Employee Perceptions of Job Demands, Autonomy, and Organizational Support: A Study on Workplace Stress and Satisfaction

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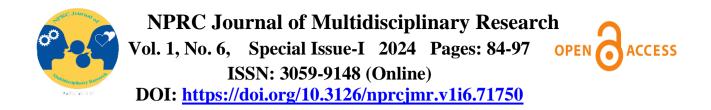BBA
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Abstracts

Background: Employee well-being has become a key determinant of organizational performance, with demands, autonomy, and support identified as major contributors to workplace satisfaction and mental health. **Objective**: The study aims to investigate the extent to which employees perceive their work as demanding, requiring significant skills, and allowing autonomy, as well as how these factors impact feelings of favoritism, stress, and workplace support, including health benefits and training. **Methods**: Data were collected through a structured survey administered to 89 respondents, utilizing Likert-scale questions to assess opinions on job demands, autonomy, favoritism, stress levels, information sufficiency, and consistency in job roles. Descriptive statistics, primarily frequency and percentage distributions, were employed to analyze participant responses. **Findings**: The results indicate a mixed response to job demands, with a notable portion of employees agreeing that their work is effort-intensive and skill-demanding. Despite these demands, only moderate levels of autonomy were reported, as many participants indicated limited choice in determining their work processes. Favoritism and bullying perceptions were low overall, but stress was reported to impact performance for a considerable segment of employees. Health and training support appeared somewhat limited, with only a portion of employees confirming regular access to these resources. **Conclusion**: Findings suggest a critical need for organizations to balance job demands with adequate autonomy and support, as these

factors significantly affect employee well-being and productivity. **Novelty**: This study uniquely combines various workplace dimensions—demands, autonomy, favoritism, stress, and support structures—into a single analysis, providing a holistic view of factors influencing employee satisfaction and stress.
Keywords: Workplace Demands, Job Autonomy, Organizational Support, Employee Stress, Job Satisfaction, Perceptions of Favoritism, Health Benefits, Training
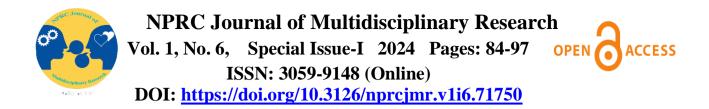
Introduction

The term ‒job stress‖ refers to distress resulting from a situation where the demands of a job are not matched by the resources provided to get the job done. Either or both sides of this equation can be modified to prevent or reduce job stress – modifying demands or stressors and improving job resources. Resources might include a worker's occupational skills, job experience or education, or organizational resources such as machinery, raw materials, or staffing levels available to produce goods or provide services. Job stressors are working conditions that increase the risk of job stress and consequent impacts on health (Osilike, Ogochukwu, & Okechukwu, 2024).

Psychosocial stressors (also referred to as psychosocial working conditions) include job demands, job control, job insecurity, bullying, harassment and more. Physical stressors include noise and ergonomic exposures (such as awkward working postures and repetitive movements). Importantly, job stress can affect health both directly – through neuroendocrine mechanisms and indirectly – through health behavioral pathways (Awada, Becerik Gerber, Lucas, & Roll, 2024).

There are three theoretical frameworks, or models, for measuring psychosocial and physical stressors that have been most widely validated and utilized in epidemiological studies of job stress and health. Karasek and Theorell's demand/control model (DCM) is the most widely studied. It postulates that job stress arises from the interaction of low control with high demands which, according to the model produce "job strain". Importantly, this model also articulates how work can be health-promoting for workers in jobs with both high demand and high job control (Marsch, Yanagida, & Steinberg, 2024). Active jobs are both challenging and rewarding.

Every job is potentially stressful, although the stresses may be different from each other. As a growing problem worldwide, work stress or occupational stress has caused substantial costs to both employees and organizations (Lamichhane & Neupane, 2023). It is impossible to avoid the losses caused by stress at work. However, it is of theoretical and practical importance to reduce the negative effects of work stress for the better performance and health. Technological advancements account for competitive pressure in the corporate world today. As organizations struggle to survive in the competitive market, they initiate changes that affect their corporate structures. Currently many companies integrate advance technology into practices; thus, reducing or in some cases, eliminating work performed by employees. Such a development motivates companies to reduce the size of their workplace in an
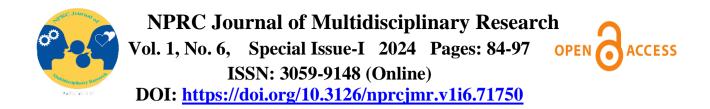
ongoing effort to reduce their expenses while maximizing their incomes. The employees who remain after a reduction in workplace assumes extra responsibilities, filling the gap left by their colleagues, thus leading to work related stress (Neupane & Khanal, 2017). However, increased or excessive stress interferes with the worker's physical and emotional health and must be controlled appropriately to improve productivity. Workforce reduction is a management strategy used to initiate change in an organization and can occur as a result of both internal and external factors (Ali, 2024; Avhikari, Ghimire, Neupane, & Regmi, 2018).

Most organization experiencing tough economic conditions reduce the number of employees to decrease the cost associated with maintaining human resources. One of the primary reasons for employee downsizing is to reduce costs. Employee payroll counts as a liability on the company balance sheet and therefore reduces the owner's equity. However, these companies fail to consider their worker's contribution to achieving the intended financial implications and therefore fail to reap the benefits of a reduced workforce. Downsizing a company's workforce can affect the work behavior of the remaining employees to a significant extent (Ahmadi, Babamiri, & Shabani, 2024).

The participant population for this study was a group of HR executives and line managers from a single company in Tennessee. An analysis of the existing literature on employee stress, the effects of stress on employees, and employee disengagement, revealed that chronic exposure to stress can lead to chronic stress burnout among employees (Neupane, Pant, & Bhattarai, 2023). Employee stress affects an employee's engagement, motivation, and productivity (Borissov, 2024; Neupane & Lourdusamy, 2024). HR strategies and practices targeted at improving employee engagement depend on active involvement from line managers (Almazrouei, Kukucka, & Levy, 2024). The findings could help HR executives design programs to improve line managers' participation in employee engagement activities to improve employee engagement and productivity for increasing similar organizations performance. By questionnaire surveys on employees' work stress in different companies, the aim of this study is to compare stress management at the workplace face by the employees.

Methods and Materials

Methodology in research refers to the research study's structure and a collection of guidelines that guides in execution, including methods for obtaining and analyzing data which may include both Qualitative/ Quantitative research (Mahat, Neupane, & Shrestha, 2024). This chapter describe about the research design, population and sample size, instruments used for data collection and data analysis methods used by the researcher. We have used Quantitative descriptive research methodology for this study purpose. The system of beliefs and assumptions made by the researcher about the development of knowledge is known as the research philosophy. There are five research philosophies: Positivism, Critical Realism, Interpretivism, Post Modernism, and Pragmatism. The philosophy adopted for this thesis is positivism, the justification for which will be explained in the coming pages. To obtain a more complete comparison of stress management at the

workplace between employees, both quantitative and qualitative data were collected by questionnaire surveys in different companies. The numbers of participants from each industry are equal or roughly equivalent. Questionnaire survey is a widely used method of data collection. However, in the area of work stress it is quite difficult to find a comprehensive questionnaire or scale that can evaluate not only the sources of work stress, but also the coping strategies of work stress, the health and well-being, and the job satisfaction. This study was conducted in general public of Intel Institute and various other institute to understand factors that influences their decision if their workplace gives them stress or not. The sample size used for this study is 118 participants. The calculation was done on basis of this formula; $SS = [Z\,2\,p\,(1-p)]/\,C\,2$, where: SS= Sample size Z= given z value, p= percentage of population C= confidence level, With 9% margin of error, 95% confidence level and 50% response distribution the calculated sample size is 118 done by the use of sample size calculator online.

This research study uses probability sampling approach under which random sampling method was chosen. The sampling frame was general public of Kathmandu between age group 20-40 years and having past working experience. The sample size was determined from people falling under this frame. The respondents were selected randomly. Anyone who fulfills these sampling characteristics could have been chosen as participants for the study purpose. A structured questionnaire was formed by using Likert Scale. The answer were in point scale as in 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. The survey method was administered for collection of primary data as it allows for collection of people's opinions, experiences, characteristics etc by asking them directly. An online goggle form was created and fifty printed forms were used for conducting survey among general public.

Results and Analysis

Demographic analysis of data

Table 1: Gender

Gender					
		Frequency	Percent	Valid Percent	**Cumulative Percent**
Valid	Female	43	48.3	48.3	**48.3**
	male	46	51.7	51.7	**100.0**
	Total	**89**	**100.0**	**100.0**	

Source: Survey 2024

The above figure shows the proportion of male and female involved or participated in the questionnaire survey in comparing stress in workplace. The comparison shows that of all the respondents, 51.7% were male, while the remaining 48.3% were females. These percentages are translated to 46 and 43 employees respectively. Although the study had a high representation of male employees than that of female employees who work in an industry. Hence, the conclusion made was

based on responses from both gender. Both the gender were the representatives of the entire population of the industry.

Table 2: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	68	76.4	76.4	**76.4**
	26-30	17	19.1	19.1	**95.5**
	31-35	2	2.2	2.2	**97.8**
	36-40	2	2.2	2.2	**100.0**
	Total	**89**	**100.0**	**100.0**	

Source: Survey 2024

The above figure shows the proportion of different age group involved or participated in the questionnaire survey in different organizations. The comparison shows that of all the respondents,76.4% are of 20-25 age group, 19.1% are of 26-30 age group, 2.2% are of 31-35 age group and 2.2% are of 36-40 age group. These percentage is translated to 68,17, 2, 2 employees respectively. Although the study had a high representation of age group 20-25 employees than that of other age group employees who work in different organizations. Hence, the conclusion made was based on responses from every age group.

Descriptive Analysis

Table 3:Satisfaction with the money earned

1. I am satisfied with the money I earn.					
		Frequency	Percent	Valid Percent	**Cumulative Percent**
Valid	strongly disagree	22	24.7	24.7	**24.7**
	Disagree	26	29.2	29.2	**53.9**
	Neutral	23	25.8	25.8	**79.8**
	Agree	16	18.0	18.0	**97.8**
	Strongly agree	2	2.2	2.2	**100.0**
	Total	**89**	**100.0**	**100.0**	

Source: Survey 2024

The table represents the responses to the statement „"I am satisfied with the money I earn‖. The participants were asked how much they agree or disagree with this statement. The bar graph shows that 24.7% of the participants strongly disagree with the statement whereas 29.2% participants disagree, 25.8% of the participants felt neutral, similar to that 18.0% of the participants agreed with the statement as well as 2.2% of the participants strongly agreed with this statement. It is clearly shown that less number of participants strongly agree with this statement and there are huge majority of participants who disagree with this statement.

Table 4: Comfortable in raising concern

2. I feel comfortable in raising concerns.					
		Frequency	Percent	Valid Percent	**Cumulative Percent**
Valid	strongly disagree	9	10.1	10.1	**10.1**
	Disagree	14	15.7	15.7	**25.8**
	Neutral	36	40.4	40.4	**66.3**
	Agree	20	22.5	22.5	**88.8**
	Strongly agree	10	11.2	11.2	**100.0**
	Total	**89**	**100.0**	**100.0**	

Source: Survey 2024

The table represents the responses to the statement,"I feel comfortable in raising concerns where 10.1% of the respondent strongly disagree with this statement but 15.7% of the participants disagreed with the statement, 40.4% felt neutral and 22.5% of the participants agreed with this statement and 11.2% of the respondents strongly agree with the statement.

The information shows that the respondents were in agreement on the statement where the participants feel comfortable in raising concerns. The above pie chart show that there is high level of agreement as compare to disagreement.

Table 5: Safe and clean working environment

3. My workplace environment is safe and clean.					
		Frequency	Percent	Valid Percent	**Cumulative Percent**
Valid	strongly disagree	3	3.4	3.4	**3.4**
	Disagree	9	10.1	10.1	**13.5**
	Neutral	19	21.3	21.3	**34.8**
	Agree	38	42.7	42.7	**77.5**
	Strongly agree	20	22.5	22.5	**100.0**
	Total	**89**	**100.0**	**100.0**	

Source: Survey 2024

The table represents the responses to the statement ―My workplace environment is safe and clean‖ where 10.1% of the respondent disagree with this statement but 21.3% felt neutral and 42.7% of the participants agreed with this statement and 22.5% of the respondents strongly agree with the statement.

The information shows that the respondents were in agreement on the statement where their workplace environment is safe and clean. The above pie chart shows that there is high level of agreement as compare to disagreement.

Table 6: Work demanding too much effort

4. My work demands too much effort.					
		Frequency	Percent	Valid Percent	**Cumulative Percent**
Valid	strongly disagree	3	3.4	3.4	**3.4**
	Disagree	15	16.9	16.9	**20.2**
	Neutral	21	23.6	23.6	**43.8**
	Agree	31	34.8	34.8	**78.7**
	Strongly agree	19	21.3	21.3	**100.0**
	Total	**89**	**100.0**	**100.0**	

Source: Survey 2024

The table represents the responses to the statement, ‖My work demands too much effort‖ where 3.4% of the respondent strongly disagree with this statement but 16.9% of the participants disagreed with the statement, 23.6% felt neutral and 34.8% of the participants agreed with this statement and 21.3% of the respondents strongly agree with the statement.

The information shows that the respondents were in agreement on the statement where the participant's work demands too much effort. The above pie chart shows that there is high level of agreement as compare to disagreement.

Table 7: Work demanding high level of skills

5. My work demands high level of skill and expertise.					
		Frequency	Percent	Valid Percent	**Cumulative Percent**
Valid	strongly disagree	6	6.7	6.7	**6.7**
	Disagree	8	9.0	9.0	**15.7**
	Neutral	28	31.5	31.5	**47.2**
	Agree	29	32.6	32.6	**79.8**
	Strongly agree	18	20.2	20.2	**100.0**
	Total	**89**	**100.0**	**100.0**	

Source: Survey 2024

Above table, represent the responses on the statement, ‒My work demands high level of skill and expertise‖. 20.2 % of the respondents strongly agreed with the statement indicating the work demands high level of skill. 32.6% of the respondents agreed with the statement, whereas 31.5% of the respondents choose neutral options and same as that 9.0% of the respondent disagree with the statement whereas the 6.7% of the respondents strongly disagreed with the statement which shows that the organization where these people work doesn't demands high level of expertise and skill.

Table 8: Choice in deciding WHAT and HOW to do work

6. I've choice in deciding WHAT and HOW I do my work.					
		Frequency	Percent	Valid Percent	**Cumulative Percent**
Valid	strongly disagree	10	11.2	11.2	**11.2**
	Disagree	22	24.7	24.7	**36.0**
	Neutral	20	22.5	22.5	**58.4**
	Agree	28	31.5	31.5	**89.9**
	Strongly agree	9	10.1	10.1	**100.0**
	Total	**89**	**100.0**	**100.0**	

Source: Survey 2024

The above table represents the response to the statement,‖ I have choice in deciding WHAT and HOW I do my work‖. It demonstrates that 10.1% of the respondents strongly agreed with the statement that reflects that respondents have choice on deciding how to do the work on their own. 31.5% of the respondents agreed to the statement. 22.5% of the respondents choose neutral option where they neither totally agreed nor totally disagreed with the statement. 24.7% show negative responses by choosing disagree options and 11.2% chooses strongly disagree.

Table 9: Feeling of favoritism in workplace

7. I feel bullied or favoritism in my workplace.					
		Frequency	Percent	Valid Percent	**Cumulative Percent**
Valid	strongly disagree	26	29.2	29.2	**29.2**
	Disagree	22	24.7	24.7	**53.9**
	Neutral	27	30.3	30.3	**84.3**
	Agree	9	10.1	10.1	**94.4**
	Strongly agree	5	5.6	5.6	**100.0**
	Total	**89**	**100.0**	**100.0**	

Source: Survey 2024

Above table represents the response to the statement, ‒I feel bullied or favoritism in my workplace‖. Five segments define the, each of which represents different type of answer.

The majority of the group strongly disagreed and felt neutral with the statement that is 29.2% indicating that they don't feel bullied or favoritism in their workplace. 5.6% of the respondent strongly agreed with the statement which shows the satisfaction towards the organization of the employees. With the satisfaction towards organization there is also dissatisfaction where 24.7% of the participants disagree with the statement which shows that they don't feel bullied in their organization. 30.3% were neutral whereas 10.1% agreed with the statement.

Table 10: Overthink even the small problems

8. I overthink even the small problem I face in my workplace.				
		Frequency	Percent	Valid Percent	**Cumulative Percent**
Valid	strongly disagree	18	20.2	20.2	**20.2**
	Disagree	20	22.5	22.5	**42.7**
	Neutral	22	24.7	24.7	**67.4**
	Agree	20	22.5	22.5	**89.9**
	Strongly agree	9	10.1	10.1	**100.0**
	Total	**89**	**100.0**	**100.0**	

Source: Survey 2024

The above table illustrates respondent's opinions on overthinking even small problem they face in workplace. It demonstrates that 16.5% of the respondents strongly agreed with the statement that reflects that respondents overthink their problems in theirworkplace. 32.9% of the respondents agreed that they overthink. 30.6% of the respondents choose neutral option where they neither totally agreed nor totally disagreed with the statement. 10.6% show negative responses by choosing disagree options and 9.4% chooses strongly disagree.

Table 11: Handling workload by being aggressive

9. I handle excessive workload by being aggressive.				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	16	18.0	18.0	**18.0**
	Disagree	31	34.8	34.8	**52.8**
	Neutral	21	23.6	23.6	**76.4**
	Agree	16	18.0	18.0	**94.4**
	Strongly agree	5	5.6	5.6	**100.0**
	Total	**89**	**100.0**	**100.0**	

Source: Survey 2024

Above table represent the responses to the statement –I handle excessive workload by being aggressive. According to the table, 16.5% of the respondents strongly agree with the statement and the majority of the respondents choose agreed option that is 35.3% which indicate that the respondents handle the workload by being aggressive. 30.6% choose neutral option whereas some also disagree with the question 15.3% of the respondents disagree and 2.4% strongly disagree with the statement indicating that they do not handle the workload by being aggressive.

Table 12: Stress affecting performance

10. Stress affects my performance.					
		Frequency	Percent	Valid Percent	**Cumulative Percent**
Valid	strongly disagree	9	10.1	10.1	**10.1**
	Disagree	9	10.1	10.1	**20.2**
	Neutral	27	30.3	30.3	**50.6**
	Agree	29	32.6	32.6	**83.1**
	Strongly agree	15	16.9	16.9	**100.0**
	Total	**89**	**100.0**	**100.0**	

Source: Survey 2024

The responses that were given to the statement, ─Stress affects my performance‖. According to the research, 14.1% of the respondents strongly agreed with this statement where it shows that the respondent's performance is not affected by thestress. 18.8% of the respondent agreed with the statement indicating the positive attitude towards the work. 30.6% of the respondents choose neutral option where the respondent neither agree with the statement nor disagree with the statement.

Similarly, the respondent also disagree to the statement where 29.4% disagree and 14.1% strongly disagree with the statement indicating that stress doesn't affects their performance at all.

Table 13: Enough information to do work

11. I always have enough information I need for my work.					
		Frequency	Percent	Valid Percent	**Cumulative Percent**
Valid	strongly disagree	2	2.2	2.2	**2.2**
	Disagree	14	15.7	15.7	**18.0**
	Neutral	28	31.5	31.5	**49.4**
	Agree	31	34.8	34.8	**84.3**
	Strongly agree	14	15.7	15.7	**100.0**
	Total	**89**	**100.0**	**100.0**	

Source: Survey 2024

Above table illustrates the responses to the statement ─I always have enough information I need for my work‖.

The majority of respondents strongly disagree which is 24.7% on the statement which highlights that the respondents doesn't have enough information they need for their work whereas 10.6% of the employees strongly agree with this statement which show the satisfaction level of the employees towards the information they had for their work. Although, this statement also includes disagreement where 23.5% of the respondents disagree with the statement and 17.6 of the respondents agreed the statement, which highlight that respondents don't always have enough information needed for the work.
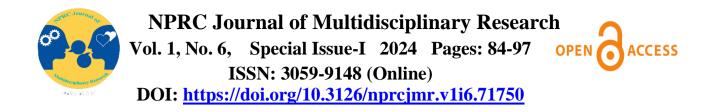
Table 14: Feeling of not meeting senior's expectations

12. I feel like I am not meeting my senior's expectations.				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	12	13.5	13.5	**13.5**
	disagree	27	30.3	30.3	**43.8**
	Neutral	27	30.3	30.3	**74.2**
	Agree	16	18.0	18.0	**92.1**
	Strongly agree	7	7.9	7.9	**100.0**
	Total	**89**	**100.0**	**100.0**	

Source: Survey 2024

Table 14 represents responses to a questionnaire regarding meeting their senior's expectations. The participants were asked how much they agree or disagree with this statement. The table shows that 15.3% of the participants strongly disagree with the statement whereas 12.9% participants disagree, 25.9% of the participants felt neutral similar to that 37.6% of the participants agreed with the statement as well as 38.1% of the participants strongly agreed with this statement. It is clearly shown that less number of participants strongly agreed with this statement and there are huge majority of participants who agree with this statement. So, it clearly shows that the participants don't feel like meeting their senior's expectations.

Table 15: Company providing health securities

13. My company provides me the health securities.				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	22	24.7	24.7	**24.7**
	disagree	20	22.5	22.5	**47.2**
	Neutral	22	24.7	24.7	**71.9**
	Agree	16	18.0	18.0	**89.9**
	Strongly agree	9	10.1	10.1	**100.0**
	Total	**89**	**100.0**	**100.0**	

Source: Survey 2024

Table 15 represents the responses to the statement ─My Company provides me the health securities where 9.4% of the respondent disagree with this statement but 27.1% felt neutral and 41.2% of the participants agreed with this statement and 14.1% of the respondents strongly agree with the statement.

The information shows that many organizations provide health securities to the respondents. The above table shows that there is high level of agreement as compare to disagreement.

Table 16: Training is provided in organization

14. Training is given often to improve my productivity.					
		Frequency	Percent	Valid Percent	**Cumulative Percent**
Valid	strongly disagree	15	16.9	16.9	**16.9**
	disagree	11	12.4	12.4	**29.2**
	Neutral	24	27.0	27.0	**56.2**
	Agree	32	36.0	36.0	**92.1**
	Strongly agree	7	7.9	7.9	**100.0**
	Total	**89**	**100.0**	**100.0**	

Source: Survey 2024

Table 16 represents responses to a questionnaire regarding training improving their productivity. The participants were asked how much they agree or disagree with this statement. The table shows that 24.7% of the participants strongly disagree with the statement whereas 16.5% participants disagree, 18.8% of the participants felt neutral, similar to that 32.9% of the participants agreed with the statement as well as 7.1% of the participants strongly agreed with this statement. It is clearly shown that less number of participants strongly agree with this statement and there are huge majority of participants who agree with this statement.
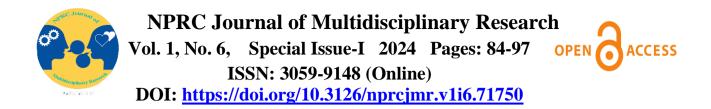
Table 17: Have consistency and clarity in job

15. There's consistency and clarity in my job role.					
		Frequency	Percent	Valid Percent	**Cumulative Percent**
Valid	strongly disagree	7	7.9	7.9	**7.9**
	disagree	10	11.2	11.2	**19.1**
	Neutral	24	27.0	27.0	**46.1**
	Agree	36	40.4	40.4	**86.5**
	Strongly agree	12	13.5	13.5	**100.0**
	Total	**89**	**100.0**	**100.0**	

Source: Survey 2024

Table 17 shows the consistency and clarity of the job. 16.5% of the respondents strongly agreed with the statement as it shows a positive response towards their duties. 41.2% agreed with the statement, which shows a high level of consistency and similar to that 21.2% of respondents chose neutral options. With that, it also includes disagreement where 18.8% disagreed with the statement as they don't have consistency in the job and 2.4% strongly disagreed with the statement. In conclusion, the majority of the respondents have clarity in the job role.

Thus, the findings of this study offer valuable insights into the impact of job demands, autonomy, and support on employee well-being; however, they also reveal several

complexities that merit deeper analysis. For instance, while autonomy is generally associated with positive outcomes, this relationship may not be universally beneficial. Excessive autonomy without clear guidance or resources could potentially lead to role ambiguity, further exacerbating stress rather than alleviating it. Additionally, while support structures like health benefits and training resources are shown to mitigate stress, their effectiveness can vary based on employees' individual needs, job roles, and the organizational culture's receptiveness to feedback. Another notable issue is the mixed response to favoritism and bullying; while not widely reported, these factors have a disproportionately adverse effect on affected employees, suggesting that even isolated instances of unfair treatment can impact the wider organizational climate. Lastly, the study's reliance on self-reported data might limit the reliability of findings, as employees may underreport or overstate certain experiences due to personal biases or fear of repercussions. This calls for further research incorporating objective metrics, such as turnover rates, absenteeism, and performance evaluations, to provide a more comprehensive understanding. Despite these limitations, the findings underscore the importance of balanced job demands and highlight the potential for organizations to improve employee well-being through strategic support and autonomy enhancements tailored to the workforce's diverse needs.

Conclusion

The study highlights that while job demands are an inherent part of many roles, their impact on employee well-being is significantly moderated by the levels of autonomy and support provided. Employees who perceive high demands but have little control over their work processes experience more stress, which, in turn, can negatively impact both job satisfaction and productivity. Moreover, limited access to health benefits and training resources further exacerbates stress, emphasizing the importance of comprehensive support structures. Favoritism and bullying, while not widely reported, still present isolated challenges, indicating that maintaining a fair and inclusive workplace environment is crucial for fostering positive employee morale. The findings imply that organizations aiming to enhance employee performance and satisfaction should invest in strategies that balance job demands with sufficient autonomy, such as empowering employees with decision-making flexibility and tailoring workload expectations to individual capacity. Additionally, structured support systems—such as regular health assessments, mental wellness programs, and skill enhancement opportunities—should be prioritized to address and mitigate stress factors effectively. These measures are not only beneficial for employee well-being but also contribute to creating a resilient, motivated workforce, capable of sustaining high productivity levels. By addressing these areas, organizations can establish a more sustainable work environment that promotes long-term employee engagement, loyalty, and overall organizational success.

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