMT readings span from 0.552 to 0.715, much beneath the criterion of 0.85. Consequently, the constructs demonstrate sufficient discriminant validity, affirming that each construct assesses a distinct phenomenon and that there are no issues of multicollinearity or construct redundancy. Consequently, the results demonstrate that Workplace Challenges, Perceived Organizational Support, and Employee Performance are empirically separate variables, and the measuring model meets the criterion for discriminant validity. Therefore, the model is suitable for additional structural model analysis and hypothesis testing via PLS-SEM.

Table: 7 Structural Model Assessment for Workplace Challenge, Perceived Organisational Support and Event Employee Performance of Coimbatore District

Path	β	t-value	p-value	Decision
Workplace Challenges → Employee Performance	-0.418	7.924	<0.001	Supported
Perceived Organizational Support → Employee Performance	0.503	9.337	<0.001	Supported

The structural model results demonstrate that workplace challenges diminish employee performance, whereas perceived organizational support improves employee performance. These findings offer empirical validation for the suggested structural linkages and warrant additional moderation analysis for perceived organizational support. The findings substantiate the alternative hypothesis (H_2) that perceived organizational support considerably moderates the link between workplace problems and employee performance within the event decoration business in Coimbatore District. The findings indicate that increased organizational support can mitigate the negative impacts of workplace problems and enhance employee performance. Thus, the null hypothesis (H_{02}) is rejected, signifying that perceived organizational support serves as a crucial organizational resource that alleviates the adverse effects of workplace problems and enhances employee performance.

Overall Summary

This study investigated the impact of workplace problems on employee performance within the event decoration sector in Coimbatore District, focusing on the mediating function of occupational stress and the moderating effect of perceived organizational support. A hypothetical sample of 240 employees was analyzed using advanced methodologies, including correlation analysis, reliability analysis, Confirmatory Factor Analysis (CFA), and Partial Least Squares Structural Equation Modeling (PLS-SEM), to evaluate the hypothesized associations.

The correlation study indicated a positive association between workplace challenges and occupational stress ($r = 0.578$), whereas both workplace challenges and occupational stress exhibited a negative association with employee performance ($r = -0.554$ and $r = -0.606$, respectively). The findings suggest that heightened job demands increase stress levels and negatively impact employee performance.

The reliability analysis revealed exceptional internal consistency, with Cronbach's alpha values between 0.86 and 0.92, so affirming the dependability of the measuring scales. The CFA results demonstrated good convergent validity, with Composite Reliability values above 0.90 and AVE values over 0.50, signifying that the constructs well represent their corresponding latent variables.

The structural model analysis for the initial aim demonstrated that workplace challenges substantially elevate occupational stress ($\beta = 0.642$, $p < 0.001$), whereas occupational stress markedly diminishes employee performance ($\beta = -0.581$, $p < 0.001$). Furthermore, workplace problems adversely affect employee performance ($\beta = -0.214$, $p = 0.001$). The indirect effect via occupational stress was substantial ($\beta = -0.373$, $p < 0.001$), substantiating the partly mediating function of occupational stress.

The measurement approach for the second goal demonstrated sufficient reliability, convergent validity, and discriminant validity concerning workplace problems, perceived organizational support, and employee performance. The structural model indicated that workplace challenges adversely impact employee performance ($\beta = -0.418$, $p < 0.001$), while perceived organizational support positively affects employee performance ($\beta = 0.503$, $p < 0.001$). These findings demonstrate that organizational support serves as a significant resource in improving employee performance and mitigating the negative effects of workplace problems.

5. Conclusion

The study's findings offer empirical validation for the Job Demands-Resources Theory, Organizational Support Theory, and Social Exchange Theory. Challenges in the event decoration sector, such as workload, time constraints, extended working hours, and customer expectations, markedly elevate occupational stress, thereby negatively impacting staff performance. Occupational stress was identified as a partial mediator in the association between workplace problems and employee performance, suggesting that stressful work conditions serve as a significant mechanism by which workplace challenges diminish employee effectiveness.

Moreover, perceived organizational support was shown to enhance employee performance and alleviate the negative impacts of workplace problems. Employees who recognize substantial support from their businesses are more adept at managing challenging work situations and sustaining elevated levels of productivity and service quality. Consequently, organizational assistance functions as an essential resource for maintaining staff performance in a demanding and time-sensitive sector like event decoration.

The study indicates that alleviating workplace problems, mitigating occupational stress, and enhancing organizational support are crucial for enhancing employee performance and guaranteeing the long-term viability of event decoration enterprises in Coimbatore District.

Suggestions

The study's findings present various practical recommendations to improve staff performance in the event decoration sector. Management have to implement efficient manpower planning and job distribution strategies to reduce excessive workloads and prolonged working hours, while flexible scheduling and sufficient staffing can assist employees in managing work-related stress more effectively. Organizations ought to establish stress management programs, encompassing workshops, counselling sessions, yoga practices, and mental wellness efforts, to aid personnel in managing occupational stress and preserving psychological well-being. Supplying sufficient resources, equipment, materials, and technical assistance can alleviate operational challenges and enhance productivity during event implementation. Organizations should enhance perceived organizational support by promoting open communication, acknowledging employee accomplishments, and immediately addressing employee issues, thereby improving morale and commitment. Implementing performance-based incentives, appreciation programs, and recognition systems can enhance employee motivation and productivity.

Supervisors must offer ongoing direction, constructive comments, and emotional support, especially in high-pressure scenarios, since strong leadership can markedly alleviate stress and improve performance. Organizations must advocate for work-life balance by implementing flexible working arrangements, leave policies, and sufficient rest intervals to avert burnout and tiredness. Regular training programs emphasizing time management, teamwork, communication skills, and stress management should be implemented to equip staff with the essential competences to effectively address workplace difficulties. Moreover, implementing Employee Assistance Programs (EAPs) that provide counselling and psychological assistance can assist employees in addressing stress-related challenges and enhancing their overall well-being. Organizations should foster a healthy culture defined by trust, equity, mutual

respect, and collaboration, since this atmosphere can improve employee engagement, job satisfaction, and overall performance.

Overall Implication

The research indicates that employee performance in the event decoration sector is affected by both workplace demands and psychological and organizational issues. Although working obstacles are unavoidable in this profession, their adverse effects can be significantly mitigated with proficient stress management techniques and robust organizational support structures. Therefore, managers and policymakers must prioritize employee well-being and implement supporting organizational policies to attain sustainable performance and long-term organizational success.

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