

Stress, Environment, Job Satisfaction and Employee Performance of Nepalese Enterprises

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Abstract

Background: Worker job satisfaction is closely linked to productivity, influenced by psychological and physical workplace conditions. Factors such as workload, stress, and personal goals significantly impact job satisfaction, which, in turn, affects commitment, turnover rates, life satisfaction, and overall work performance. A supportive work environment enhances both satisfaction and productivity, whereas unfavorable conditions negatively impact them.

Objective: This study explores the relationship between working conditions and productivity, focusing on motivation, job satisfaction, and the work environment in Nepal's manufacturing industries. The research aims to identify effective workplace strategies that enhance employee performance and productivity.

Methods: A survey was conducted among 500 workers across diverse industries in Nepal to examine occupational stress, work environment, and job performance. The study analyzed how

various factors contribute to job satisfaction and productivity, particularly assessing the comparative impact of workplace conditions and stress levels.

Findings: The results indicate that a positive work environment significantly enhances job satisfaction. Improvements in working conditions had a stronger influence on job satisfaction than merely reducing stress. Gender differences in job satisfaction were minimal, although women reported slightly higher satisfaction with income and personal development. Both work stress and the work environment had a substantial effect on job satisfaction and performance, with the work environment having a greater impact.

Conclusion: The study highlights the importance of creating supportive work environments to improve employee performance. Organizations should implement strategies that foster workplace comfort, reduce stress, and provide continuous support. Encouraging meaningful professional relationships and ensuring a stress-free environment with well-suited staff contribute to higher job satisfaction and productivity.

Novelty: This research offers insights into how businesses and future researchers can explore new conditions that enhance employee performance. By emphasizing the work environment's critical role, the study provides a foundation for designing policies that foster job satisfaction and productivity.

Keywords: Employee Performance, Job satisfaction, Work Environment, Work Stress

JEL Classification Codes: C12, L94

Background of the study

Employee satisfaction refers to a person's overall positive or negative perception of their job. As a crucial aspect of overall life satisfaction, job satisfaction reflects the level of enjoyment or fulfillment an individual derives from their work. It represents an emotional reaction to one's job and remains a key area of study in organizational psychology ([Spector, 1997](#)). [Locke \(1976\)](#) defines job satisfaction as a positive emotional state resulting from assessing one's job or work experiences. Research has explored job satisfaction both as an outcome of personal and workplace factors and as a predictor of various organizational outcomes. Employees with greater job satisfaction are generally less likely to be absent, have lower turnover intentions, demonstrate higher productivity, show stronger commitment to their organization, and experience greater overall life satisfaction ([Lease, 1998](#)).

Since employees ultimately determine work performance, they play a vital role as drivers of a company's success. Performance refers to a task or target assigned to an individual, requiring completion within limited resources, including time constraints ([Altangerel et al., 2015](#)). Work performance encompasses behaviors aligned with organizational goals that are within an individual's control and can be measured, observed, and developed ([Viswesvaran & Ones, 2000](#)). It also aids in identifying and resolving challenges employees face in their roles ([Mackey & Johnson, 2000](#)). While employee performance contributes to the organization, it also supports the achievement of its objectives. However, a common issue in organizations,

particularly in government service sectors, is that employee performance often falls short of expectations, preventing optimal results.

Enhancing employee performance is essential for companies to achieve their organizational objectives ([Ratnasari et al., 2020](#)). Beyond contributing to goal attainment, employee performance also reflects the quality of human resources within a company. Various factors influence employee performance, including the work environment and job satisfaction ([Chandra & Priyono, 2016](#)).

Concerns about job satisfaction are a major obstacle to raising employee performance. Stress at work and an unsupportive workplace are common causes of job dissatisfaction. Employees may find it difficult to find fulfillment in their work if they are given assignments that do not suit their inclinations. An individual's attitude toward their work is reflected in their level of job satisfaction. While unhappy workers often adopt a negative attitude toward their jobs, high job satisfaction workers have a positive outlook on their employment. ([Robbins & Coulter, 2012](#)).

There is ongoing debate over the contribution of employee work satisfaction to the accomplishment of corporate goals. Employers frequently believe that whether or not workers enjoy their jobs determines their level of job satisfaction. Job satisfaction is a subjective experience that differs from person to person depending on personal preferences and values ([Handoko, 2011](#)). It shows how satisfied workers are with the level of service they receive ([Jayaweera, 2015](#)). Research indicates that an employee's level of job satisfaction increases with their level of job enjoyment ([Kurniawaty et al., 2019](#)). Workers are more likely to be satisfied when their employment fits with their own goals ([Rivai Zainal et al., 2018](#)). Additionally, it has been demonstrated that professional performance is directly impacted by job satisfaction. ([Safrizal, 2013](#)). Research indicates that higher job satisfaction positively impacts employee performance ([Agustiningsih et al., 2016](#); [Safaria, 2016](#)).

This correlation suggests that job satisfaction levels directly affect work outcomes, with greater satisfaction leading to improved performance ([Saranya, 2014](#); [Inuwa & Muhammad, 2016](#); [Shaju & Subhashinim, 2017](#)). Employees with high job satisfaction tend to perform better than those who are dissatisfied ([Rachman, 2017](#)).

However, workload differences, which can lead to stress, also have an impact on job satisfaction in addition to the nature of the task. According to [Kreitner and Kinicki \(2012\)](#), stress is the outcome of behavioral, physiological, and psychological reactions to demands at work. Employee happiness is greatly impacted by job stress ([Setyono et al., 2007](#)). According to some research ([Kurniawaty et al., 2019](#); [Jehangir et al., 2011](#); [Mansoor et al., 2011](#); [Suhanto, 2009](#)), employees may still feel pressured to satisfy demands even when their stress levels may drop while they are at work.

However, in addition to task nature, job satisfaction is also impacted by workload disparities, which can cause stress. Stress results from behavioral, physiological, and psychological responses to demands at work, claim [Kreitner and Kinicki \(2012\)](#). Job stress has a significant impact on employee satisfaction ([Setyono et al., 2007](#)). Some studies ([Kurniawaty et al., 2019](#);

[Jehangir et al., 2011](#); [Mansoor et al., 2011](#); [Suhanto, 2009](#)) suggest that even when employees' stress levels decrease at work, they may still feel under pressure to meet demands.

Even when employees are bored, stress is still a problem, which presents a problem for organizational leaders. Unfavorable work conditions, fierce rivalry, poor time management, unpredictable external circumstances, a lack of workspace, and excessive stakeholder demands are just a few of the workplace issues that employees must deal with when their workloads grow ([Hall & Savery, 1986](#); [Nasurdin et al., 2004](#)). Because their needs for comfort at work are not sufficiently addressed, these circumstances add to employee discontent.

Because of its enormous influence, the workplace is vital to job satisfaction ([Agbozo et al., 2017](#); [Abualrub et al., 2016](#)). Employee happiness, motivation, and performance are all positively impacted by a healthy work environment, which is characterized by its physical and psychological conditions, policies, structures, relationships, and processes ([Singh et al., 2011](#)). Additionally, organizational rules, work dynamics, and workplace infrastructure all influence job satisfaction and results ([Schultz & Schultz, 2010](#)). Employees' whole work experience is improved by a well-organized workplace, which also increases job satisfaction ([Alif, 2015](#); [Raziq & Maulabakhsha, 2015](#)).

This study emphasizes how the physical workspace has a big influence on worker performance. Performance and job satisfaction are directly impacted by workplace environment and design, according to research ([Brill et al., 1985](#); [Clements-Croome, 2000](#); [Davis, 1984](#); [Dolden & Ward, 1986](#); [Newsham et al., 2004](#); [Vischer, 2007](#)).

The relationship between stress, work environment, job satisfaction and how these factors impact employee performance in Nepalese businesses has been the subject of numerous studies. By defining the problems and their causes, as well as providing solutions, the study aims to close the knowledge gap. In an effort to bridge the gap between the problems and offer answers, the following questions are put forth.

What effects does the workplace have on workers' performance in manufacturing industries?

How much of an impact does job happiness have on workers' performance in manufacturing, especially in production industries?

How do the work environment and job satisfaction together affect workers' performance in manufacturing industries?

In the context of a manufacturing organization, are there particular aspects of the workplace and job satisfaction that have a bigger influence on employee performance?

Objectives of the study

To explore any given subject matter, it is essential to establish clear objectives that define the purpose of the research. The primary objective of this study is to understand how employee motivation and satisfaction contribute to increased employee performance and overall organizational productivity. The specific objectives of the research are as follows:

1. To analyze the influence of the work environment on employee performance at production industries of Nepal.

2. To examine the relationship between job satisfaction and employee performance in the manufacturing sector, specifically at production industries of Nepal.
3. To explore the impact of job satisfaction and the work environment on employee performance at production industries of Nepal.
4. To identify specific factors within the work environment and job satisfaction that has a significant impact on employee performance in a manufacturing company.

Significance of the study

This study is significant because it has the potential to provide insightful information about the elements that influence worker performance in Nepal's manufacturing sectors. The study intends to demonstrate the important role that job satisfaction and the work environment play in increasing productivity by examining the relationship between employee motivation, satisfaction, and performance. This study will deepen our understanding of the ways in which certain workplace elements, such job satisfaction and environmental conditions, directly affect worker performance. In order to ensure that Nepal's production industries can maximize their personnel for improved performance and overall productivity, the findings can help improve organizational strategies and regulations. Additionally, this study can guide managers and HR professionals in creating conducive work environments that promote employee well-being and drive success within the manufacturing sector.

Literature review

[Singh and Jain \(2013\)](#) point out that the changing demands of the workforce, rising healthcare expenses, and environmental constraints present serious management issues. By establishing a work atmosphere that encourages employee contentment and inspires people to give their best efforts and maintain a positive work-life balance, these difficulties can be lessened. The writers also go over important elements that affect worker satisfaction and look into ways to raise it. In a similar vein, [Ramli \(2019\)](#) discovered that employee performance and job happiness are positively impacted by the workplace, with job contentment being a major factor in performance improvement. According to the study, performance and work satisfaction are strongly positively correlated. Organizations should provide professional growth possibilities, competitive pay, and job stability in order to improve employee performance. Employee satisfaction with their workplace increases the likelihood that they will do their best work, which benefits the company as a whole.

Work Stress

Both positive and negative stress can result from a variety of external circumstances ([Selye, 1976](#); [Jagaratnam and Buchanan, 2004](#)). In particular, emotional and psychological reactions brought on by internal and external organizational circumstances are referred to as job stress ([Greenberg and Baron, 2010](#)). It arises from interpersonal interactions and has a detrimental impact on staff members and the company overall. The nature of their work, which need them to manage various behaviors and personal traits, causes stress for employees ([Azmi et al., 2016](#)). Stress is the pressure or tension a person feels while attempting to retain their initial state in the face of conflicting pressures, according to [Bashir and Ramay \(2010\)](#). According to

[Robbins and Coulter \(2012\)](#), there is a strong correlation between performance and stress. In some cases, stress can boost employee performance, but higher levels of stress can lead to performance decline. Thus, stress in an organization can be examined through factors such as task demands, role demands, and personal demands ([Robbins, 2008](#)).

Work Environment

Everything that surrounds employees and affects their capacity to carry out their duties is referred to as the work environment ([Nitisemito, 2015](#)). The work environment has a significant impact on employee performance ([Muchtar, 2016](#); [Nadeem & Ahmad, 2017](#)), hence management should take these factors into account to promote good performance results. Better performance outcomes derive from a more comfortable workplace that raises employee happiness ([Widyaningrum and Rachman, 2019](#)). According to [Al-Omari and Okasheh \(2017\)](#), a number of elements, including lighting, ventilation, office furniture, and noise, might have a detrimental impact on performance and ought to be given more consideration. Furthermore, in certain organizational settings, a decrease in employee performance is caused by elements such as inadequate pay and benefits as well as strained working relationships ([Thyssen, 2010](#)). According to [Nitisemito \(2015\)](#), improving work outcomes involves focusing on factors such as a pleasant atmosphere, the level of authority exerted by supervisors, opportunities for advancement, a calm working environment, information sharing among teams, and the overall workspace ambiance.

The two primary elements of the working environment are the physical and social characteristics of the workplace ([Skalii et al., 2008](#)). Research indicates that the worst outcomes occur in organizations that fail to recognize the importance of the workplace ([Spector, 1997](#)). A healthy workplace includes things like job stability, employee safety, performance recognition, inspirational spaces, and constructive relationships between managers and coworkers.

Employee loyalty to their company is strengthened when they receive the recognition they deserve. Additionally, factors including competitive compensation, flexible work schedules, and employee involvement in decision-making are essential for enhancing the workplace ([Lane et al., 2010](#)). In today's workplace, conflicts arise when employees and supervisors do not communicate with one another, such as when employees do not voice their opinions or when supervisors do not offer constructive feedback ([Arnetz, 1999](#)). A proactive management style improves the working environment more than a reactive one. Mutual understanding between managers and employees is critical to accomplishing organizational goals, and effective communication is necessary for the organization to operate efficiently ([Patterson, 1998](#)).

When workers are given the credit they merit, their loyalty to the organization is bolstered. Enhancing the workplace also requires elements like flexible work hours, competitive pay, and employee participation in decision-making ([Lane et al., 2010](#)). Conflicts in today's workplace occur when supervisors and employees fail to communicate, for example, when supervisors fail to provide constructive criticism or when employees fail to express their thoughts ([Arnetz,](#)

[1999](#)). More than a reactive management approach, a proactive one enhances the workplace. Effective communication is essential for the company to function well, and managers and employees must have mutual understanding in order to achieve organizational goals ([Patterson, 1998](#)).

Job Satisfaction

Job satisfaction, determined by whether someone "likes or dislikes" their work, can have either positive or negative effects, influenced by factors like the type of work, the work environment, or interpersonal relationships ([Gibson et al., 2011](#)). [Halkos and Bousinakis \(2017\)](#) argue that employee satisfaction increases in a healthy workplace with attention to employee welfare, while dissatisfaction can lead to negative outcomes for the company. [Robbins and Judge \(2018\)](#), state that job satisfaction is also a positive emotional response to work, arising from a comprehensive evaluation of various job characteristics. According to [Adigun et al. \(2017\)](#), job satisfaction significantly impacts employee performance. This study evaluates employee performance based on their job satisfaction levels. Similarly, research by [Abdulkhaliq and Mohammadali \(2019\)](#), [Torlak & Kuzey \(2019\)](#), [Yuen et al. \(2018\)](#), [Kampkotter \(2017\)](#), [Bakotic \(2016\)](#), and [Platis et al. \(2015\)](#) confirms a positive and significant relationship between job satisfaction and employee performance. In fact, improving job satisfaction can enhance employee performance. This is reflected in the positive link between job satisfaction and factors such as salary payment systems, the nature of the work, promotional opportunities, organizational conditions, leadership style, and physical working conditions. [Robbins \(2008\)](#) identifies five indicators of job satisfaction: satisfaction with superiors, satisfaction with colleagues, job satisfaction, satisfaction with promotional opportunities, and satisfaction with income.

Job satisfaction is primarily a psychological factor that varies among individuals, depending on their personal experiences and perceptions. According to [Herzberg et al. \(2011\)](#), job satisfaction is more influenced by factors beyond physical conditions, as poor working conditions do not necessarily lead to dissatisfaction. While physical environment improvements can reduce dissatisfaction, they do not guarantee job satisfaction. Herzberg's research emphasizes that employees are more motivated by appreciation and recognition than by the physical conditions of the workplace. Similarly, [Chandraselar \(2011\)](#) highlights the importance of the work environment in enhancing employee productivity. To improve the working environment, employees' requirements should be taken into account. Furthermore, job happiness is more significantly influenced by favorable connections between supervisors and coworkers than by pay. To improve organizational outcomes and employee performance, management skills must be improved.

Job satisfaction refers to an individual's overall attitude toward their work, whether they like or dislike the tasks they perform. Various factors, such as the type of work, work environment, and interpersonal relationships, can influence job satisfaction positively or negatively ([Gibson et al., 2011](#)). According to [Halkos and Bousinakis \(2017\)](#), employees are more likely to experience higher satisfaction when they work in a healthy environment that prioritizes their

well-being. Conversely, dissatisfaction can lead to negative outcomes for the organization. [Robbins and Judge \(2018\)](#) further explain that job satisfaction is a positive emotional state that arises from evaluating different aspects of one's job.

Additionally, research by [Adigun et al. \(2017\)](#) indicates that job satisfaction significantly impacts employee performance. Several studies, including those conducted by [Abdulkhalig and Mohammadali \(2019\)](#), [Torlak and Kuzey \(2019\)](#), [Yuen et al. \(2018\)](#), [Kampkotter \(2017\)](#), [Bakotic \(2016\)](#), and [Platis et al. \(2015\)](#), confirm a positive and significant relationship between job satisfaction and employee performance. Higher job satisfaction contributes to improved performance, as employees who feel satisfied with their work conditions tend to be more productive. Factors such as salary, the nature of the work, promotion opportunities, organizational policies, leadership style, and physical working conditions all play a crucial role in shaping job satisfaction and performance outcomes.

[Robbins \(2008\)](#) outlines five essential metrics for gauging job satisfaction: contentment with managers, contentment with coworkers, general job satisfaction, contentment with prospects for advancement, and contentment with pay. All of these elements work together, to affect an employee's motivation and output in a company.

Performance

Performance is a key element in organizational performance management. According to [Rachman et al. \(2020\)](#), performance management encompasses activities aimed at enhancing the overall performance of an organization or company, including the individual and group performance of employees. This process helps identify and address challenges employees face in their work ([Mackey and Johnson, 2000](#)). [Mathis and Jackson \(2011\)](#) describe performance management as an approach that defines employee actions, while [Dessler \(2013\)](#) views it as a goal-oriented, sustainable method for evaluating and managing employee performance. [Robbins and Coulter \(2012\)](#) measure employee performance based on quality, quantity, timeliness, effectiveness, and independence. Employee performance, though a contribution to the organization, also offers numerous benefits. Employees perform tasks and responsibilities that support the achievement of their work ([Robbins & Judge, 2018](#)). This helps organizational leaders control and influence employee outcomes. High motivation can lead to quality work and improved performance. High employee performance yields optimal results ([Rachman, 2017](#)), and [Mangkunegara \(2017\)](#) defines performance as the quality and quantity of work achieved by individuals concerning their assigned tasks and responsibilities.

Based on the literature discussed above, the following research framework is developed and applied in this study.

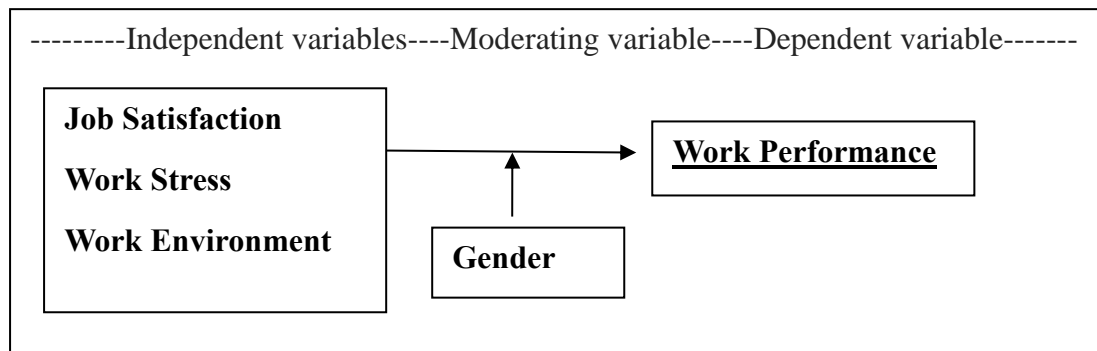


Figure 1 Theoretical Framework

Research Method

The research design outlines the essential procedures for gathering information about the sample required for preparation and the problems that must be addressed in the study ([Rachman, 2018](#)). This study employs an explanatory approach as it aims to clarify the reasons behind the relationships between variables by testing hypotheses ([Rachman, 2018](#)). A total of 500 questionnaires were administered distributed to 40 manufacturing companies, including those in the Cement, Liquor, Chocolate, Biscuit, Cigarette industries, and financial institutions, across various regions of Nepal.

Both male and female participants received the surveys, and 210 of the 290 female respondents from the various businesses gave accurate responses. The questionnaire was distributed and used after a review of relevant literature to guarantee its clarity and ease of comprehension. Stress at work was measured using six items on a five-point grading system. Similarly, the work environment was evaluated using a five-point grading system and a survey consisting of seven components. To assess their performance, participants were also given a questionnaire with a five-point rating system.

The responses that were evaluated using descriptive and inferential statistics, including mean, standard deviation, ANOVA, regression analysis, and correlation analysis, were gathered using the non-probability judgmental sampling technique. The data was evaluated to show the direct or indirect impact of independent variables on the dependent variable in addition to validating the instrument ([Rachman, 2019](#)).

Table 1 Reliability Analysis

Variables	Cronbach alpha	No of Items
Stress	.875	6
Work Environment	.740	7
Satisfaction	.607	5
Performance	.845	4

Cronbach's alpha assesses a scale's internal consistency, or dependability. While a score above 0.800 indicates strong reliability, a value over 0.600 is usually considered adequate. While the Job Satisfaction (0.607) and Performance (0.845) ratings exhibit good reliability, the Work Stress (0.875) and Work Environment (0.740) scales exhibit exceptional dependability. The variables' overall high internal consistency (0.653) attests to the validity of the survey or measurement instrument.

Results and Discussions

The study has used descriptive statistics and inferential statistics. Table 5 shows the mean values, the standard deviation, and the correlation analysis.

Table 2

Response Gender wise on Stress

Particular	Male		Female		Total	
	Mean	Std	Mean	Std	Mean	Std
Task Demand is clearly communicated	3.81	.665	3.72	.674	3.76	.710
Role demand is mentioned in the documents	3.69	.739	3.60	.695	3.64	.687
Our organization have Personal Demand in work place	3.81	.700	3.76	.649	3.72	.687
Nature of the job itself creates the responsibility	3.76	.649	3.69	.676	3.72	.665
Individual characteristic creates the work environment	3.64	.571	3.64	.549	3.64	.558
Condition inside and outside organization is healthy	3.79	.675	3.74	.734	3.76	.710

Total Number of respondents = 500, Male = 210 , Female 290, Std =Standard Deviation

The average and standard deviation of 500 male and female participants' answers about different demands and circumstances at work are shown in Table 2. Both men and women generally concur that role demands are recorded (M = 3.69 for men, M = 3.60 for women) and that task demands are communicated clearly (M = 3.81 for men, M = 3.72 for women). Additionally, they have similar perceptions of personal demands at work (M = 3.81 for men and M = 3.76 for women). Both sexes receive comparable ratings for the job, personal characteristics, and workplace. With relatively slight variations between male and female participants, the results typically imply that workers view working conditions as being

moderately favorable. The majority of individuals have similar opinions, as indicated by the modest standard deviations.

Table 3

Response Gender wise on Work Environment

Particular	Male		Female		Total	
	Mean	Std	Mean	Std	Mean	Std
we have Comfortable work environment	3.81	.700	3.86	.754	3.84	.732
Work environment factors used to improve result	3.93	.634	3.98	.573	3.96	.599
We have pleasant work atmosphere	3.79	.710	3.88	.646	3.84	.675
we have good Employee supervisor relation	3.64	.612	3.84	.666	3.75	.651
our organization have Calm atmosphere	3.83	.532	3.98	.573	3.92	.551
we have Sharing culture in the organization	3.88	.664	4.09	.703	4.00	.694
We have good Atmosphere of room or place where they work	4.03	.670	4.13	.694	4.09	.685

Total Number of respondents = 500, Male = 210 , Female 290, Std =Standard Deviation

A breakdown of survey responses about the workplace between male and female employees from a sample of 500 participants is shown in Table 3. It contains the standard deviations and average scores for both sexes on a number of workplace variables. Both men and women gave their workplace generally high evaluations, with women rating most parts marginally higher. For example, women scored 3.86 on the comfort scale for the workplace, while men scored 3.81. Likewise, women rated the atmosphere's pleasantness higher (3.88) than men did (3.79). With an average score of 4.09, the workplace environment was rated highest by both genders. Females gave the organization's sharing culture a high rating of 4.09, while males gave it a rating of 3.88. Relationships between employees and supervisors were rated lower by men (3.64), and by women (3.84). The responses appear to have been consistent, based on the tiny standard deviations. Employee opinions of their workplace were generally good, with women providing somewhat more positive evaluations than men.

Table 4

Response Gender wise on Job Satisfaction

Particular	Male		Female		Total	
	Mean	Std	Mean	Std	Mean	Std
We have good Organizational Condition	4.35	.507	4.29	.477	4.31	.490
I am Satisfied with Supervisors	4.11	.451	4.05	.438	4.07	.444
we are Satisfied with Colleagues	4.00	.531	3.91	.516	3.95	.523
We are Satisfied with the personal opportunities in the organization	3.81	.693	3.85	.667	3.83	.678
we are Satisfied with income provided in the organization	3.61	.505	3.72	.521	3.67	.518

Total Number of respondents = 500, Male = 210 , Female 290, Std =Standard Deviation

A gender-based analysis of 500 participants' replies about job satisfaction is shown in Table 4. It contains the mean scores and standard deviations for a number of job satisfaction indicators for both male and female employees. Employees gave organizational conditions a generally positive rating; the mean score for men was 4.35, while the mean score for women was 4.29. Mean scores for males and females were 4.11 and 4.05, respectively, indicating high levels of satisfaction with supervisors. Males scored 4.00 on the colleague satisfaction scale, while ladies scored 3.91. Women (3.85) expressed a somewhat higher level of satisfaction with personal growth chances compared to men (3.81). But compared to men (3.61), women (3.72) were more satisfied with their income. Overall, the findings show that people are generally satisfied, with just little variations in judgments based on gender.

Table 5

Response Gender wise on performance

Particular	Male		Female		Total	
	Mean	Std	Mean	Std	Mean	Std
Leadership controls the work result of Employees	3.86	.351	3.97	.415	3.92	.352
In our organization, stated performance is a work of quality	3.88	.325	3.95	.433	3.92	.392
Quantity achieved by individual as responsibility of us	3.98	.345	4.02	.345	4.00	.400
The work or task assigned by Authorities is clear	3.93	.258	3.98	.394	3.95	.344

Total Number of respondents = 500, Male = 210 , Female 290, Std =Standard Deviation

A gender-based analysis of 500 participants' survey replies is presented in Table 5, with an emphasis on how well they performed in four important categories. The standard deviations (Std) and average scores for male and female employees are compared. According to the findings, women rated every category marginally higher than men did. The average score for leadership control over job results was 3.92 overall, with males scoring 3.86 and females 3.97. The average score for the perception of performance as quality work was 3.92, with males scoring 3.88 and females 3.95. The total mean for individual responsibility for quantity was 4.00, with ladies scoring 4.02 and males 3.98.

Lastly, the average score for the assigned tasks' clarity was 3.95, with males scoring 3.93 and females scoring 3.98. There is little fluctuation in the standard deviations of the replies, suggesting that employees generally agree on these points.

Table 6

Association between the Work Stress, Work Environment, Job Satisfaction, and Performance

		WS	WE	JS	Performance
WS	Pearson	1			
	Correlation Sig. (2 tailed)				
WE	Pearson	-0.111	1		
	Correlation Sig. (2 tailed)	0.013			
JS	Pearson	-0.051	0.193	1	
	Correlation Sig. (2 tailed)	0.256	0.000		
WP	Pearson	-0.087	-0.034	-0.119	1
	Correlation Sig. (2 tailed)	0.054	0.456	0.008	

*Correlation is Significance at the 0.05 level (2 tailed), ** Correlation is Significance at the 0.001 at the 0.01level (2 tailed), N= Number of Respondents, WS= Work Stress, WE= Work Environment, JS =Job satisfaction, and WP= Work Performance

Work Stress (WS), Work Environment (WE), Job Satisfaction (JS), and Work Performance (WP) are the four factors that are shown to be related in Table 6. Work stress has a weak negative association with job satisfaction ($r = -0.051$) and a weak correlation with work environment ($r = -0.111$). Additionally, it shows a weak but almost significant negative correlation with work performance ($r = -0.087$). Job satisfaction and work environment have a substantial positive association ($r = 0.193$, $p < 0.001$), indicating that a better work environment generally results in higher job satisfaction. Nevertheless, there is a modest and non-statistically significant correlation between work environment and performance ($r = -0.034$, $p = 0.456$). Work performance and job satisfaction have a weak but significant negative connection ($r = -0.119$, $p = 0.008$), suggesting that there is a slight correlation between the two. In summary, job happiness is strongly influenced by the work environment, whereas job performance is less affected by stress or job satisfaction.

Table 7

ANOVA Table presenting non-parametric test for the data.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.164	3	0.388	3.921	0.009
	Residual	48.791	494	0.099		
	Total	49.955	496			

Df = Degree of Freedom, F = Frequency Test, Sig.= Significance level

a. Dependent Variable : performance, b. Predictors (Constant= Work Stress, Work Environment, And Job Satisfaction

The results of a regression study looking at how job satisfaction, work environment, and stress affect performance are displayed in Table 7's ANOVA. The regression model has three degrees of freedom (df), a mean square of 0.388, and a sum of squares of 1.164. With a significance level of 0.009 and an F-value of 3.921, the model appears to be statistically significant. This suggests that all of these elements work together to significantly impact performance. The variation that the model is unable to account for is represented by the residual sum of squares, which is 48.791 with 494 df. All of the performance variance is included in the overall sum of squares, which is 49.955.

Table 8

Impact of Job Satisfaction, Stress, and Work Environment on Performance Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
1		B	Std. Error	Beta	t	Sig.
	(Constant)	4.677	0.230		20.290	0.000
	WS	-0.057	0.027	0.095	-2.122	0.034
	WE	-0.114	0.043	-0.120	-2.650	0.008
	JS	-0.016	0.035	0.021	-0.459	0.646

a. Dependent Variable: Performance

B= Beta Coefficient, Std. Error =Standard Error, t= T-test value, Sig.= Level Significance

WS= Work Stress, WE= Work Environment, and JS= Job Satisfaction

The results of a study that looked at the relationship between performance and job satisfaction (JS), work stress (WS), and work environment (WE) are shown in Table 8. Statistical significance is indicated by a p-value of 0.000 and a baseline performance of 4.677 when all variables (WS, WE, and JS) are zero. Every increase in work-related stress results in a 0.057 drop in performance, which is statistically significant (p-value = 0.034). Poorer work circumstances are associated with a 0.114 decrease in performance, which is statistically significant (p-value = 0.008) and emphasizes the influence of the work environment on performance. Performance is slightly impacted by job satisfaction (coefficient = -0.016), but this effect is not statistically significant (p-value = 0.646). Overall, work stress and work environment have a significant influence on performance, while job satisfaction appears to have no notable effect.

Table 9

ANOVA Table presenting F and Sig.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.003	2	2.001	12.309	0.000
	Residual	80.138	494	0.163		
	Total	84.321	496			

Df = Degree of Freedom, F = Frequency Test, Sig. = Significance level

a. Dependent: Job Satisfaction, b. Predictors (Constant) = Work environment, Work Stress

The findings of an Analysis of Variance (ANOVA) for a regression model that looks at the relationship between two factors—work environment and work stress—and job satisfaction are shown in Table 9. The regression model's mean square is 2.001, its sum of squares is 4.003, and it has two degrees of freedom (df). The model's overall significance is evaluated by the F-statistic, which is at 12.309. The p-value (Sig.) of 0.000 indicates that the model is highly significant, demonstrating that stress levels and the work environment are powerful predictors of job satisfaction.

The residual mean square is 0.163, the residual sum of squares is 80.138, and there are 494 degrees of freedom. The difference in job satisfaction that cannot be accounted for by the predictors is represented by residuals. The regression and residual sums of squares add up to 84.321, the overall variance in work satisfaction. In summary, work environment and work stress are strong predictors of job satisfaction, and the regression model is statistically significant. A significant correlation between the predictors and the result is indicated by the extremely low p-value (0.000).

Table 10

Impact of Stress, and Work Environment on Job Satisfaction Coefficients

Model	Unstandardized Coefficients	Std. Error	Beta	t	Sig.
1					
(Constant)	3.287	0.230		20.290	0.000
WS	-0.079	0.027	0.095	-2.122	0.034
WE	0.232	0.043	-0.120	-2.650	0.008

a. Dependent Variable: Job Satisfaction

B = Beta Coefficient, Std. Error = Standard Error, t = T-test value, Sig. = Level Significance

WS = Work Stress, WE = Work Environment

The results of a regression analysis looking at how work environment (WE) and work stress (WS) affect job satisfaction are shown in Table 10. Data on the constant, work stress, and work environment are provided by "Model 1". The unstandardized coefficients (B) show how a one-unit change in either the work environment or the work stress affects job satisfaction. For example, the work stress value of -0.079 indicates that job satisfaction somewhat declines as stress levels rise. Comparison is made easier by the standardized coefficients (Beta), which display the relative strength of each variable's influence. The work environment has a marginally more detrimental effect on job satisfaction than work stress, according to the beta co-efficient for work stress (0.095) and work environment (-0.120). Higher numbers indicate a stronger influence. The t-value evaluates whether the coefficients differ substantially from zero. The significance (Sig.) value shows if the effects are statistically significant; outcomes that are relevant are shown by values less than 0.05. Job satisfaction is significantly impacted

by both work environment (0.008) and work stress (0.034), which are both statistically significant. In conclusion, job satisfaction is impacted by both work stress and work environment, with the latter having a slightly greater detrimental impact.

Discussion

The study found that work stress may have a positive effect on job satisfaction in the industrial sector. Staff members complete a lot of work in a short amount of time, primarily due to the leadership's unwavering support and direction. Stronger interactions between managers and employees lead to better working relationships, which mitigate the negative impacts of stress at work. As a result, workers become more comfortable in their roles, increasing job satisfaction.

These findings are consistent with earlier research by [Setyono et al. \(2007\)](#), [Ur-Rehman et al. \(2012\)](#), [Venkataraman and Ganapathi \(2013\)](#), [Bajpai et al. \(2015\)](#), [Essiam et al. \(2015\)](#), [Riaz et al. \(2016\)](#), and [Bhanu and Sai Babu \(2018\)](#). Their studies suggest that work stress is not always detrimental and can lead to job satisfaction when employees find purpose in their work. However, the results contradict those of [Suhanto \(2009\)](#), [Mansoor et al. \(2011\)](#), and [Dehghan et al. \(2016\)](#), who claim that job stress negatively affects job satisfaction. Their research suggests that employees who experience high levels of stress tend to be dissatisfied with their jobs, indicating that the impact of work stress depends on the organizational environment and the level of management support.

The results suggest that employees view their work environment positively when leadership creates a supportive atmosphere, which boosts workplace satisfaction. These findings align with earlier studies by [Ardakani et al. \(2012\)](#), [Almanae \(2013\)](#), [Widodo \(2014\)](#), [Essiam et al. \(2015\)](#), [Alif \(2015\)](#), [Raziq and Maulabakhsha \(2015\)](#), [Agbozo et al. \(2017\)](#), and [Bhanu and Sai Babu \(2018\)](#), which show that a comfortable, peaceful, and distraction-free environment contributes to job satisfaction. Employees feel more satisfied when they can perform their tasks without unnecessary stress or interruptions.

The issue of work-related stress has not increased, and employees continue to fulfill their responsibilities while enjoying their tasks. Over time, their ability to complete tasks efficiently, accurately, and quickly has improved. Employees no longer focus on their condition, and tasks that were once considered difficult are now completed on time. These findings align with [Setyono et al. \(2007\)](#), [Hertanto \(2011\)](#), and [Mansoor et al. \(2011\)](#), who found that even with high work stress, employees' enthusiasm for their tasks remains unchanged. This positive impact does not alter the perception of difficulty, but rather enhances performance under various conditions. However, this study contradicts [Dehghan et al. \(2016\)](#) and [Khuong and Yen \(2016\)](#), who found that work, stress negatively affected performance, resulting in decreased outcomes.

Employees' claim that their bosses make them feel valued and supported, especially while they are at work. Although the physical workspace is deemed suitable, the leadership recognizes the need for a range of facilities to support employees. When there are more organizational resources available, workers feel more comfortable performing their jobs. It is also believed

that leadership is a reflection of employees' abilities, expertise, and competence in their field. Employees may adapt to changes in behavior at work without feeling overworked because of the resources provided and the calm, comfortable environment.

These findings align with [Hertanto \(2011\)](#), [Ardakani et al. \(2012\)](#), [Almanae \(2013\)](#), [Widodo \(2014\)](#), [Muchtar \(2016\)](#), and [Nadeem and Ahmad \(2017\)](#), who also found that a peaceful, comfortable, and uninterrupted work environment improves performance. However, this study does not support the findings of [Al-Omari and Okasheh \(2017\)](#), who argued that a comfortable work environment does not always result in improved performance, as employees may not perceive it as contributing to satisfactory results.

Employees that are happy in their jobs are more likely to have a good assessment of their work activities and perform noticeably better. This accomplishment is correlated with the attainment of positive outcomes, which raises staff morale and productivity. Such success is fueled by strong support, solid interpersonal communication, and effective leadership, all of which match organizational objectives with results. The findings of this study support previous research by [Setyono et al. \(2007\)](#), [Hertanto \(2011\)](#), [Ardakani et al. \(2012\)](#), [Widodo \(2014\)](#), [Saranya \(2014\)](#), [Inuwa & Muhammad \(2016\)](#), and [Shaju and Subhashini \(2017\)](#). Studies show that work is done in line with employees' abilities and produces favorable outcomes when their expectations for job satisfaction are fulfilled. As a result, workers' performance is in line with their capacity to do tasks efficiently, autonomously, and on schedule, thereby meeting company objectives.

Employees are also encouraged to perform well and reach high performance levels by the positive effects of work stress when paired with leadership support. Because of job satisfaction and leadership advice, people stay motivated despite the stress of work, preventing feelings of fear, doubt, and failure. This study aligns with the research of [Setyono et al. \(2007\)](#) and [Safrizal \(2013\)](#), which emphasizes that stress stemming from job responsibilities, when supported by effective leadership, can drive performance. However, the findings do not support research by [Jehangir et al. \(2011\)](#), [Hanim \(2016\)](#), and [Ajayi \(2018\)](#), which suggest that when work stress does not align with organizational goals, job satisfaction fails to significantly enhance performance.

The findings of this study are consistent with the work of [Ardakani et al. \(2012\)](#), [Almanae \(2013\)](#), [Widodo \(2014\)](#), and [Tjio and Anggela \(2017\)](#), which suggest that a comfortable and calm work environment can positively influence employee behavior. This environment can enhance enthusiasm, focus, and prevent boredom with work, even when tasks are considered burdensome, ultimately improving job satisfaction and performance outcomes.

The study also discovered that the Cronbach's alpha values for the Work Stress, Work Environment, Job Satisfaction, and Performance scales ranged from 0.607 to 0.875, indicating good to exceptional reliability. The measurement tool's overall internal consistency (0.653) attests to its dependability. With very slight gender disparities and low standard deviations suggesting a similar sense of the work environment, both male and female participants generally had a positive opinion of the demands and circumstances at work. Overall, men and women agree on the important characteristics, although women tend to score things like economic satisfaction and personal growth chances slightly higher than men.

Additionally, the regression analysis demonstrates that job happiness, work environment, and stress all significantly affect performance. The main factors influencing performance, however, are the workplace environment and stress levels; poorer conditions and higher stress levels result in poorer performance. However, in this model, job happiness does not seem to have a major impact on performance.

The regression model is statistically significant (p-value 0.000), and the ANOVA results show that work environment and work stress are both significant determinants of job satisfaction. In particular, it seems that the workplace environment has a marginally greater detrimental effect on job satisfaction than does work stress. These findings suggest that rather than focusing solely on work stress or job satisfaction, enhancing the work environment may be a more successful way to increase job satisfaction.

Conclusion

The results imply that male and female workers have comparable opinions on needs, satisfaction, and working circumstances, suggesting that general organizational changes benefit all workers rather than necessitating gender-specific regulations. Job satisfaction and work environment are strongly correlated, which emphasizes the value of creating a cooperative, encouraging work environment through open communication, sufficient resources, and a positive culture.

Stress at work dramatically lowers performance and job satisfaction, highlighting the need for wellness programs, flexible work schedules, and stress management programs. While motivation, leadership, and goal-setting may have a greater impact, job satisfaction alone may not always translate into improved performance.

Female employees tended to give slightly higher ratings to workplace circumstances, indicating possible perceptual differences that should be investigated further. Relationships between employees and supervisors also received lower scores than other workplace variables, highlighting the necessity of management and leadership development.

Organizations should make investments in ergonomic workspaces, professional development, performance-based rewards, and fair career advancement opportunities in order to increase productivity and worker satisfaction. Frequent workplace evaluations can assist in addressing any inequalities and guarantee that every employee works in a supportive, inclusive atmosphere.

.Implications of the findings

The findings indicate that sentiments regarding working conditions were similar among male and female employees, indicating that employers should give general workplace improvements precedence over gender-specific policies. The strong relationship between work environment and job satisfaction emphasizes the need for a supportive and innovative company culture. Since excessive levels of work-related stress negatively affect performance and job satisfaction, stress management programs and work-life balance strategies are essential. The weak correlation between job satisfaction and performance raises the possibility that other factors, such as motivation and leadership, may have a bigger influence on production.

Additionally, somewhat higher workplace evaluations from female employees indicate that additional research and gender-based experiences are needed to ensure equitable assistance and opportunity.

Organizations should reinforce clear job expectations through open communication, consistent feedback, and performance reviews. Investing in inclusive cultures, ergonomic workspaces, and competent leadership can increase job satisfaction. To lessen workplace stress, firms should prioritize workload management, flexible scheduling, and mental health initiatives. Building strong relationships between managers and staff members through candid communication and leadership training is essential. Since job satisfaction alone does not inspire people to perform well, performance-based incentives and career development opportunities must to be implemented. Finally, ensuring equitable access to opportunities and conducting regular gender-based assessments are two ways to promote workplace justice.

It is clear that organizational adjustments should be broad and inclusive rather than gender-specific, since male and female employees have comparable views on needs, satisfaction, and working conditions. Focus on making the workplace better overall for the benefit of all employees. Given the strong correlation between job happiness and the workplace, a welcoming and collaborative work atmosphere is crucial. Providing adequate resources, encouraging open communication at all levels, and fostering a positive culture can all help achieve this.

Managerial Implications

Since work-related stress is a major factor in lower job satisfaction and performance, organizations should prioritize stress management programs. This means implementing wellness programs, offering flexible work schedules, and promoting a healthier work-life balance. Job satisfaction does not always translate into better performance, even though motivation, leadership, and goal-setting have a bigger impact on output. Therefore, companies should focus on developing leadership abilities and a culture of motivation and clear goal-setting.

It's possible that perceptions differed because female employees evaluated the workplace conditions slightly better than male employees. In order to completely understand these nuances and adjust working practices accordingly, additional research could be required. Compared to other workplace characteristics, employee-supervisor relationships scored lower, indicating the need for management training and leadership development. Organizations should support programs that enhance managerial skills, especially in fostering close relationships with team members.

To boost productivity and job satisfaction, companies should make investments in ergonomic workspaces, provide opportunities for professional growth, use performance-based incentives, and ensure equitable career advancement prospects for all employees. It is essential to conduct frequent assessments of working conditions and employee satisfaction in order to identify any disparities and provide a friendly, productive environment. These evaluations will help address issues and promote an equitable and supportive workplace.

Implication for the future research direction

The data showed that male and female employees had similar views on working conditions, suggesting that employers should put workplace improvements ahead of gender-specific rules. The substantial correlation between job happiness and the work environment underscores the significance of developing a supportive and innovative workplace culture. Given the negative effects of work-related stress on performance and well-being, it is imperative to implement stress management programs and promote work-life balance. The weak relationship between job satisfaction and performance raises the possibility that leadership and motivation have a bigger influence on production.

The slightly higher workplace assessments from female employees indicate that more research into gender-specific experiences is needed to ensure equitable opportunities and support. Employee expectations should be made apparent by organizations through performance reviews, frequent feedback, and open communication. Increasing employee satisfaction requires investments in inclusive workplaces, ergonomic workspaces, and capable leadership. Employers should place a high premium on stress reduction through work management, flexible scheduling, and mental health programs. It's critical to foster open communication and leadership development in order to strengthen the relationship between managers and employees.

Career development opportunities and performance-based incentives should be implemented because job satisfaction alone may not be sufficient to inspire people to perform. Finally, encouraging workplace equity means ensuring equal access to opportunities and conducting regular gender-based assessments.

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