

# A Study on the Impact of Occupational Stress on Job Satisfaction and Employee Outcomes in Healthcare

Ashi<sup>1</sup>, Dr. Nikita Singhal<sup>2</sup>

<sup>1</sup>Research Scholar, School of Commerce and Management, IIMT University, Meerut, Uttar Pradesh

<sup>2</sup>Associate Professor, School of Commerce and Management, IIMT University, Meerut, Uttar Pradesh

**Abstract**—Stress is a common feature of the world in the late twentieth century, and the use of the term 'stretch' is a reflection of the demands placed on the individual in a constantly confusing culture; such requirements include an awareness of employment-related weights in a financial environment of increasing needs and vulnerabilities. However, the study of stress is complicated by several issues of breakdown and assessment. The current study intends to address a few of these issues through a large-scale investigation of employee performance, job satisfaction, and employee turnover among healthcare specialists in Western Uttar Pradesh, including roughly equal numbers of general professionals and expert advisors, as well as approximately equal numbers of male and female specialists, in order to enable sexual orientation and claim-to-fame contrasts to be addressed.

**Index Terms**—Job stress, Employee performance, Job satisfaction, healthcare employees, etc.

## I. INTRODUCTION

In the current era of globalization, job satisfaction has become a fundamental requirement for employees. It is closely linked to employee performance, with numerous recent studies highlighting a direct correlation between the two. Organizations that foster supportive and positive work environments are more likely to attract and retain dedicated employees. Moreover, employers who invest in creating such workplaces often experience enhanced job satisfaction themselves.

A motivated and content workforce is essential for any organization aiming to meet its strategic objectives. To achieve long-term success, companies must prioritize the recruitment, retention, and engagement of skilled and satisfied personnel. This principle holds true across various industries, including both manufacturing and healthcare.

However, the challenge is particularly significant in the healthcare sector, which tends to experience high levels of employee turnover.

The expansion of global job markets has intensified competition for talent, offering employees greater freedom to seek opportunities elsewhere if their current roles fail to meet their expectations. As a result, organizations—especially in healthcare—must work harder to ensure employee satisfaction to retain capable staff.

While considerable research has explored job satisfaction across industries, limited studies have specifically focused on the satisfaction levels of healthcare professionals. It is important to recognize that job satisfaction is a multifaceted concept, often interpreted differently by individuals based on their values, expectations, and work environments.

Stress is a common feature of the world in the late twentieth century, and the use of the term 'stretch' is a reflection of the demands placed on the individual in a constantly confusing culture; such requirements include an awareness of employment-related weights in a financial environment of increasing needs and vulnerabilities. Although every job has its 'factors of stress' and fulfillments, specialists talked about especially defenselessness against employment pressure and its outcomes. As far as mental and physical well-being in an atmosphere where people have expanding desires for their own well-being and prosperity, specialists are at the same time in charge of their own and their family's prosperity and eventually for the arrangement of human services for others. In this regard, the causes and consequences of concern among professionals require special investigation. However, the study of stress is complicated by several issues of breakdown and assessment. The current study intends to address a few of these issues through a large-scale investigation

of employee performance, job satisfaction, and employee turnover among healthcare specialists in Western Uttar Pradesh.

#### JOB STRESS

Despite the fact that pressure is inherent in many professions, a career in medicine may be considered one of the most stressful and rewarding. Despite the fact those correlations between experts and other occupations have revealed that specialists are a highly focused group, evidence showing specialists face more significant anxiety than other health-care workers is faulty.

In any event, given the implications for patient care, job concern in specialists has been the focus of much research in recent decades. Revolutionization may be both a motivator and a source of stress, and the organization of restorative care in India has recently seen auxiliary and social change as a result of a shift to more proficiency-based and tolerant-focused ways of operating. With quickening upgrades in medicinal services and innovation, patients' desires for remedial consideration have likewise changed, and changes have occurred in the zone of social insurance together at the full-scale stage with a shift towards a financially supported buyer-supplier guide of human services and at an individual level, influencing specialists in essential and optional consideration areas. These changes, when combined with the available characteristics of restorative labor, have implications for the satisfaction of both experts and patients.

Stress refers to the body's response to physical and psychological demands. It is commonly defined as "a physical, physiological, or emotional factor that causes tension and may contribute to the onset of illness." While the terms *job stress* and *challenge* are often used interchangeably, they represent distinct concepts. Challenges can stimulate us both mentally and physically, encouraging personal growth, skill development, and professional mastery. Successfully overcoming a challenge brings a sense of accomplishment and satisfaction. Therefore, challenge is an essential element of a healthy and productive work environment.

Job stress is a type of stress that is caused by situations at work that negatively affect a person's performance and/or overall mental and physical health. Stress related to a workers job is known as workplace stress or stress that people encounter at

work. A lot of the time it begins with unexpected tasks. It is necessary to handle pressures that are incompatible with an employee's skills knowledge or expectations. Their ability to cope consequently deteriorates. The terms job stress and occupational stress and job-related stress are interchangeable. Having little to no control over how things are completed at work may also exacerbate the effects of this type of stress.

#### JOB SATISFACTION

Job satisfaction, though difficult to measure precisely, is generally defined as a positive emotional response an individual experiences while performing their job or being present in the workplace. As organizations increasingly recognize its importance, many leading companies now utilize job satisfaction surveys in an effort to quantify this subjective experience. However, it is essential to acknowledge that job satisfaction is inherently personal and varies from one employee to another. Factors that contribute to a sense of fulfillment for one individual may not have the same effect on a colleague, even within the same work environment and under similar conditions. This makes it crucial to take a multifaceted approach to employee satisfaction that addresses the following areas:

- The demanding nature of the job inspires workers to achieve new heights.
- A certain level of comfort (flexible schedules short commutes and access to appropriate digital tools).
- Top management and the entire organization express their gratitude on a regular basis. Workers are able to maintain a high standard of living thanks to competitive wages.

The assurance of professional growth in accordance with workers aspirations for individual growth. Samuel Emeka Mbah et al. state that an individual who is highly satisfied with their job has a positive attitude toward it while an individual who is dissatisfied with their job has a negative attitude toward it. (2012) research. This finding confirms earlier studies. Employees that are happy in their jobs are more likely to stay on the job rather than leave. The adoption of a standard wage structure, a friendly work environment, and effective supervision not only function as tactics to reduce employee turnover but also as a firm retention strategy because they

particularly diminish employees' intention to quit their jobs.

Job satisfaction is an intangible concept, often described as a favorable emotional response experienced while performing job-related tasks or simply being present at work. As awareness of its impact on organizational success grows, many leading companies have adopted job satisfaction surveys in an effort to assess and quantify this subjective feeling. However, it is important to recognize that job satisfaction varies significantly from one individual to another. Factors that contribute to a sense of satisfaction for one employee may not necessarily resonate with another, even within the same work environment and under similar conditions.

In a successful business organization, average employees are often regarded as the primary drivers of productivity improvements. Within such organizations, satisfied employees are viewed as valuable assets. These individuals tend to be more energetic, enthusiastic, motivated, and dedicated to their responsibilities. Research in the field of Behavioral and Social Sciences has demonstrated a positive correlation between job satisfaction and job performance. Job satisfaction serves as a key component of overall well-being, providing employees with the motivation and stamina needed to perform their duties effectively.

A satisfied employee often experiences a sense of inner peace and mental relaxation, which contributes to increased enthusiasm and creativity in the workplace. This satisfaction is not necessarily linked to financial compensation but rather stems from a sense of fulfillment and accomplishment derived from the work itself. According to Green (2000), providing a universal definition of job satisfaction is not merely difficult—it is impossible. Numerous scholars have attempted to define the concept, with notable contributions from Hoppock, Locke, and Vroom being among the most frequently cited in the literature.

#### JOB SATISFACTION AND EMPLOYEE PERFORMANCE

The relationship b/w job satisfaction & actual job performance remains a subject of ongoing debate and inquiry. Establishing a clear correlation between the two is often challenging, partly due to the limitations inherent in self-reported data. For instance, when

employees are asked whether they are satisfied with their roles at a specific organization—such as ABC Company—some may respond affirmatively out of concern that a negative response could have adverse consequences. This social desirability bias can distort the accuracy of survey results. Therefore, although a connection between job satisfaction and performance is widely acknowledged, accurately measuring the strength of this relationship is complicated by potential survey biases and methodological limitations.

One thing is clear: there are two fundamental and opposing perspectives on the relationship between job satisfaction and performance. One viewpoint suggests that satisfaction leads to improved performance—that is, When people are satisfied with our jobs, they are more likely to be productive and committed. The other perspective posits the reverse—that strong performance leads to satisfaction, as employees derive fulfillment and a sense of achievement from successfully completing their tasks. This creates a cyclical dynamic, often described as a "revolving door," where satisfaction and performance continuously influence one another. However, distinguishing the direction of causality remains difficult due to the complex interplay of individual motivation, workplace environment, and psychological factors. Whether satisfaction drives performance or if performance drives satisfaction.

Regardless of these different points of view it is easy to understand that a person who is highly satisfied with his work is likely to perform well. Conversely an individual who is dissatisfied with their work is unlikely to perform at the same high level. To further complicate matters we must recognize that an individual may perceive themselves to be highly satisfied with their work but they may not be performing to the standards required by the organization. Even though the worker enjoys their work and finds fulfillment in it this does not imply that their output meets the organizations standards.

#### II. LITERATURE REVIEW

Darmody and Smyth (2016) assessed Principals of Irish primary schools job satisfaction and occupational stress. According to the study the principals had a high level of job satisfaction, Gender, age, and school location did not impact job

satisfaction. However, it varied based on the principal's tenure at the school, past principal ships, administrative assistance, school amenities, and the school's disciplinary atmosphere. The lack of administrative assistance, insufficient facilities, and disciplinary issues in schools affected employment satisfaction. The study found a negative relationship between stress and work satisfaction.

Kalia et al. (2017) the relationship among Indian doctors between stress job satisfaction and quality of life. The study discovered that stress had a negative correlation with quality of life and job satisfaction especially for female doctors. According to the study stress significantly lowers quality of life and job satisfaction especially for female doctors. The primary sources of stress identified in the study included long working hours, patient load, and poor relationships with colleagues. The results indicated that female doctors experienced higher levels of stress than their male counterparts, which could be attributed to their multiple roles and responsibilities as caregivers and professionals. To alleviate stress among doctors, the study suggested the need for improving work conditions, promoting work-life balance, and providing social support.

Deng et al. (2018) proposed an investigation to examine the association between job satisfaction of doctors in China and their relationships with patients, as well as work-family conflict. According to the findings doctors in Hubei had comparatively low levels of job satisfaction with an average score of 19.61 out of 30. Job satisfaction was positively impacted by a positive doctor-patient relationship but negatively by work-family conflict. Therefore, hospital administrators and policymakers should focus on implementing strategies to improve doctor-patient relationships and create a balance between work and family life in order to enhance job satisfaction among doctors.

Pandey (2020) investigates the relationship between work-related stress and emotional intelligence at the Al-Ajami Educational System. The questionnaire used in this study was created especially for this purpose. Statistical techniques like multiple regression analysis which tests the impact of several independent variables on a single dependent variable and hierarchical regression evaluation which determines the adjusted effect of work stress are two examples of how the analytical descriptive

methodology is applied to accomplish study objectives. With an 80.2% response rate 401 participants were chosen from a stratified randomized sample of the study population. The results of the study showed that workplace stress is significantly influenced by emotional intelligence. Among the recommendations made in light of the results are that companies focus more on mental agility and how it can reduce stress at work.

Liu and Liu (2020) studied methods for lessening the negative impact that stress at work has on creativity. Drawing from the Job Demands-Resources Model the results of this study suggest that employee resources could mitigate the negative impact of job stress on creativity. Accessible resources can mitigate the adverse consequences of work-related stress by restoring depleted motivational cognitive and emotional resources. Further studies should look at additional moderating factors that can lessen the negative effects of stress on innovation how to lessen the negative effects of stress on innovation when there are a variety of resources available and the circumstances in which the resources that are currently available can serve as a buffer. In conclusion field research should be conducted to apply the research findings to managerial practice.

Hamza et al. (2021) conducted research on 75 paramedical staff members from a tertiary care teaching hospital utilizing a simple sampling approach. Using previous research, a questionnaire with a 5-point Likert Scale (ranging from 1 to 5) was created. Twenty-eight questionnaire items were prepared, 14 of which were on job stress and 14 of which were on employee performance, to collect respondents' feedback. The interested party was a currently employed paramedical team member. For every variable (age gender competence experience and domicile) all relevant demographic data was also gathered. At 0.87 the data's Cronbachs alpha dependability was higher than the cut-off value. One-way ANOVA was used in the analysis.

Sharma (2021). The research covered several stress-related concerns and followed international trends. However, the literature suggests that businesses should take a more proactive approach to building long-term stress-inhibiting mechanisms and cultures, in addition to stress prevention measures, in order to foster employee happiness, health, and well-being and assist them in achieving work-life balance. This

chapter provides a review of stress research from 2009 to 2018, highlighting distinctive trends in Indian stress literature while also recognizing similarities with worldwide literature. Future study areas in the Indian context have also been highlighted. (PsycInfo Database Record (c) 2025 APA; all rights reserved).

Bhadana et al.'s (2022) study looks into the reducing the impact of demographic traits like gender job level and marital status as well as the mediating effect of workplace stress on the relationship between academics organizational place of employment and work-life balance (WLB). Method design and approach to research Primary data was gathered from Indian academics via a survey. A systematic questionnaire was created and used as a means of data collecting. The respondents were selected using a judgmental sampling procedure.

Soniya et al. (2023) have claimed that stress is an emotional or physical state of responsiveness that people experience all the time as a result of living. It is made worse by a generic reaction to a threat or change in the internal or external climate. Stress sometimes referred to as the black plague of the eighties or the modern pandemic has emerged as a serious concern and defining feature of daily life posing a threat to both the health of society and individual organization. Job stress is important in nursing according to numerous studies. Research has demonstrated that nurse's health and capacity to handle demands at work are negatively impacted by job stress. This would significantly impair the effectiveness of delivering health services and the provision of high-quality treatment. Professional stress has also been identified as one of the primary health problems linked to the workplace. Understanding how work-related stress affects nurses and what aspects of their jobs lead to the most stress is therefore crucial. It's also crucial to learn about occupational stress management working conditions for nurses as well as strategies for reducing professional stress and improving stress management skills.

Madhavi et al. (2024) investigate the impact of stress on workers job satisfaction and productivity. Employee productivity and general well-being may be significantly impacted by stress a prevalent problem that impacts people in a range of

professional settings. Stress detrimental effects on sales are examined in the study including absenteeism increased errors and decreased productivity. Additionally it highlights the detrimental impacts of stress on job satisfaction including lower engagement burnout job discontent and strained relationships with supervisors and co-workers.

Singh et al. (2025) estimate points to assess if professionals in areas such as HR/Operations, IT, and Finance/Marketing have different outcomes in their ability to maintain work-life balance under pressure. Data was gathered via an online survey that used validated measures through self-reporting of Seen Push and Work-Life Adjustment. A total of 158 significant reactions were investigated using control investigation (Prepare Demonstration 2 in SPSS), with space sham variables corresponding to competent regions.

### III. RESEARCH METHODOLOGY

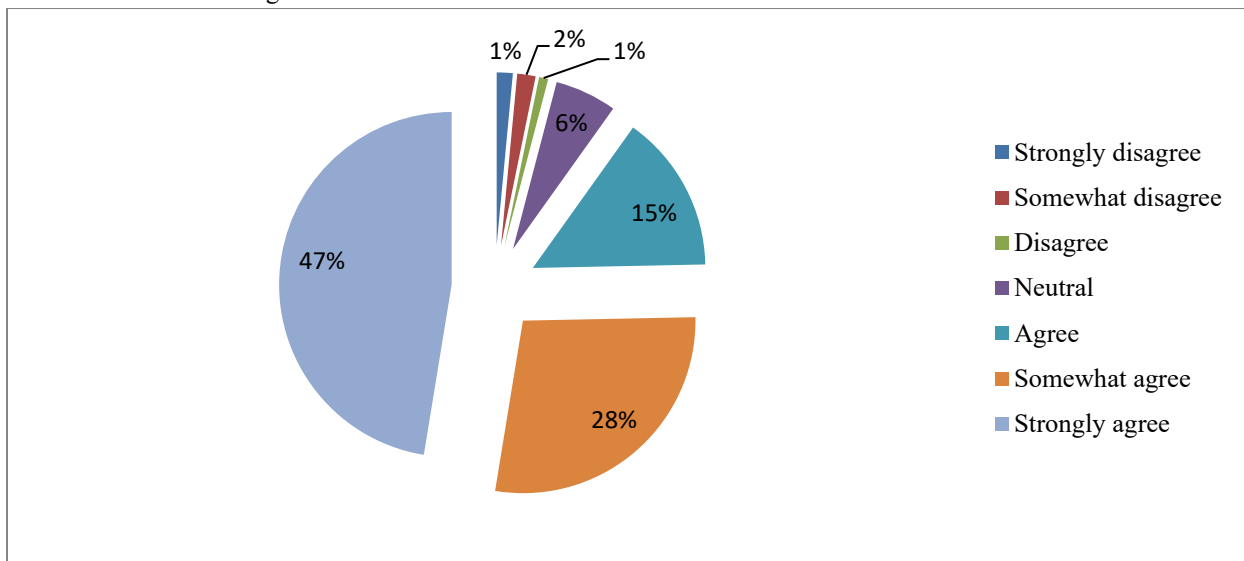
The present study follows quantitative research, a pragmatic worldview, and an unstructured approach towards the research problem and objectives. The current study is a causal study that considers numerous aspects of job stress and connected difficulties and problem areas. As a result, a direct personal inquiry of the relevant factors is required. The research tools employed in this study were a questionnaire and the current study, which uses qualitative and quantitative methodologies. This study utilized the questionnaire to collect information from the sample respondents. The research tools used in this study to collect data are as follows: The study employs a pretested, organized survey with open-ended and closed-ended questions for healthcare employees. A questionnaire for healthcare employees in selected districts of the western UP region is being developed. The sample for whom various job stress characteristics are analyzed is healthcare employees. A total of 300 surveys were distributed, with 267 completed questionnaires returned. After data collection has been tabulated from Excel, mean, average, and various statistical techniques like Cronbach's Alpha, t-test, regression, etc., data analysis has been done with the assistance of SPSS 29.1v, SmartPLS4v, and Microsoft Excel.

## EMPLOYEE PERFORMANCE

TABLE 1: Distribution of respondents based on “I am able to prioritize tasks and manage workload effectively”

RESPONSE	N	%
Strongly disagree	7	1.50
Somewhat disagree	8	1.72
Disagree	2	0.86
Neutral	19	5.79
Agree	39	14.81
Somewhat agree	59	27.90
Strongly agree	133	47.42
Total	267	100.00

Source: Calculated Using Excel



Source: Calculated Using Excel

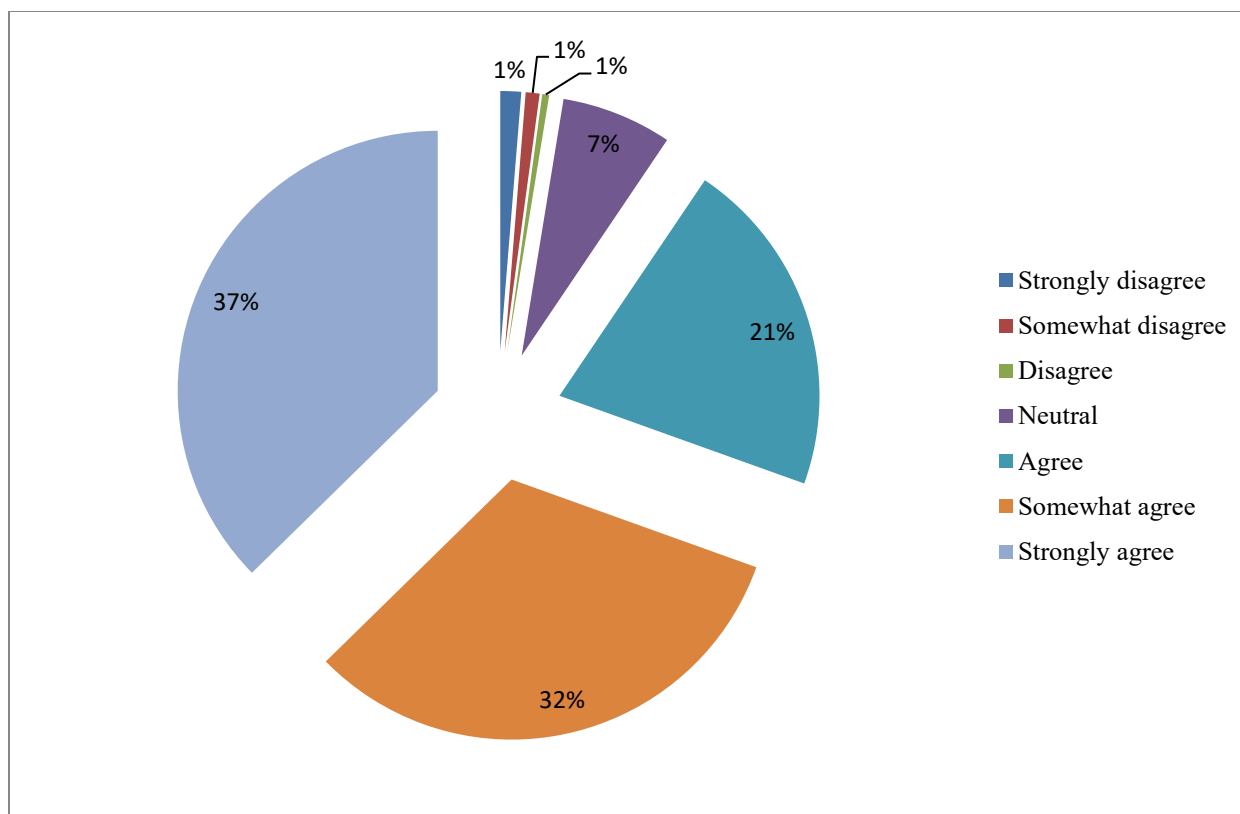
FIGURE 1: % Distribution of respondents on “I am able to prioritize tasks and manage workload effectively”

The preceding table 1 shows that around 90.00 percent of the selected healthcare employees agreed, somewhat agreed, or strongly agreed with the statement “I am able to prioritize tasks and manage workload effectively.” In contrast, the remaining around 6.00% were neutral, and around 4.00% disagreed, somewhat disagreed, or strongly disagreed with the given statement. The findings revealed that most of the respondents are able to prioritize tasks and manage workload effectively.

TABLE 2: Distribution of respondents based on “I am confident in my ability to effectively manage and resolve conflicts or challenging situations involving patients, colleagues, or other stakeholders through clear communication, empathy, and problem-solving skills”

RESPONSE	N	%
Strongly disagree	8	1.29
Somewhat disagree	6	0.86
Disagree	4	0.43
Neutral	18	6.87
Agree	29	21.03
Somewhat agree	99	32.19
Strongly agree	103	37.34
Total	267	100.00

Source: Calculated Using Excel



Source: Calculated Using Excel

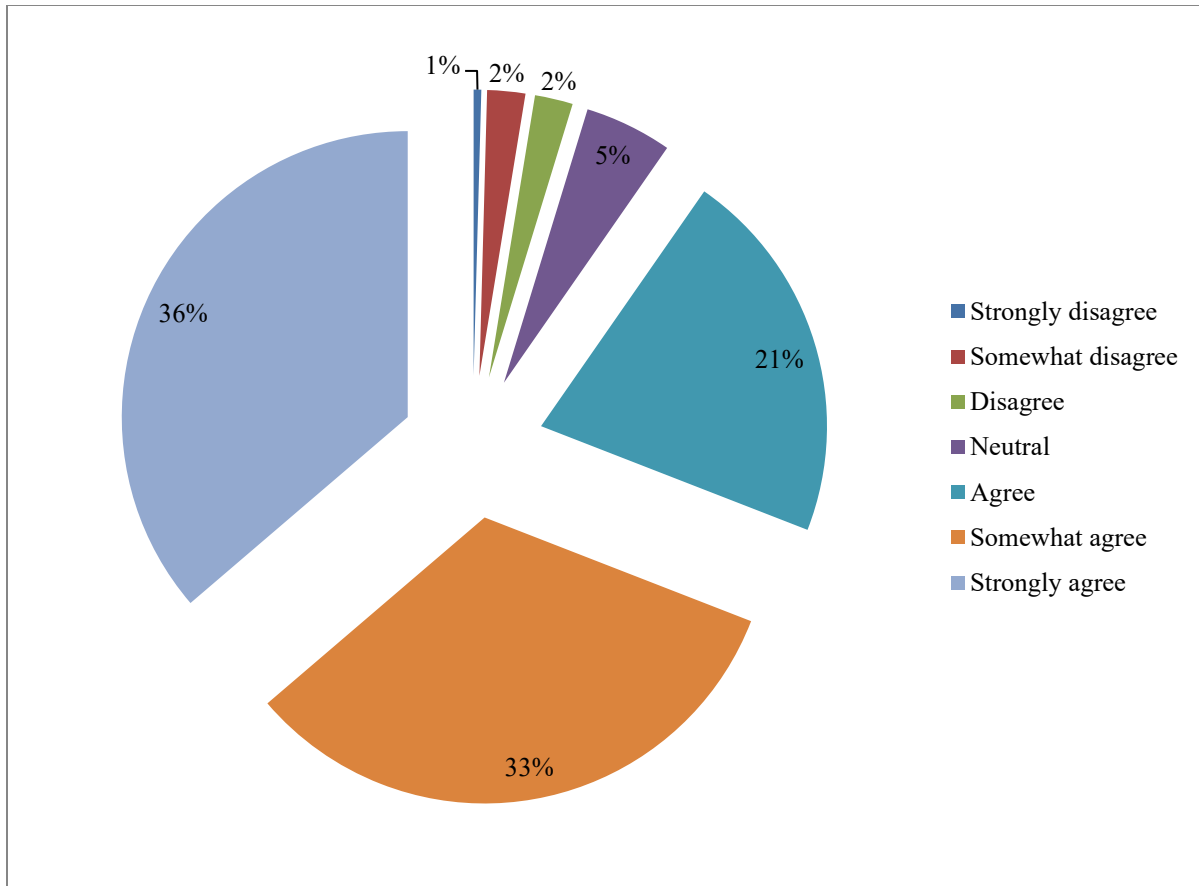
FIGURE 2: % Distribution of respondents on “I am confident in my ability to effectively manage and resolve conflicts or challenging situations involving patients, colleagues, or other stakeholders through clear communication, empathy, and problem-solving skills”

The preceding table 2 shows that around 91.00 percent of the selected healthcare employees were agree, somewhat agree or strongly agree with the statement “I am confident in my ability to effectively manage and resolve conflicts or challenging situations involving patients, colleagues, or other stakeholders through clear communication, empathy, and problem-solving skills.” In contrast, the remaining 7.00% were neutral, and only around 2.00% disagree, somewhat disagree, or strongly disagree with the given statement. The findings revealed that most of the respondents are able to handle and resolve conflicts or difficult situations with patients, colleagues, or other stakeholders.

Table 3: Distribution of respondents based on “I am capable of adapting effectively to changes within healthcare systems, demonstrating flexibility and a proactive approach in responding to evolving policies, technologies, and patient care practices”

RESPONSE	N	%
Strongly disagree	2	0.43
Somewhat disagree	8	2.15
Disagree	8	2.15
Neutral	13	4.94
Agree	27	21.24
Somewhat agree	40	32.83
Strongly agree	169	36.27
Total	267	100.00

Source: Calculated Using Excel



Source: Calculated Using Excel

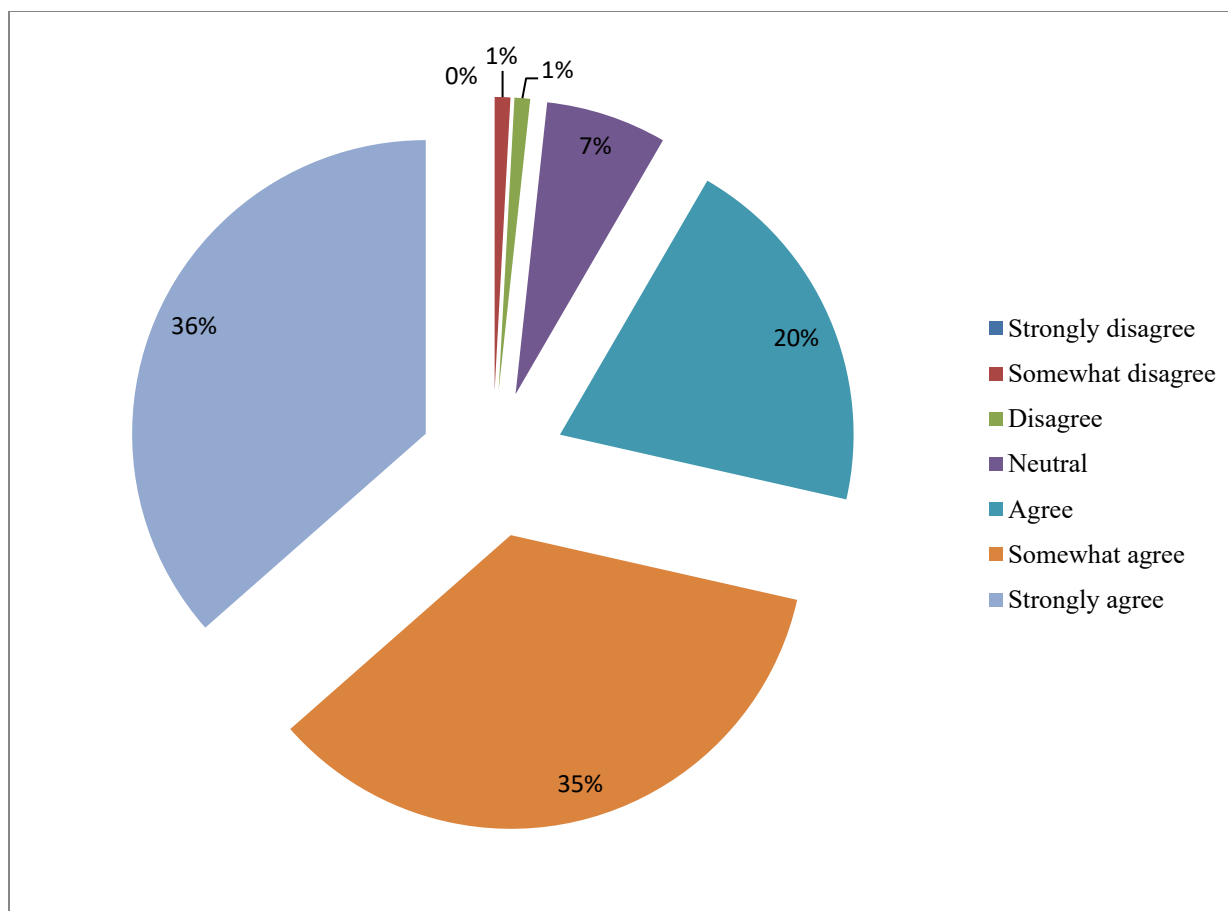
Figure 3: % Distribution of respondents on “I am capable of adapting effectively to changes within healthcare systems, demonstrating flexibility and a proactive approach in responding to evolving policies, technologies, and patient care practices”

The preceding table 3 shows that around 90.00 percent of the selected healthcare employees agree, somewhat agree, or strongly agree with the statement “I am capable of adapting effectively to changes within healthcare systems, demonstrating flexibility and a proactive approach in responding to evolving policies, technologies, and patient care practices.” In contrast, the remaining around 5.00% was neutral, and also around 5.00% disagreed, somewhat disagreed, or strongly disagreed with the given statement. The findings revealed that most of the respondents are able to adapt to changes in healthcare systems.

Table 4: Distribution of respondents based on “I am skilled in effectively managing and prioritizing patient care, ensuring that clinical decisions are timely, patient-centered, and aligned with the urgency of medical needs”

RESPONSE	N	%
Strongly disagree	0	0.00
Somewhat disagree	4	0.86
Disagree	4	0.86
Neutral	18	6.65
Agree	31	20.17
Somewhat agree	68	34.98
Strongly agree	142	36.48
Total	267	100.00

Source: Calculated Using Excel



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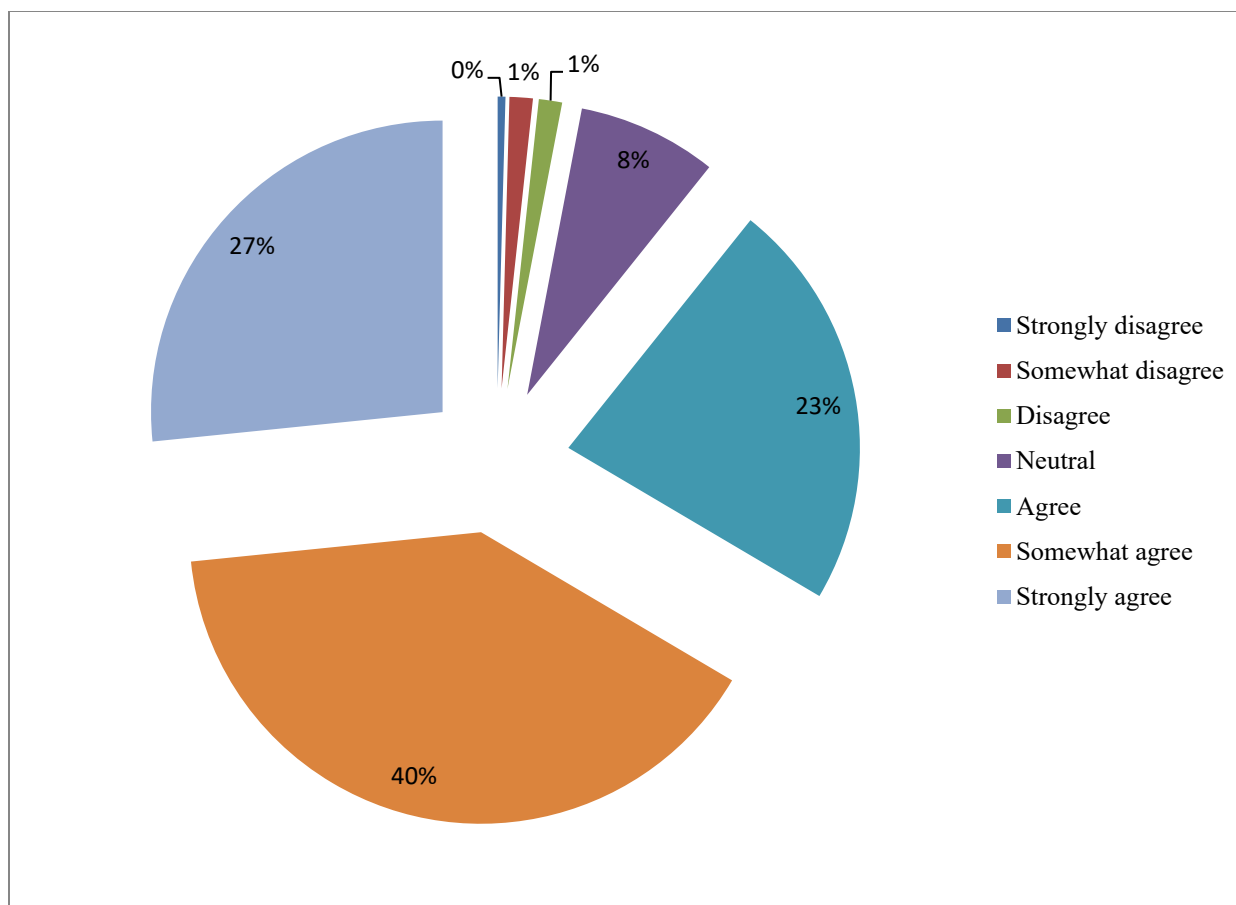
Figure 4: % Distribution of respondents on “I am skilled in effectively managing and prioritizing patient care, ensuring that clinical decisions are timely, patient-centered, and aligned with the urgency of medical needs”

The preceding table 4 shows that around 92.00 percent of the selected healthcare employees agreed, somewhat agreed, or strongly agreed with the statement “I am skilled in effectively managing and prioritizing patient care, ensuring that clinical decisions are timely, patient-centered, and aligned with the urgency of medical needs.” In contrast, the remaining 7.00% were neutral, and only 1.72% disagreed, somewhat disagreed, or strongly disagreed with the given statement. The findings revealed that most of the respondents are able to adapt to effectively manage and prioritize patient care.

Table 5: Distribution of respondents based on “in order to improve patient care and operational efficiency I proactively seek out improvement opportunities and take the initiative to implement innovative solutions.”

	N	%
Strongly disagree	2	0.43
Somewhat disagree	7	1.29
Disagree	7	1.29
Neutral	23	7.73
Agree	59	22.75
Somewhat agree	98	39.91
Strongly agree	71	26.61
Total	267	100.00

Source: Calculated Using Excel



Source: Calculated Using Excel

Figure 5: % Distribution of respondents on “In order to improve patient care and operational efficiency I proactively seek out improvement opportunities and take the initiative to implement innovative solutions.”

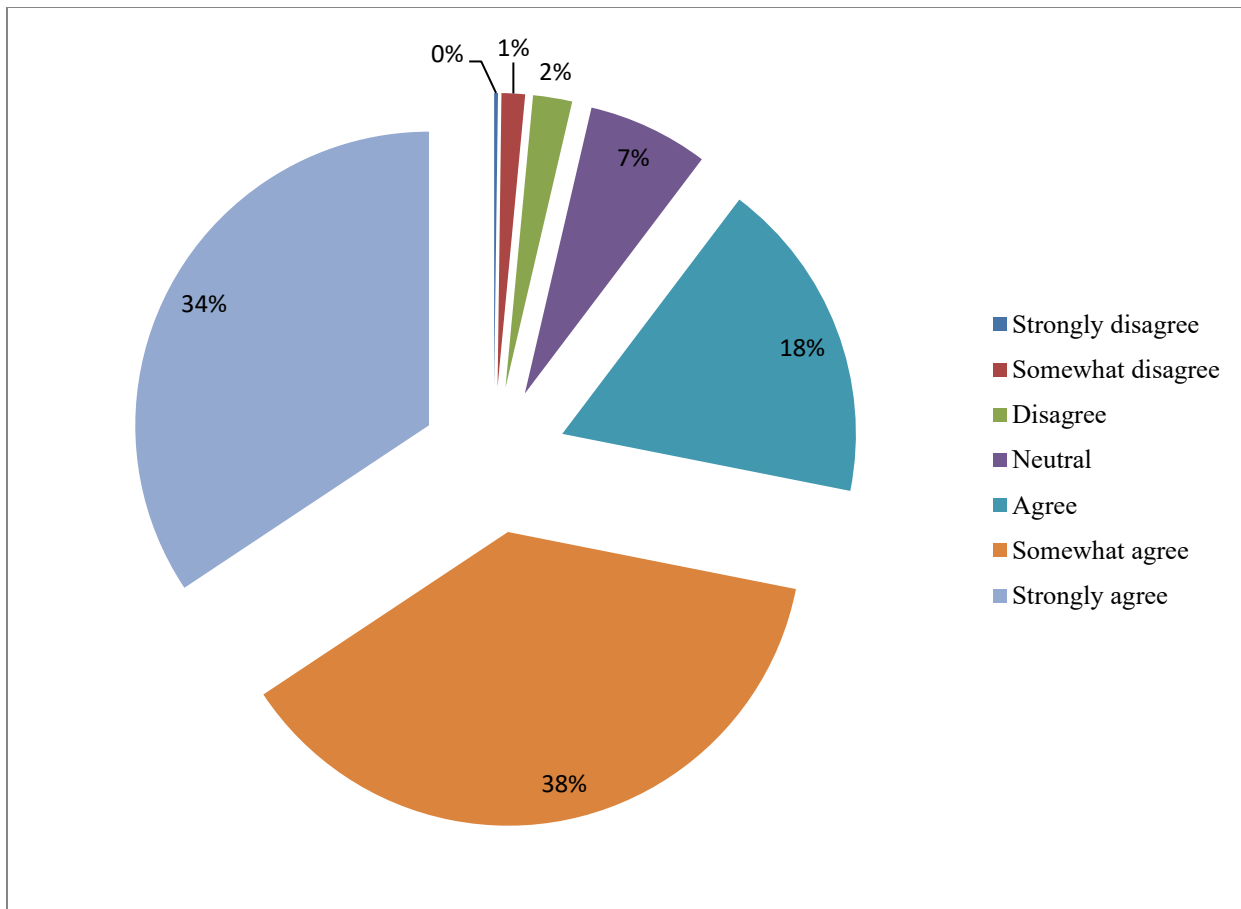
The preceding table 5 shows that around 89.00 percent of the selected healthcare employees agreed, somewhat agreed, or strongly agreed with the statement “In order to improve patient care and operational efficiency I proactively seek out improvement opportunities and take the initiative to implement innovative solutions.” In contrast, around 8.00% were neutral, and only 3.01% disagree, somewhat disagree, or strongly disagree with the given statement. The findings revealed that most of the respondents are able to identify and take initiative in implementing innovative solutions or process improvements to enhance patient care and operational efficiency.

#### JOB SATISFACTION

TABLE 6: Distribution of respondents based on “I am pleased with the degree of job security and stability offered in the healthcare industry which enhances my general job satisfaction and dedication.”

RESPONSE	N	%
Strongly disagree	1	0.21
Somewhat disagree	6	1.29
Disagree	16	2.15
Neutral	29	6.65
Agree	50	17.81
Somewhat agree	89	37.55
Strongly agree	76	34.33
Total	267	100.00

Source: Calculated Using Excel



Source: Calculated Using Excel

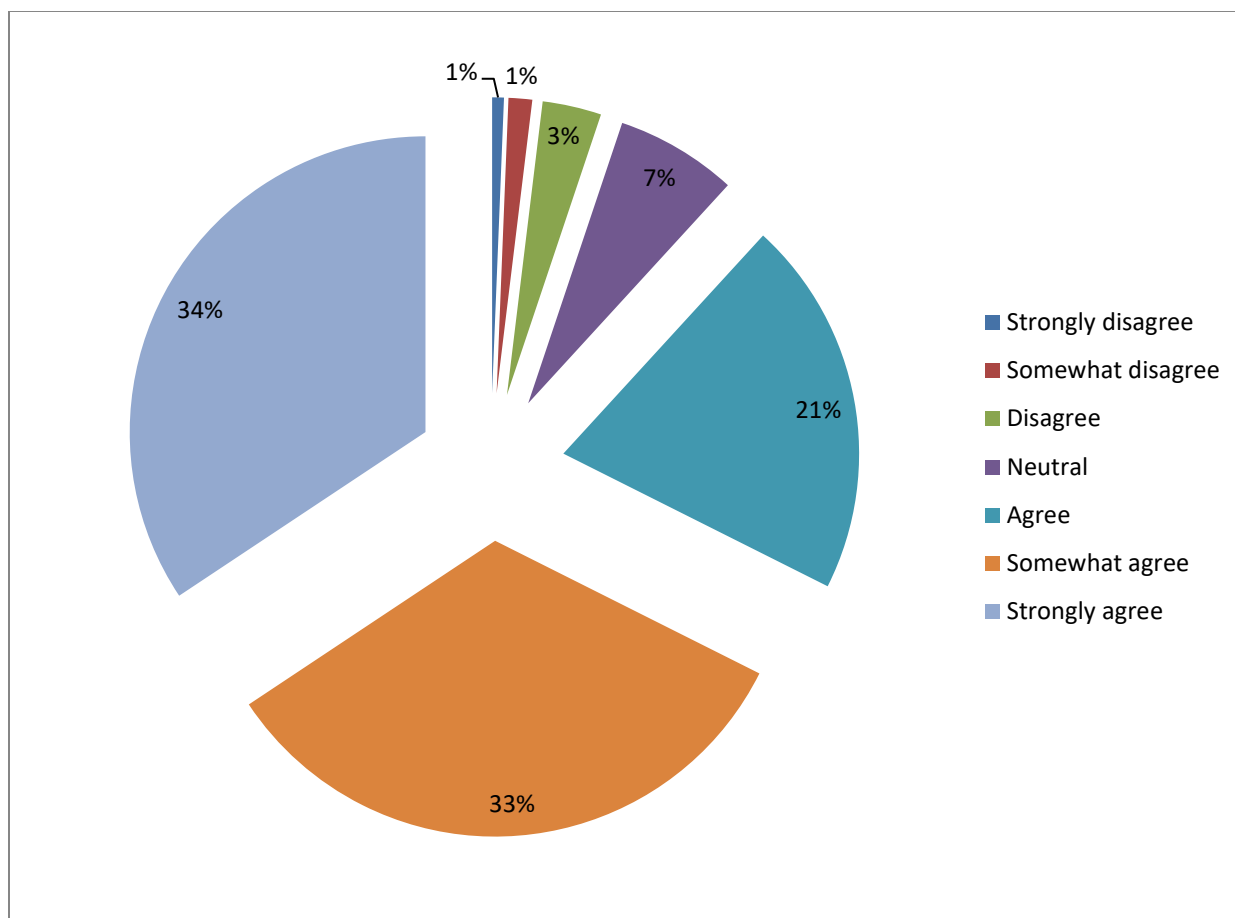
FIGURE 6: % Distribution of respondents on “I am pleased with the degree of job security and stability offered in the healthcare industry which enhances my general job satisfaction and dedication.”

The preceding table 6 shows that around 90.00 percent of the selected healthcare employees agreed, somewhat agreed, or strongly agreed with the statement “I am pleased with the degree of job security and stability offered in the healthcare industry which enhances my general job satisfaction and dedication”. In contrast, the remaining 7.00% were neutral, and only 3.65% disagree, somewhat disagree, or strongly disagree with the given statement. The findings revealed that most of the respondents are satisfied with the level of job security and stability in healthcare.

TABLE 7: Distribution of respondents based on “I am content with the chances for career advancement and professional development which support my continued growth and long-term involvement in the healthcare industry.”

RESPONSE	N	%
Strongly disagree	3	0.64
Somewhat disagree	5	1.29
Disagree	10	3.22
Neutral	21	6.65
Agree	66	20.60
Somewhat agree	78	33.26
Strongly agree	84	34.33
Total	267	100.00

Source: Calculated Using Excel



Source: Calculated Using Excel

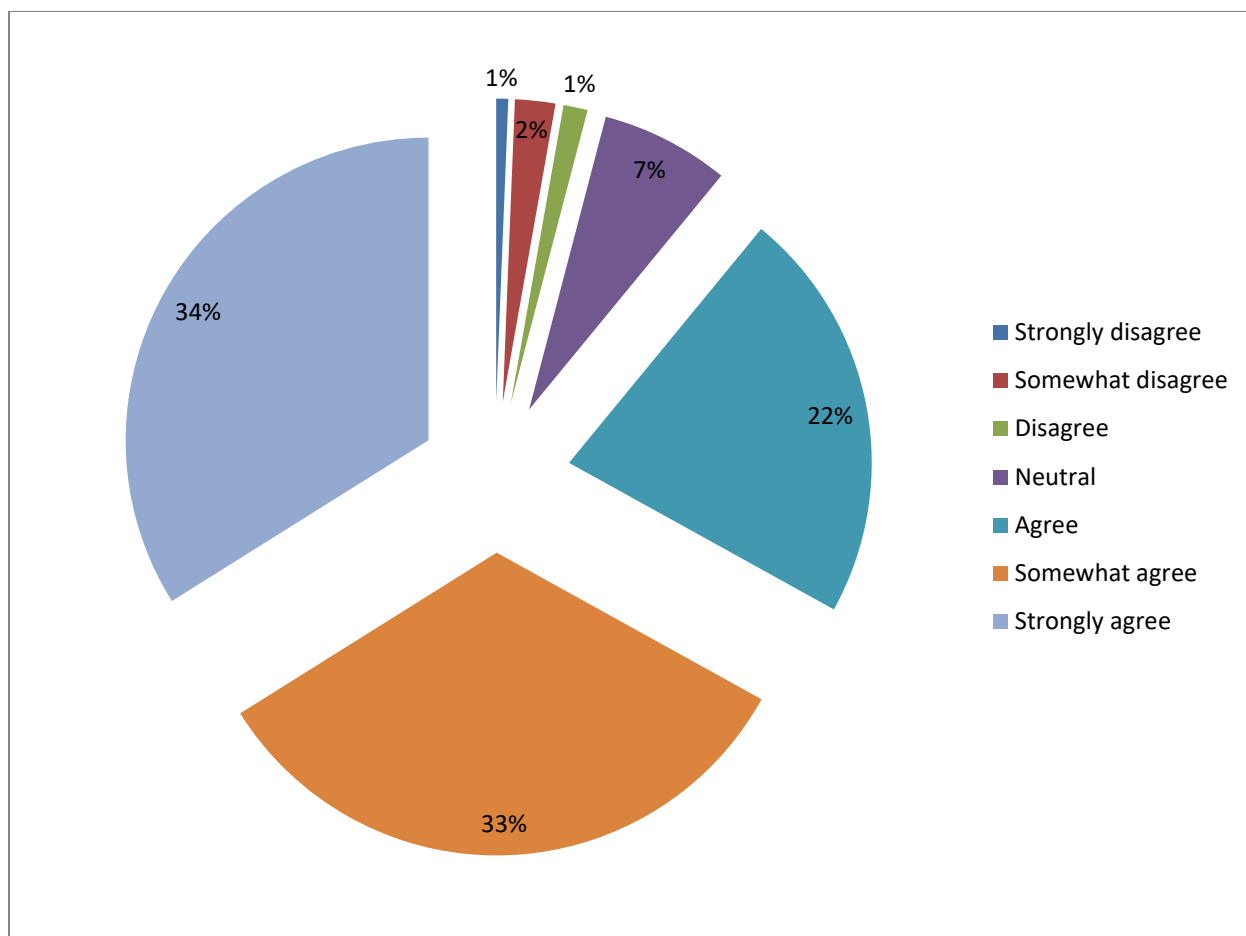
FIGURE 7: % Distribution of respondents on “I am content with the chances for career advancement and professional development which support my continued growth and long-term involvement in the healthcare industry.”

The preceding table 7 shows that around 88.00 percent of the selected healthcare employees agreed, somewhat agreed, or strongly agreed with the statement “I am content with the chances for career advancement and professional development which support my continued growth and long-term involvement in the healthcare industry.” In contrast, around 7.00% were neutral, and only 5.15% disagree, somewhat disagree, or strongly disagree with the given statement. The findings revealed that most of the respondents are satisfied with the opportunities for professional growth and advancement.

TABLE 8: Distribution of respondents based on “I am happy with the cooperation and support I get from my teammates and colleagues which creates a productive and upbeat work atmosphere.”

RESPONSE	N	%
Strongly disagree	2	0.64
Somewhat disagree	8	2.15
Disagree	4	1.29
Neutral	24	6.87
Agree	67	22.10
Somewhat agree	79	33.05
Strongly agree	83	33.91
Total	267	100.00

Source: Calculated Using Excel



Source: Calculated Using Excel

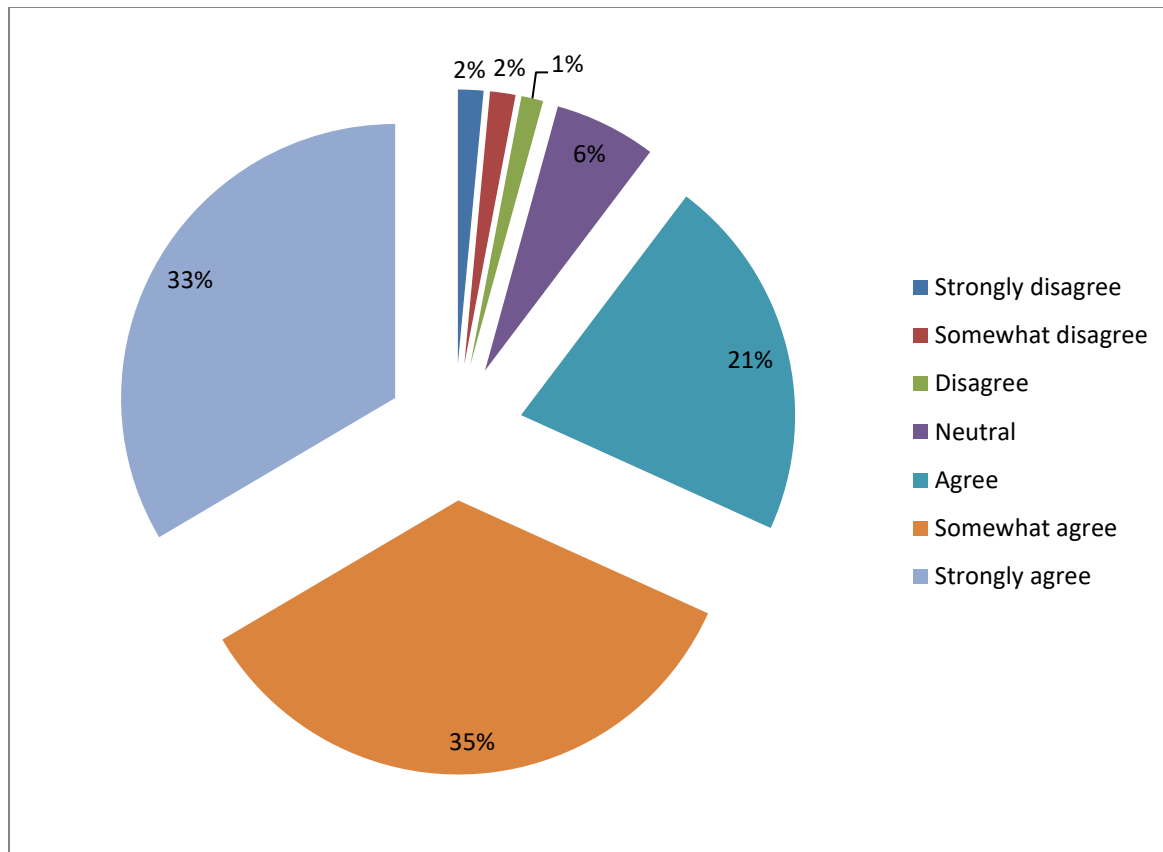
FIGURE 8: % Distribution of respondents on “I am happy with the cooperation and support I get from my teammates and colleagues which creates a productive and upbeat work atmosphere.”

The preceding table 8 shows that around 89.00 percent of the selected healthcare employees agreed, somewhat agreed, or strongly agreed with the statement “I am happy with the cooperation and support I get from my teammates and colleagues which creates a productive and upbeat work atmosphere.” In contrast, around 7.00% were neutral, and only 4.08% disagree, somewhat disagree, or strongly disagree with the given statement. The findings revealed that most of the respondents are satisfied with the support and collaboration from colleagues and my team members.

Table 9: Distribution of respondents based on “I am satisfied with the communication and feedback channels within my healthcare organization, as they promote transparency, continuous improvement, and effective team coordination.”

RESPONSE	N	%
Strongly disagree	3	1.50
Somewhat disagree	3	1.50
Disagree	2	1.29
Neutral	14	6.01
Agree	28	21.46
Somewhat agree	119	34.76
Strongly agree	98	33.48
Total	267	100.00

Source: Calculated Using Excel



Source: Calculated Using Excel

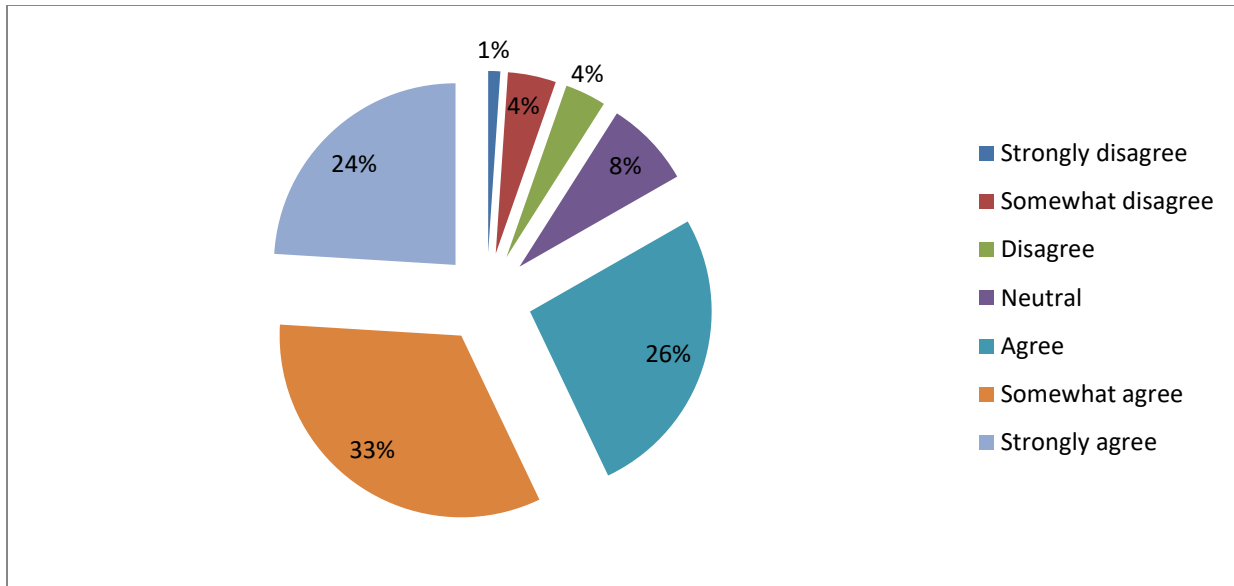
Figure 9: % Distribution of respondents on “I am satisfied with the communication and feedback channels within my healthcare organization, as they promote transparency, continuous improvement, and effective team coordination”

The preceding table 9 shows that around 90.00 percent of the selected healthcare employees agreed, somewhat agreed, or strongly agreed with the statement “I am satisfied with the communication and feedback channels within my healthcare organization, as they promote transparency, continuous improvement, and effective team coordination.” In contrast, the remaining 6.00% were neutral, and only 4.29% disagree, somewhat disagree, or strongly disagree with the given statement. The findings revealed that most of the respondents are satisfied with the communication and feedback channels within my healthcare.

Table 10: Distribution of respondents based on “I am satisfied with the salary and overall compensation I receive, as it reflects the responsibilities of my role and supports my professional and personal well-being.”

RESPONSE	N	%
Strongly disagree	5	1.07
Somewhat disagree	17	4.29
Disagree	14	3.65
Neutral	26	7.73
Agree	62	26.18
Somewhat agree	89	33.05
Strongly agree	54	24.03
Total	267	100.00

Source: Calculated Using Excel



Source: Calculated Using Excel

Figure 10: % Distribution of respondents on “I am satisfied with the salary and overall compensation I receive, as it reflects the responsibilities of my role and supports my professional and personal well-being.”

The preceding table 10 shows that around 83.00 percent of the selected healthcare employees agreed, somewhat agreed, or strongly agreed with the statement “I am satisfied with the salary and overall compensation I receive, as it reflects the responsibilities of my role and supports my professional and personal well-being.” In contrast, around 8.00% were neutral, and around 9.00% disagree, somewhat disagree, or strongly disagree with the given statement. The findings revealed that most of the respondents are satisfied with the salary/compensation received.

#### HYPOTHESIS TESTING

As demonstrated in Table 11, the constructs within this study manifest notable reliability, a conclusion

Cronbach's alpha and synthesis reliability ratings above the required level of 0.7. This emphasizes the trustworthiness of all of the constructions under consideration. The consistency of convergence was assessed through investigation of the loading of factors and average variance gathered (AVE). As presented comprehensively in Table 11, the results reveal that all factor loadings surpass the critical 0.7 benchmark. At the same time, AVE values exceed the stipulated threshold of 0.5, aligning with the recommendations outlined by Hair(2017). Consequently, study effectively establishes convergent validity of lower- and higher-order models.

TABLE 11: CONSTRUCT RELIABILITY AND VALIDITY OF LOWER ORDER

Sources: Construct	Items	Factor Loading (0.7)	Cronbach's alpha (0.7)	Composite reliability (rho_a) (0.7)	Composite reliability (rho_c) (0.7)	Average variance extracted (AVE) (0.5)
JSt	JSt1	0.714	0.862	0.878	0.883	0.692
	JSt2	0.718				
	JSt3	0.849				
	JSt4	0.812				
	JSt5	0.811				

EP	EP1	0.714	0.829	0.862	0.889	0.684
	EP2	0.889				
	EP3	0.785				
	EP4	0.839				
	EP5	0.717				
JS	JS1	0.724	0.842	0.873	0.917	0.672
	JS2	0.889				
	JS3	0.884				
	JS4	0.868				
	JS5	0.768				

Source: Calculated Using Smart PLS-4

**DISCRIMINANT VALIDITY**

This study assessed discriminating validity using both the Fornell-Larcker criterion (Fornell and Larcker, 1981) and the Heterotrait-Monotrait (HTMT) criterion (Henseler et al., 2015). According to the recommendations of these the requirements, discriminant validity is demonstrated when the square roots of the overall variance extracted (AVE) for every construct exceeds its relationship with other constructions and the resultant ratio is less than 0.9.

Detailed results, as shown in Tables 12 and 13, indicate the lack of validity discrimination concerns in the lower- and higher-order models investigated in this work. These data show that the square root of the AVE for each construct surpasses its correlations with other constructs, which is consistent with the Fornell-Larcker criteria. Furthermore, the ratios estimated using the HTMT criteria are all less than 0.9, supporting the lack of concerns about discrimination validity.

TABLE 12: DISCRIMINANT VALIDITY-HETEROTRAIT-MONOTRAIT RATIO (HTMT) FOR LOWER ORDER MODEL

	EP	JS	JSt
EP	0.058		
JS	0.742	0.049	
JSt	0.689	0.068	0.672

Source: Calculated Using Smart PLS-4

TABLE 13: DISCRIMINANT VALIDITY—FORNELL-LARCKER CRITERION FOR LOWER-ORDER MODEL

	EP	JS	JSt
EP	0.8		
JS	0.642	0.867	
JSt	-0.456	-0.632	0.869

Source: Calculated Using Smart PLS-4

**Impact of Job Stress on EP and JS**

Job stress shows the negative impact on EP as shown by the negative beta coefficient. Since P value is less than 0.05, this shows that impact is essential. The study finds a negative beta correlation for the influence of job stress on worker productivity (EP), implying that higher levels of job stress are related with poorer performance. The p-value is less than

0.05, hence this result is of statistical significance. Job stress also shows the negative impact on JS, as shown by the negative beta coefficient. Since P value is less than 0.05, this shows that the impact is significant. But the job stress shows the positive impact on turnover as shown by the positive Beta coefficient since the P value is less than 0.05; then this shows that the impact is significant.

Table 11: Total Effect (Direct Effect) with Control

	Original sample (O) Or Beta	STDEV	T statistics ( O/STDEV )	P values
Job Stress -> EP	-0.559	0.037	15.617	0.000
Job Stress -> JS	-0.567	0.038	14.612	0.000

Source: Calculated Using Smart PLS-4

#### IV. CONCLUSIONS

The current research highlights the relevance of increasing employee performance and reducing job stress in healthcare industries, as well as the fact that job stress and satisfaction are experienced by medical and non-medical employees. As a result, even within the same sector, there might be variations in employee job stress and work performance. New generation and the healthcare sector have various levels work-related stress and satisfaction. As a consequence, healthcare sectors always try to increase employees' work happiness. and performance while reducing job stress. As a result, healthcare sectors should try to increase employees' work happiness. And reduce job stress, which will assist the healthcare sector in resolving several employee-related difficulties, as well as improve staff performance and prevent burnout. Other characteristics, such as workplace stress & work satisfaction, have a tremendous impact on outcome of turnover. Next, job stress was discovered to have a positive link with the desire to leave. Most of today's companies are faced with an issue called turnover intention. The major goal of this research was to assess the effect of occupational stress on worker efficiency. According to the study's findings, gender has no influence on staff efficiency, job stress, job happiness, or turnover when the p-value is greater than 0.05 in all circumstances, indicating that the results are negligible. Job happiness has a beneficial influence on employee performance, as indicated by the negative beta coefficient. The value of P is less than 0.05, indicating that the influence is substantial

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