
The Paradox of Job Stress: How Workplace Factors Influence Job Outcome

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ABSTRACT

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This research examines how organizational factors such as employee workload, interpersonal role dynamics, and workplace conditions influence overall professional contentment and job satisfaction levels. Using a quantitative approach, researchers surveyed 208 employees across software companies. Our findings using SMART PLS 4.0 revealed a complex relationship between workplace factors and job satisfaction. Workload, role conflict, and unfavorable work environment demonstrated a negative association with job satisfaction, but simultaneously, these work factors exhibited a significant positive effect on work stress. These results provide nuanced insights into workplace dynamics in the software sector. The study contributes to understanding workforce management strategies and the intricate interplay between work-related stressors and employee satisfaction in a developing technology-driven economy.

Introduction

In the modern era, stress is acknowledged as a widespread issue affecting numerous workplaces (Daniel, 2019). Employees are now working longer hours due to increased responsibilities and higher performance expectations. Stress is a common experience in various aspects of life and tasks. Over time, stress has manifested in multiple forms. Riedl (2022) highlighted that stress is an emotional challenge. In professional environments, individuals encounter complex psychological and organizational challenges that create dynamic workplace stress. Workplace stress significantly impacts organizational effectiveness, potentially triggering cascading negative consequences. Key adverse outcomes include reduced performance, increased error rates, compromised mental well-being, professional burnout, interpersonal tensions, diminished employee engagement, and elevated workforce turnover risks.

Vuong and Tushar (2020) describe stress as an emotional state arising when a person confronts opportunities, needs, or resources linked to their desires, with outcomes viewed as obscure and vital. High-stress levels affect a company's overall performance. To ensure proper work completion, firms or supervisors must effectively manage stress levels (Nambisan & Baron, 2021).

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Identifying and measuring factors that contribute to stress for achieving organizational objectives is crucial in today's competitive business landscape, where employee performance is a key success factor. Excessive stress can significantly impair performance (Fonkeng, 2018). Employees frequently encounter stress in their roles (Hassan, Azmat, Sarwar, Adil & Gillani, 2020), and the type of work is continuously evolving (Omar, Aluwi, Hussein, Mohd & Rusdi, 2020). High-stress levels can negatively affect a company's overall performance (Abasi, Mohammad Pour, and Aide, 2014). Stress can disrupt tasks that require significant attention, concentration, memory retrieval, and decision-making. It results in low performance, reduced employee output, and increased mistakes. Workplace stress manifests through multiple organizational challenges, including compromised performance quality, increased employee departures, and elevated absenteeism rates. These challenges stem from complex psychological factors such as workplace anxiety, emotional health disruptions, persistent work-life integration struggles, and clinical depression. Management must assess workers' mindsets and address factors causing dissatisfaction. Implementing employee assistance programs and stress management interventions, such as therapy sessions, time management, behavior training, and health programs, can improve performance. Managers should evaluate staff expertise and ability to work under pressure within set timelines.

Stress affects nearly all occupations, from executives to production workers. It has adverse effects on physical as well as psychological health. Researchers around the globe have studied stress and strategies recommended to reduce it. Smith, Hughes, DeJoy, and Dyal (2018) identified several sources of stress at work, including personal relationships, role demands, job demands, organizational structure, leadership style, and company culture (Carr & Namkung, 2021). Contributing factors include poor time management, unclear job descriptions, and instability. They recommended strategies to mitigate stress, focusing on improving these areas to enhance employee well-being and performance, including poor communication, negative relationships, and task complexity. Many employees feel unappreciated, leading to decreased performance. High stress disrupts tasks requiring attention, concentration, memory, and decision-making, causing low performance, increased mistakes, and absenteeism due to health issues.

Suleman, Khattak, and Hussain (2021) identified stress-related conditions as major contributors to low workplace performance. High workplace pressure often leads to stress and illness. Buhari, Jahrami, and Dhahi (2020) highlighted factors such as insufficient training, equipment breakdowns, lack of performance standards, deprived planning, uninspiring environments, weak communication, and misalignment with company objectives as sources of stress. Despite significant investments in employee performance, many firms fail to understand the factors contributing to work stress. Stress negatively impacts overall company performance as employees withdraw, leading to reduced productivity and increased absenteeism as McLarty, Muldoon, Quade & King, 2021). Leaving is not an option when employees may still disengage from their work. An option, employees may create issues for management, such as inefficiency, resource waste, and problems for others. These factors worsen the company's performance and affect employees' physical and mental health. Prolonged work stress impedes company performance (Ehsan & Ali, 2019). The complex relationship between job stress and performance requires strategic decisions.

This study aims to investigate the roles of workload, role conflict, and work environment on job satisfaction, investigating stress as a mediator, within the Pakistani software industry. Using a quantitative approach, it seeks to provide insights into workplace factors that contribute to stress and impact job outcomes. The study focuses on software companies across Pakistan, offering insights into the unique challenges faced by the local technological workforce.

Literature Review

Saleem, Malik, and Qureshi's (2021) study investigated job stress's impact on worker performance, revealing critical insights into workplace dynamics. The research specifically focused on exploring stress types and their efficiency implications, addressing knowledge gaps in understanding workplace stress factors, and examining performance challenges in organizational contexts. Key findings highlighted that unmanaged stress potentially results in increased absenteeism, higher employee turnover, elevated medical compensation claims, and reduced overall productivity. The study particularly targeted Thai firms, where significant worker performance investments had not fully addressed underlying stress mechanisms. To obtain high performance levels, stress must be properly managed, and its negative effects minimized. The study found that many workers considered quitting their jobs and felt undervalued by their employers, reflecting significant dissatisfaction and decreased performance. Organizational stress mitigation strategies are conducting comprehensive worker assistance programs that need analysis, identifying and addressing stress triggers early, and maintaining performance levels through proactive interventions. The primary causes of stress are poor time management, unclear job descriptions, professional instability, task completion challenges, ineffective communication, negative interpersonal relationships, and complex task requirements. Typical worker stress responses are productivity reduction, increased absenteeism, and psychological withdrawal from workplace stressors. Develop targeted strategies to mitigate stress-related workplace performance declines through systematic identification and resolution of underlying organizational challenges.

Suwaris and Thira agama (2018) found that many directors feel they can make better decisions and be more productive when experiencing minimal stress. Additionally, stress is associated with higher rates of absenteeism, turnover, and industrial accidents. Their research focused on examining the extent and relationship between performance and stress in microfinance bank employees in Austria's Western Region. It also aimed to assess how work-related, business-related, and personal stress factors affect performance. These objectives were achieved through detailed evaluation, correlation analysis, and regression analysis. Descriptive analysis identified the degree of stress, while the correlation coefficient revealed the relationship between variables. Regression analysis assessed the impact of stress on performance. The results showed that organizational-related stress had a higher mean value than the other two types of stress. There was a negative relationship between stress and performance, indicating that stress adversely affects microfinance bank workers' performance, with organizational-related stress having the most significant impact.

Sam (2018) explored how stress at work impacts worker performance in Cambodian manufacturing companies. Using stratified sampling and snowball methods, a sample of 40 individuals was chosen, and data was gathered through questionnaires. The study revealed that workers generally experienced high-stress levels, which adversely affected their performance. Many employees felt pressured by management to boost productivity. While some believed that a stress-free program could greatly enhance their output and the organization's overall performance, others were doubtful. In the competitive business landscape, manufacturing workers face significant challenges and high expectations. The study recommends that management introduce a stress management program to create a stress-free environment, helping workers perform better and increase productivity, thus meeting the firm's goals. Stress results in low performance, decreased employee efficiency, high error rates, poor work quality, high staff hiring and firing rate, and nonappearance due to poor health, such as unease, emotional disorders, depression, work-life disparity, and other ailments.

Giao, Vuong, and Tushar (2020) define stress as a sensitive state where an individual encounters an opportunity, need, or resource related to their desires, with the outcome being both uncertain and significant. High-stress levels can negatively affect a firm's overall performance. To ensure tasks are completed effectively, firms or supervisors must control stress levels appropriately (Nambisan & Baron, 2021). Achieving these organizational objectives requires identifying and measuring all factors contributing to stress. In today's competitive organizational environment, worker performance is crucial to a firm's success. Excessive workplace stress significantly hinders performance, attracting the attention of many employers. Understanding those factors that lead to work stress and their impact on worker performance is essential for any firm to ensure success and smooth operations (Fonkeng, 2018). Stress often withdraws from stressors by reducing their productivity and being away from work. Causes of stress include poor management of time, unclear job descriptions, instability and inadequacy, inability to complete tasks, poor interaction, negative personal relationships, and the complexity of tasks.

Workers devote significant time to the job and often encounter stress throughout their employment (Hassan, Azmat, Sarwar, Adil & Gillani, 2020). Work nature has significantly changed over the years and continues to evolve rapidly (Omar, Aluwi, Hussein, Mohd & Rusdi, 2020). Stress affects nearly all occupations within a firm, from executives to production workers. Work stress has negatively affected both psychological and physical health. Numerous studies around the world have recommended strategies to reduce stress. Smith, Hughes, DeJoy, and Dyal (2018) identified factors contributing to work stress, including interpersonal relationships, role demands, job demands, organizational structure, leadership style, and organizational culture. Interpersonal causes arise from unsupportive environments or personal remarks at the Job (Carr & Namkung, 2021). Alike Suleman, Khattak, and Hussain (2021) noted that stress-related ailments are major contributors to low-low-performance levels in the workplace. High workplace pressure leads to stress, which is a primary trigger for illness. Buhari, Jahrami, and Dhahi (2020) highlighted factors to decrease performance, such as insufficient training, machine failures, undeveloped performance measures, inadequate planning and motivation, a negative environment, improper communication, and lack of alignment with firm objectives.

A study by Schmink, Cairns Smart, Siteo, Bowen, Silva, Hecole, and Haber (2020) evaluated the effect of job stress on workers' operations in horticultural firms in Brazil. The study identified elements initiating stress among horticultural workers and examined the relationship between job stress and performance. Using a case study approach, purposive and systematic random sampling, a sample of 65 participants was selected from a population of 180 employees. Data was collected through surveys and interviews and analyzed using descriptive statistics and Pearson correlation with SPSS Version 20. The study found that job stress negatively impacts employees' accomplishment, with stress causing workers to focus on unpleasant feelings rather than their tasks. Uninteresting jobs were a significant source of stress. Horticultural firms should enhance key job qualities, such as job identification, variety, significance, feedback, and autonomy, to minimize work stress and motivate employees.

Abasi, Mohammadpour, and Aidi (2014) argued that as stress increases, the performance of employees decreases in tasks requiring concentration, significant attention, memory retrieval, and decision-making. Stress leads to low output, high mistake rates, low work quality, and high staff leaving. Many employees considered leaving their jobs and felt unappreciated by their firms, reflecting substantial dissatisfaction and decreased performance. Despite investing in worker output, many companies are unable to understand the factors that cause stress. This study recommends implementing frameworks to help workers minimize stress. Management should evaluate why workers feel unappreciated and address the elements

causing dissatisfaction. Introducing a worker assistance program can identify and intervene early in challenges affecting performance. Other stress management interventions include repeated therapy sessions, time management and behavior education, worker fitness programs, and sessions on how to live life. Leaders should assess staff expertise and ability to work under pressure, establish performance contracts, and clarify duties to enhance productivity. Conducting a worker skill audit can place underutilized employees in suitable roles.

Ranjit and Akhil (2021) explain that a paradigm shift in work concepts and context has significantly changed the 21st-century work environment. Continuous advancements in the IT sector have contributed to this change, making work more people-oriented rather than result-oriented. Workers are evaluated based on performance and contribution, leading to higher stress levels. Software specialists, working in rapidly changing technological environments, face significant stress. The study examined factors leading to job stress among software professional in Malaysia and their impact on performance. The research found that job stress sources negatively affect performance, with role ambiguity, wages, benefits, fear of obsolescence, and workload being significant factors. The study called for policy implications for the government and IT companies to mitigate job stress's negative impact on software experts' performance.

As Shelton, Amaelia, and Prasety (2020) explained, stress is a worldwide phenomenon affecting employees due to workplace and external pressures. Academics and HR specialists are concerned about the impact on firm performance. Understanding stress and its manifestations among workers is crucial for improving firm performance. Data from 40 companies listed on the LSE was analyzed using multivariate and descriptive methods. Results showed that stress positively affects firm performance, with favorable associations between stress and physiological, emotional, and behavioral manifestations. These findings provide HR managers with insights on managing worker stress to boost performance.

Baktash, Heywood, and Jirjahn (2022) studied the impact of stress on worker output in Germany's insurance companies. The research used survey techniques with a population of 780 workers from five insurance firms in Hamburg. Data was obtained using a 4-point Likert scale survey and analyzed with simple percentage evaluation and chi-square statistical methods. The study found that stress management significantly impacts worker performance. It is recommended to adopt restorative techniques to reduce job stress. As stress increases the output of the worker decreases in tasks requiring attention, concentration, memory retrieval, and decision-making.

Jahan (2021) reported that intense competition among firms makes worker productivity and performance crucial for business success. Extreme workplace stress hampers effectiveness, drawing employers' attention. Understanding work stress factors and their impact on performance is essential for smooth operations. This study aimed to find out the effect of work stress on output by selecting a sample of 500 respondents through random sampling. Data was collected through questionnaires and group focus discussions. Results showed that respondents experienced undue stress, negatively affecting their performance, as they felt management pressured them to increase their performance.

Hypotheses Development

Workload refers to the amount of work assigned to an individual within a specific timeframe (Spector & Jex, 1997). It includes all activities that require employees' time, whether directly or indirectly related to their professional duties, responsibilities, and interests (Bruggen, 2015). Factors contributing to job stress from workload include excessive tasks

Demands, the pressure, and attitudes of leaders towards work targets are perceived as unfair or unreasonable (Abdurrahmat Fathoni, 2009). You and Surya (2015) found a positive and significant effect of workload on job stress. Similarly, Zulmaidarleni, Sarianti, and Fitria (2019) also concluded that workload significantly contributes to job stress.

H1: Workload has a positive relationship with work stress.

Research from both qualitative and quantitative studies consistently indicates a negative correlation between high workload and job satisfaction (Carranza Esteban et al., 2022). Previous research also suggests that a heavy workload negatively impacts job satisfaction (Anasi, 2020). Balancing employee workload is crucial due to the detrimental effects of undue workload on employee health and psychology. Perceptions of employees' workload balance significantly affect their job satisfaction (Inegbedion et al., 2020). An excessive workload is likely to have a strong negative relationship with job satisfaction. Hidayat and Situmorang (2019) argue that a heavy workload can adversely affect employee well-being and satisfaction. Research by Dwinijanti et al. (2020) indicates that workload significantly affects work stress and job satisfaction. Studies by Rostami et al. (2021) and Widodo et al. (2020) also demonstrate a significant negative effect of workload on job satisfaction. Based on these findings, the hypothesis that can be developed is:

H2: Workload negatively affects employee job satisfaction.

Chai-yong and Kian-sam (2005) identified two types of multiple-role conflict: work-to-family struggle and family-to-work struggle. Work-to-family struggles exist when work duties interfere with family responsibilities, while family-to-work conflict happens when family duties disrupt work roles. This type of conflict can lead to increased pressure and stress. Numerous studies have shown a significant link between multiple role conflict and stress. Research by Quart-un-ail (2013), Netemeyer (2005), and Parayitam et al. (2008) indicates that multiple-role conflict positively correlates with stress. Additionally, work-related conflicts, such as role conflict and role ambiguity, also contribute to increased stress levels (Beom Cheol, 2009). Therefore, it can be hypothesized that:

H3: Role conflict has a significantly positive relationship with work stress.

Montgomery (2011) explained that conflict and ambiguity are negatively correlated with job satisfaction. Similarly, Karadal, Ay, and Cuhadar (2008) identified a negative relationship between job satisfaction and role conflict through multiple regression analysis in a sample of 219 executives from both the public and private sectors. Tarrant and Sabo (2010) found that nursing professionals who assumed new decision-making responsibilities experienced a moderately negative relationship between ambiguity, role conflict, and job satisfaction.

H4: Role conflict has a significant relationship with job satisfaction.

In the workplace, a variety of issues can lead to conflict, ranging from minor to major problems (Fahmi, 2011). Conflicts can arise at different levels, including individual, interpersonal, intergroup, and organizational levels (Luthan, 2006). Factors such as noise, office furniture, ventilation, and lighting can influence the work environment and impact job satisfaction (Al-Omari & Okasheh, 2017). Additionally, inadequate salary and benefits, and poor work relationships can contribute to decreased employee performance (Thyssen, 2010).

H5: Work Environment has a significant impact on work stress.

H6: Work Environment has a significant relationship with job satisfaction.

Numerous studies have explored the impact of employee stress within organizations and its consequences. Previous research has shown that job stress negatively affects job satisfaction (Harris & Fleming, 2017). Job stress can lead to reduced efficiency, decreased performance, lower self-esteem, depression, low motivation, diminished initiative, decreased interest in work, increased rigidity of thought, lack of concern for the organization and colleagues, and a loss of responsibility (George & Zakkariya, 2015).

Unmanaged excessive job pressure can result in adverse physical and mental effects, ultimately impacting organizational satisfaction (Cheng & Kao, 2022; Schwepker & Dimitriou, 2021).

H7: Work stress has a significant negative effect on job satisfaction.

Job stress will demonstrate a significant negative correlation with job satisfaction among software industry professionals. Khattak et al. (2013) support this hypothesis by showing how job stress mediates the relationship between workload and satisfaction levels.

H8, H9, and H10: Work Stress mediates the relationship between workload, role conflict, or work environment, and job satisfaction.

Data and Methodology

Data and Sample

This study is based on a survey that used questionnaires to gather data. The data collected is quantitative and cross-sectional. The analysis involved both descriptive and inferential statistical methods. The study's target population includes employees from software development companies across Pakistan, with a focused sample drawn from software houses operating in Pakistan. The research participants consist of professionals with direct experience of organizational stress, specifically those working in collaborative environments within these software companies, ensuring they have relevant experience with team dynamics and job satisfaction. Data was collected from a total of 550 respondents. Out of the 550 questionnaires distributed, 218 were returned, resulting in a response rate of 39%. Of these, due to the missing information, ten questionnaires were omitted, leaving 208 for the final analysis.

The research employed a self-administered questionnaire to evaluate the effects of various constructs, utilizing the Likert scale for measurement. The questionnaire was adapted from different sources, and the variables were measured on a Likert scale. It is divided into two sections: "A" and "B". Section "A" deals with demographics, while Section "B" addresses measurements of workload, role conflict, work environment, work stress, and job satisfaction.

Measurement of Variables

Workload is measured using a six-item scale adapted from Cox et al. (2006). The Workplace Stress Scale (WSS) was used to assess the degree of stress among teachers, adapted from the North Haven and American Institute of Stress, Marlin Company, NY (2001). This scale included eight items with a five-point response pattern ranging from 1 (never) to 5 (very often). The Job Satisfaction Scale (JSS) consisted of five items with five possible responses, as developed by Brayfield and Rothe (1951), including two reverse-scoring items. The work environment was measured using a 10-item scale adapted from Moos and Insel (1986). Role conflict was assessed using an eight-item scale explained by Rizzo et al. (1970), with response ratings ranging from 1 (disagree completely) to 5 (agree completely).

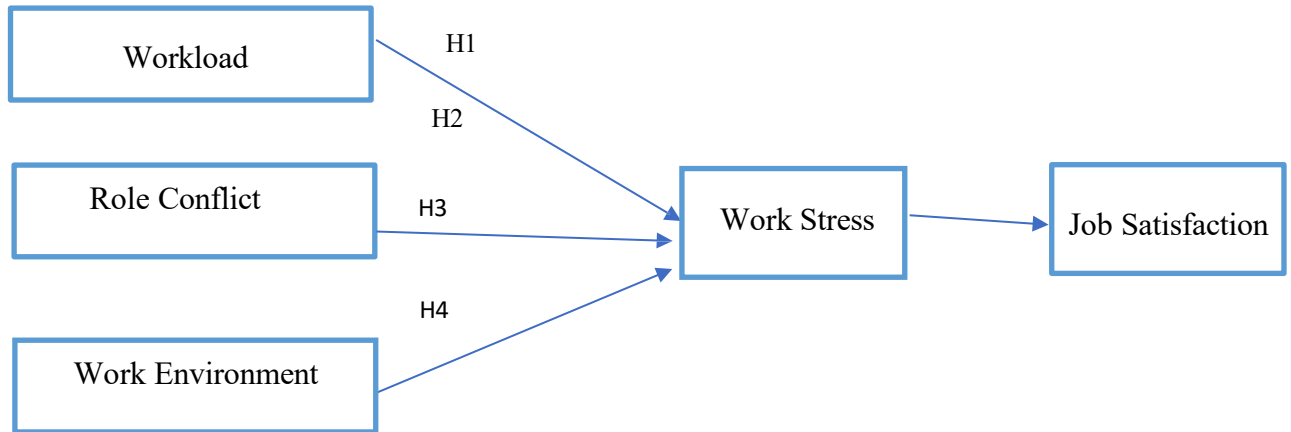


Figure 1: Research Model

Summary of Findings

Demographic Characteristics

The demographics of the respondents include gender, marital status, age, and qualifications. The results showed that most of the respondents were male (70%), while females constituted 30%. Regarding age, 60% of the accused were in the 30 to 36 years' age group, and 40% were in the 25 to 30 years' age group. In terms of qualifications, 50% of the respondents held MS/MPhil degrees, 30% held PhD degrees, and the remaining respondents held master's degrees.

Measurement Model

To evaluate the reliability and validity, a Confirmatory factor analysis (CFA) was conducted for the construct. The results are shown in Table 1. Composite reliability (CR) values for all variables ranged from 0.74 to 0.92, indicating sufficient reliability for all constructs, as the recommended value for composite reliability is 0.70 or higher (Fornell & Larcker, 1981). Construct validity was verified using both discriminant validity and convergent. Convergent validity was measured using the Average Variance Extracted (AVE) value, with a recommended threshold of above 0.50. All constructs in the study surpassed this threshold.

Table: 1Factor Loadings, Composite Reliability, and Average Variance Extracted

	Items	Factor Loading	CR	AVE
Workload	WL1	0.82	0.67	0.74
	WL2	0.83		
	WL3	0.79		
	WL4	0.81		
	WL5	0.83		
	WL6	0.84		
Work stress	WS1	0.83	0.72	0.78
	WS2	0.84		
	WS3	0.84		
	WS4	0.88		
	WS5	0.85		
	WS6	0.85		
	WS7	0.85		
	WS8	0.86		
Role Conflict	RC1	0.86	0.75	0.83
	RC2	0.86		
	RC3	0.87		
	RC4	0.87		
	RC5	0.87		
	RC6	0.88		
	RC7	0.88		
	RC8	0.88		
Work Environment	WE1	0.89	0.81	0.78
	WE2	0.89		
	WE3	0.89		
	WE4	0.90		
	WE5	0.90		
	WE6	0.90		
	WE7	0.91		
	WE8	0.91		
	WE9	0.91		
	WE10	0.92		
Job Satisfaction	JS1	0.82	0.73	0.77
	JS2	0.79		
	JS3	0.93		
	JS4	0.88		
	JS5	0.86		

Table 2: Means, Standard Deviations, and Correlations Among Constructs

	Mean	SD	1	2	3	4	5	6
1 Gender								
2 Workload	2.73	0.475	0.112	1				
3 RC	3.13	0.384	0.231	0.121	1			
4 W. E	2.16	0.547	0.171	0.028	0.115	1		
5 WS	2.43	0.593	0.01	.176*	0.01	.132**	1	
6 JS	2.7	0.555	0.21	.228**	.281**	0.122	-	1
							0.216	

**The correlation was significant at the 0.05 level (2-tailed).

* The correlation was significant at the 0.10 level (2-tailed).

In Table 2, the mean values for workload, work stress, role conflict, work environment, and job satisfaction range from 2.16 to 3.13, respectively, and the correlations are also in the range from 0.12 to 0.281, showing a low-level correlation. Another is the discovery that the Heterotrait-Monotrait (HTMT) ratio itself is a better method to determine the discriminant's reliability. HTMT ratios are all less than 0.9 (Table 3), which, according to Henseler et al. (2016), reveals good discriminant reliability.

Table 3: Heterotrait-Monotrait (HTMT) Ratio

		1	2	3	4	5
1	Workload					
2	RC	0.492				
3	W. E	0.424	0.497			
4	WS	0.513	0.412	0.342		
5	JS	0.432	0.321	0.333	0.211	

Path Coefficient and Indirect Effect (mediation Analysis)

Table 4: Path Coefficient and Indirect Effect

Hypothesis	Path Coefficient	p-value	T-value	95% Bias Corrected CI	Supported
H1: WL-->WS	0.372	0.209	0.826	[0.293; 0.439]	yes
H2: WL-->JS	-0.245	0	2.68	[0.293; 0.439]	yes
H3: RC-->WS	0.287	0.034	2.623	[0.177; 0.384]	yes
H4: RC-->JS	-0.140	0	3.159	[0.177; 0.384]	yes
H5: WE-->WS	0.279	0.038	2.776	[0.183; 0.362]	yes
H7: WS-->JS	-0.371	0.002	2.705	[0.334; 0.455]	yes
H6: WE-->JS	0.322	0	2.638	[0.183; 0.362]	yes
H8: WL-->WS-->JS	-0.325	0.037	2.616	[0.509; 0.651]	yes
H9: RS-->WS-->JS	-0.323	0	2.25	[0.183; 0.362]	yes
H10: WE-->WS-->JS	0.048	0.148	1.447	[0.334; 0.455]	yes

Note: JS= Job Satisfaction, WE = Work Environment, RC= Role Conflict, WS=Work Stress, and WL = Workload

Table 4 shows the path coefficient between variables. The relationship between workload (0.372; 0.209, 0.826), role conflict (0.287, 0.034, 2.623), work environment (0.279, 0.038, 2.776), and work stress is significant. We accept these hypotheses. The relationship between workload (-0.245, 0.00, 2.68), role conflict (-0.140, 0.00, 3.159), work environment (0.322, 0.00, 2.638), and job satisfaction is significant. Furthermore, Beta, T value, and p-value of work stress as a mediator between WL, RC, WE, and JS indicate that partial mediation occurs. So, these results show that all hypotheses are accepted.

Discussion

The results revealed a positive and significant relationship between workload, role conflict, work environment, and stress, supporting the hypotheses. As employees experience increased workloads, their stress levels rise correspondingly. This finding aligns with existing literature suggesting that excessive work demands contribute to psychological strain and heightened stress in the workplace. The analysis demonstrated a significant and negative correlation between stress and job satisfaction, confirming our results. As stress levels increased, employees' job satisfaction systematically declined. This relationship underscores the critical importance of handling workplace stressors to provide employee satisfaction.

The study found that managing stress levels is crucial for ensuring tasks are completed correctly. Job stress can result in errors, reduced performance, mental health troubles, tension, and workplace conflicts. If not taken up, stress can lead to higher hiring and firing rates,

detachment, and absence. To meet organizational goals, it is crucial to identify and measure all factors contributing to stress. Employees often attempt to escape stress by reducing productivity and being away from work.

Causes of stress include poor time supervision, unclear job descriptions, instability, inability to complete tasks, poor communication, negative personal relationships, and complex tasks. Some firms have implemented worker support programs to identify and address issues early, maintaining high-performance levels. Stress is a growing concern in organizations, affecting all levels from executives to junior workers, and is a primary trigger for illness due to high workplace pressure.

Theoretical and Practical Implications

Theoretically, the study extends existing knowledge by elucidating the intricate mechanisms through which workplace factors influence employee experiences. Practically, the findings underscore the necessity of implementing strategic interventions to manage workload, mitigate stress, and subsequently enhance job satisfaction. The study recommends implementing a robust framework to help employees manage stress at work. Management should investigate why workers feel unappreciated and address the causes of dissatisfaction. Managers need to evaluate staff expertise and abilities to ensure they can handle pressure within set timelines. Establishing performance contracts can provide employees with job wisdom and limits over their roles. Leaders should listen to employees who feel they are assigned tasks outside their expertise and clarify their duties to enhance productivity. Conducting a skill audit can help place underutilized employees in appropriate roles. Introducing a worker assistance program can identify and address performance challenges early. Additional stress management interventions may include repeated therapy sessions, time supervision, behavior training, employee health programs, and similar initiatives that can create a healthier work environment, reducing stress and its negative impacts.

Limitations and Future Research

While the study offers valuable insights, several limitations should be acknowledged. Cross-sectional research design restricts causal inference, and the study's context-specific nature might limit wide generalizability. Potential research could engage longitudinal designs, discover additional workplace factors, and investigate cultural variations in these relationships.

Conclusion

The study examined the complex interplay among workplace factors, stress, and job fulfillment. Our findings provide significant insights into the obscure relationships among these variables. This study concludes that stress adversely affects worker performance. Numerous stress elements impact workers, the research confirmed that stress has a detrimental impact on performance. Many employees considered quitting their jobs and felt undervalued by their employers, indicating significant dissatisfaction that primarily led to decreased performance. Despite substantial investment in worker accomplishment, many firms fail to understand the factors affecting work stress. High-stress levels disrupt tasks requiring significant attention, concentration, memory retrieval, and decision-making. Stress leads to poor performance, high error rates, subpar work quality, high turnover, and absenteeism due to health issues like anxiety, emotional disorders, work-life imbalance, depression, and other ailments.

Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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