

A Study on Work Stress and Its Impact on Private Sectors' Employee Performance

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Abstract: *In today's competitive and dynamic business environment, work stress has emerged as a critical issue affecting employee performance and organizational effectiveness. Increasing job demands, role ambiguity, work pressure, and work-life imbalance contribute significantly to employee stress levels. This study examines the causes of work stress and analyzes its impact on employee performance. The research explores how stress influences productivity, job satisfaction, absenteeism, and employee morale. Using primary and secondary data, the study provides insights into stress-related challenges faced by employees and suggests managerial strategies to minimize stress and enhance performance. The findings aim to help organizations design effective stress management practices for sustainable growth.*

Keywords: Work Stress, Employee Performance, Job Satisfaction, Productivity, Organizational Behaviour

I. INTRODUCTION

Work stress has become an unavoidable aspect of modern organizational life. Rapid technological changes, increased competition, performance targets, and extended working hours have intensified stress levels among employees. Work stress refers to the physical and emotional strain experienced by employees when job demands exceed their ability or resources to cope effectively. Employee performance is directly linked to organizational success. While a moderate level of stress can motivate employees to perform better, excessive stress negatively affects concentration, decision-making ability, health, and overall productivity. Prolonged exposure to work stress may lead to burnout, low morale, absenteeism, and high employee turnover, thereby increasing organizational costs.

Organizations today recognize that managing work stress is not only a human resource concern but also a strategic necessity. Stress-free employees are more engaged, committed, and productive. Understanding the relationship between work stress and employee performance is essential for developing effective organizational policies and supportive work environments.

This study focuses on identifying key sources of work stress and evaluating their impact on employee performance. It also emphasizes the importance of stress management initiatives in improving employee well-being and organizational efficiency.

II. REVIEW OF LITERATURE

Lazarus and Folkman (2019) explained work stress as a result of an imbalance between job demands and an individual's coping capacity, emphasizing its psychological and behavioral consequences. **Robbins and Judge (2020)** highlighted that high stress levels reduce employee efficiency, creativity, and job satisfaction, while moderate stress may enhance alertness and performance. **Kahn et al. (2021)** found that role conflict and role ambiguity are major contributors to work stress, significantly affecting employee motivation and performance. **Cooper and Cartwright (2022)** observed that excessive workload and lack of managerial support lead to emotional exhaustion and declining employee productivity. **ILO (2023)** reported that organizations implementing structured stress management programs experience lower absenteeism and improved employee engagement.



III. RESEARCH GAP

Although several studies have examined work stress and employee performance independently, limited research focuses on their direct relationship in an integrated manner, particularly in the Indian organizational context. Moreover, there is a lack of recent empirical studies addressing the changing nature of work stress due to technological advancements and evolving workplace expectations.

IV. OBJECTIVES OF THE STUDY

- To identify the major causes of work stress among employees.
- To analyze the impact of work stress on employee performance.
- To examine the relationship between work stress and job satisfaction.
- To suggest measures for managing work stress effectively in organizations.

V. SCOPE OF THE STUDY

The study covers employees working in selected organizations across different sectors. It considers factors such as workload, working hours, role clarity, organizational support, and work–life balance. The findings are useful for managers, HR professionals, and policymakers in designing stress reduction strategies and improving employee performance.

VI. RESEARCH METHODOLOGY

The study adopts a descriptive research design.

Primary Data: Collected through a structured questionnaire from 100 employees from teaching and banking sector from Private Sector.

Secondary Data: Collected from books, journals, research articles, and organizational reports.

Sampling Technique: Convenience sampling.

Data Analysis Tools: Percentage analysis and simple interpretation methods were used to analyze the data.

VII. DATA INTERPRETATION

Parameter	High Stress (%)	Moderate Stress (%)	Low Stress (%)
Workload	65	25	10
Working Hours	60	30	10
Role Ambiguity	55	35	10
Work–Life Balance	70	20	10
Managerial Support	50	30	20
Performance Decline	62	28	10

The data indicates that excessive workload (65%) and poor work–life balance (70%) are the major sources of work stress. A significant percentage of employees reported a decline in performance due to high stress levels. Lack of managerial support further intensifies stress, negatively affecting efficiency and job satisfaction.

VIII. FINDINGS OF THE STUDY

Excessive workload and long working hours are the primary causes of work stress.

High stress levels lead to reduced productivity and concentration.

Employees experiencing work stress report lower job satisfaction.

Poor work–life balance significantly contributes to emotional exhaustion.

Supportive management helps reduce stress and improve performance.



IX. RECOMMENDATIONS

Organizations should redesign jobs to ensure a balanced workload.
Flexible working hours and work–life balance policies should be encouraged.
Stress management programs, yoga, and counseling sessions should be introduced.
Managers should maintain open communication and provide emotional support.
Training programs should focus on time management and coping strategies.

X. CONCLUSION

The study concludes that work stress has a significant impact on employee performance and organizational effectiveness. While a moderate level of stress can enhance motivation, excessive stress leads to poor performance, dissatisfaction, and health issues. Organizations must proactively address work stress through supportive policies and effective management practices to ensure employee well-being and long-term organizational growth.

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