

CHAPTER 9

A Study on Workload and Job Stress as Determinants of Performance and Psychological Well-being among Employees

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ABSTRACT

Work-related job demands and stress are major concerns in today's workplace, significantly impacting employee productivity and mental well-being. Intense workloads and high-stress settings often reduce productivity and impair employees' mental health. This study examines the impact of workload and job stress on employees' health, productivity, and overall well-being, both individually and in conjunction. A structured questionnaire that employed a five-point Likert scale. A negative relationship between increased workload, greater job stress, and employee performance. Employees facing heavy workloads reported reduced productivity, less concentration, and decreased job satisfaction. Prolonged stress also led to mental exhaustion, burnout, emotional strain, and tiredness. The study highlights the importance of support from the organization, flexible work arrangements, and approaches to handle stress. Creating fair workloads and fostering positive wellbeing and raise long-term productivity.

Keywords: Employee; Job-stress; Workload; Phycological well-being.

1.0 Introduction

In today's rapid-paced work environment, employees often face increasing demands, tight deadlines, and constant pressure to perform. As a result, job demands and work stress have become common issues that directly influence employee feelings and their overall efficiency. When the demands surpass an individual's capacity, it may lead to physical exhaustion, mental stress, and difficulties in maintaining work-life equilibrium.

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Similarly, constant work pressure can affect an employee's emotions, concentration, and overall mental well-being. Employee performance is a vital factor for the achievement of any organization. However, performance is heavily affected by the workplace conditions, the support employees receive, and the level of stress. When stress and workload remain unmanageable for long durations, employees may experience burnout, reduced motivation, increased frustration, and lower job satisfaction. These outcomes affect can also reduce productivity, team effectiveness, progress of the organization.

Understanding the connection between workload, job stress, performance, and mental well-being and supportive workplace. The relationship between these factors and their influence on employees' everyday work experiences. It also seeks to highlight the importance of workplace assistance and stress-management methods in helping employees stay productive and preserve mental health.

2.0 Literature Review

2.1 Workload within the organizational structure

The workload is an essential factor influencing employees' work experiences. Workload includes not only the quantity of tasks assigned but also the complexity and urgency related to completing them. Studies show that increasing competition, technological demands, and multitasking requirements have significantly heightened employee workloads across different industries. When work demands exceed employees' capabilities, it leads to fatigue, stress, and decreased job satisfaction. Numerous studies suggest that an even distribution of tasks can motivate workers, whereas an excessive workload negatively impacts productivity and mental health.

2.2 Work environment and occupational stress

Job stress is widely studied as a response to difficult and adverse workplace conditions. Professionals define job stress as the requirements of a job surpass an employee's resources or abilities. Research shows that stress, ambiguous roles, restricted autonomy, job insecurity, and poor management techniques. Studies regularly show that prolonged work emotional exhaustion, burnout, higher absentee rates.

2.3 Workload and job stress

Many studies emphasize that workload significantly contributes to stress related to work. Intensive workloads, tight deadlines, and constant pressure to meet performance targets significantly increase stress levels. Find it difficult to handle work demands, stress intensifies

and affects their mental and physical health. Study says the link between elevated workloads and job-related stress across different organizational contexts.

2.4 Job-related stress and worker output

Job-related stress has a direct effect on employee performance. Increased stress hampers concentration, decision-making ability, creativity, and overall productivity. Studies show that stressed employees are more likely to err, miss deadlines, and display reduced motivation. While brief stress can sometimes increase alertness, extended work-related stress consistently leads to decreased productivity and inferior performance outcomes.

2.5 Psychological well-being of employees

Psychological well-being relates to an individual's emotional balance, mental wellness, and overall satisfaction with life and work. It is essential for sustained employee performance and the achievement of organizational success. Studies show that employees dealing with high workloads and job-related stress, sleep problems, and emotional exhaustion.

2.6 Impact of workload and job stress on mental well-being

This shows that excessive workload and job stress significantly reduce psychological well-being. Continuous stress and inadequate recovery times lead to burnout and mental weariness. Researchers highlight that employees enduring extended stress experience lowered self-esteem, emotional instability, and reduced motivation. The research strongly supports the idea that stress and workload have a considerable impact on employees' mental health.

2.7 Techniques for handling and reducing stress

Literature emphasizes the importance of coping strategies in managing workload and job-related stress. Coping strategies include individual approaches like managing time, engaging in physical exercise, practicing relaxation techniques, and seeking social support, as well as organizational tactics like flexible work hours, reallocating tasks, and offering counseling services. Studies indicate that employees employing effective coping mechanisms experience lower stress levels and enhanced mental well-being.

2.8 Elements influencing stress and performance

Research underscores several moderating factors that influence the connection between workload and employee job stress:

1. Age and experience: Less experienced younger workers might face increased stress levels.

2. Work-life balance: Workers with enhanced balance handle stress more effectively.
3. Job characteristics: Roles with considerable responsibilities demonstrate higher stress levels.
4. Personal resilience: A person's ability to handle challenges influences stress outcomes.

3.0 Research Gap

On workload and job stress, many gaps remain in the existing literature. At first, several studies examine workload and job stress as separate elements, rather than analyzing their combined effect on employees' performance and mental well-being. The connection between workload and job stress is often overlooked. Secondly, limited empirical research investigates performance and psychological well-being concurrently. Numerous studies emphasize performance outcomes while neglecting the mental health and emotional welfare of workers. Third, there is insufficient research in the Indian organizational context, particularly across different sectors. Cultural, economic, employees perceive their workload and stress levels.

4.0 Research Objectives

1. To analyse the relationship between workload and psychological well-being of employees.
2. To examine the effect of job stress on employee performance.
3. To study the combined influence of workload and job stress on employee performance and overall health.
4. To identify organizational and individual coping strategies used by employees to manage workload and job stress.
5. To provide suggestions to organizations for improving employee well-being and productivity.

5.0 Hypotheses

Hypothesis 1

H₀₁: There is no relationship between employee workload and their psychological well-being.

H₁: There is relationship between employee workload and their psychological well-being.

Hypothesis 2

H₀₂: Employee performance is not significantly affected by job stress.

H₁: Workplace stress significantly affects employee performance.

Hypothesis 3

H₀₃: Employee performance and psychological well-being are not significantly affected by job stress and workload combined.

H₁: The combination of workload and job stress markedly impacts employee performance and psychological health.

Hypothesis 4

H₀₄: Coping mechanisms do not impact on reducing job stress and workload for employees.

H₁: Strategies for coping notably decrease job stress and workload for employees.

6.0 Research Methodology

This approach using an analytical (explanatory/causal) research framework. The purpose of this design is to explore the connections of cause and effect between workload, job stress, employee performance, and psychological well-being.

First hand data standardized questionnaire distributed to employees from various organizations. Secondary data is books, and trustworthy online resources. The study utilizes statistical techniques such as correlation and regression analysis to assess hypotheses and explore relationships among variables.

The analytical design fits the research as it allows for this analysis of how (workload and job stress) influence dependent variables (performance and psychological well-being).

6.1 Sample size and sampling technique

- Number of participants: 100 respondents
- Method of sampling: sampling method

6.2 Data collection tool

The main study is collected using a structured questionnaire. The approach was taken because of its simplicity in execution, time efficiency, and suitability from numerous participants. It allows employees to respond candidly without pressure, ensuring honest and reliable answers. The questionnaire was designed with clear and brief statements related to workload, job stress, employee performance, and mental well-being. Responses were evaluated using a 5-point to Strongly Disagree.

6.3 Data analysis tools

- Average, Standard Deviation: The typical responses and variability related to workload, job stress, performance, and psychological well-being were evaluated using the mean and standard deviation. This helps in identifying the total level of stress and burden experienced by employees.

- **Correlation:** Correlation analysis was employed to examine stress, as well as their link to employee performance and mental well-being. This method helps in ascertaining whether variables possess a positive or negative correlation.
- **Regression:** To investigate the impact of workload and job stress on employee performance and mental health. This instrument helps in assessing how independent variables influence dependent variables.

7.0 Data Analysis and Interpretation

Overview of hypothesis testing: The study of workload and job stress on employee performance and mental well-being. Hypotheses and Regression Analysis in SPSS.

Sample size: one hundred

Level of significance: 5% ($\alpha = 0.05$)

HYPOTHESIS 1: Workload and Job Pressure

Hypothesis

H₀₁: There is no relationship between workload and job stress in employees.

H₁₁: There is significant correlation exists between workload and job stress for employees.

Table 1: Variable Used

Variable	Type
WORKLOAD	Independent
JOB_STRESS	Dependent

Table 2: Corelation Output

Variables	Workload	Job Stress
Workload	1	0.681
Job Stress	0.681	1
Sig. (2-tailed)	—	0.000

Interpretation: The correlation analysis reveals a positive between workload and job stress ($r = 0.681$, $p < 0.05$). This indicates that an increase in workload leads to a corresponding increase in job stress for workers. The result confirms that a burden of responsibilities and tight deadlines significantly elevates stress levels at work.

Decision: H₀: Rejected; H₁: Accepted

HYPOTHESIS 2: Effect of Job Stress on Employee Performance

Hypothesis

H₀₂: Job stress does not have a relationship effect on employee performance.

H₁₂: Work-related stress significant affects employee performance.

Table 3: Variable Used

Variable	Type
JOB_STRESS	Independent
PERFORMANCE	Dependent

Table 4: Regression Output

R	R Square
0.648	0.420

Table 5: Anova Table

Model	F	Sig.
Regression	71.12	0.000

Table 6: Coefficient Table

Variable	Beta	t	Sig.
Job Stress	-0.648	-8.43	0.000

Interpretation: So, this indicates that job stress has a notable negative impact on employee performance ($\beta = -0.648$, $p < 0.05$). The R^2 value of 0.42 shows that 42% of the variations in performance can be linked to job stress. Elevated stress levels reduce employees' productivity, concentration, and performance.

Decision: H₀: Rejected; H₁: Accepted

HYPOTHESIS 3: Effect of Workload on Mental Health

Hypothesis:

H₀: The workload does not influence the psychological well-being of employees.

H₁: The workload significantly impacts the psychological well-being of employees.

Table 7: Variable Used

Variable	Type
WORKLOAD	Independent
PSY_WELLBEING	Dependent

Table 8: Regression Output

R	R Square
0.693	0.480

Table 9: Coefficient Table

Variable	Beta	Sig.
Workload	0.693	0.000

Interpretation: The assessment shows that workload on psychological well-being ($\beta = 0.693$, $p < 0.05$). The R^2 value of 0.48 indicates that workload explains 48% of the variations in employees' psychological well-being. An increased workload leads to mental fatigue, stress, and reduced job satisfaction. Therefore, the null hypothesis is dismissed while the alternative hypothesis is endorsed.

Decision: H_0 : Rejected; H_1 : Accepted

HYPOTHESIS 4: Joint Impact of Workload and Job Pressure

Hypothesis

H_0 : The combination of workload and job stress does not have a relationship effect on employee performance and psychological well-being.

H_1 : Job stress and workload together have a considerable impact on employee performance and mental health.

Table 10: Regression Output

R	R Square
0.781	0.610

Table 11: Coefficient Table

Predictor	Beta	Sig.
Workload	0.441	0.001
Job Stress	0.521	0.000

Interpretation: The workload and job stress together have a an effect on employee performance and mental health ($R^2 = 0.61$, $p < 0.05$). Job stress impacts slightly more than workload. This confirms that workload and stress combined affect employee outcomes.

Decision: H_0 : Rejected; H_1 : Accepted

Figure 1: Does High Workload Increase Your Stress Level

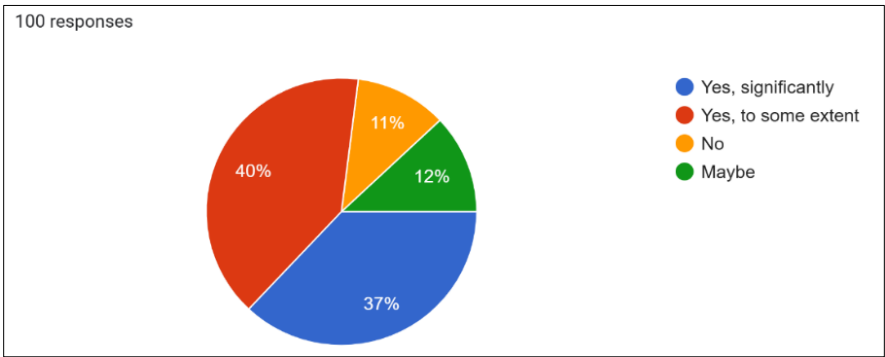


Figure 2: Have You Ever Made Mistakes at Work Due to Stress or Health Reason

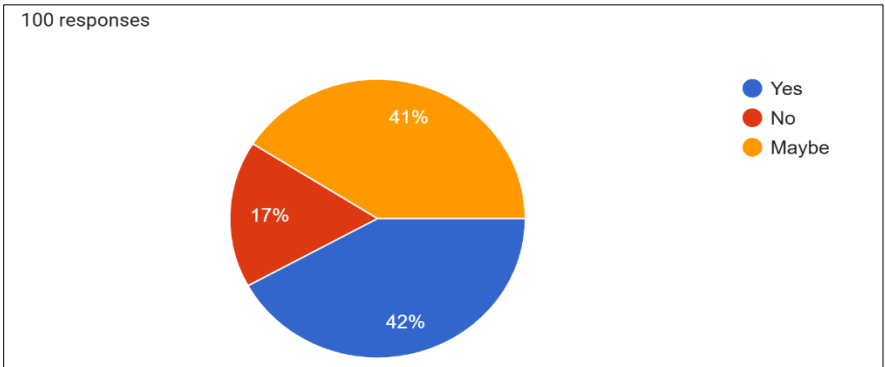


Figure 3: What Aspects of Performance are Affected by Stress

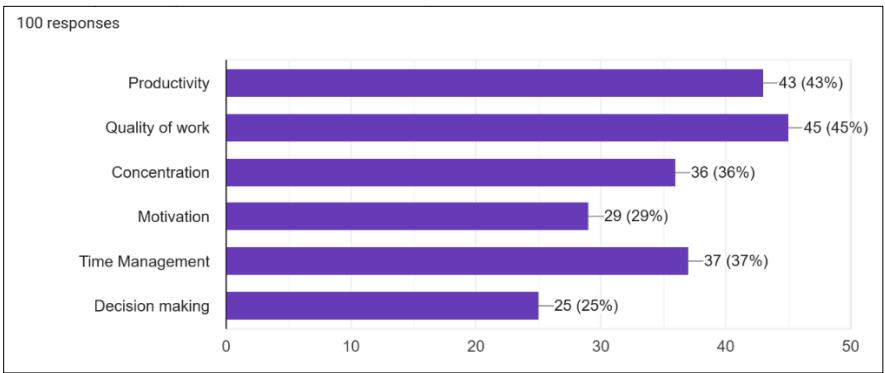


Figure 4: Which Area is Most Affected When Both Workload and Stress are High

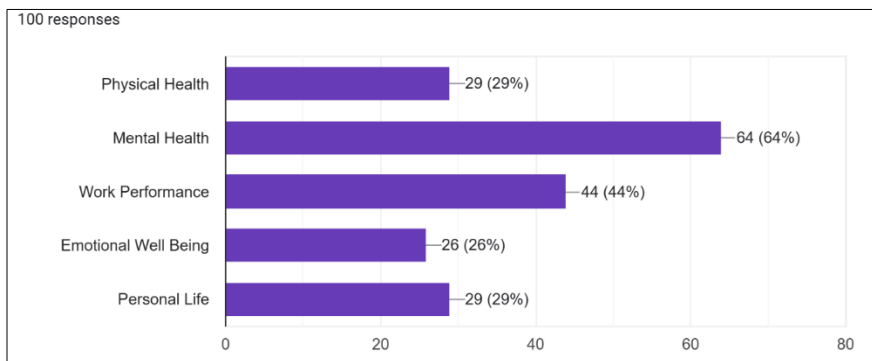


Figure 5: I Feel Anxious When I Think About the Responsibilities or the Amount of Work I have to Complete

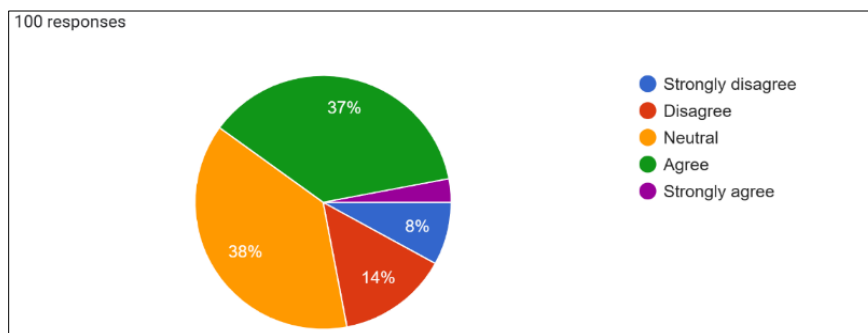
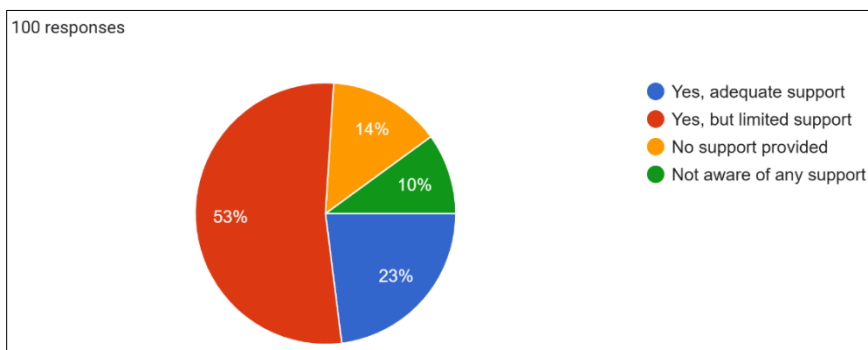


Figure 6: Does Your Organization Provide Support to Help Manage Stress and Workload



8.0 Scope of the Study

The primary objective of this study is to comprehend the impact of workload and job stress on employees' performance and mental health in workplace settings. It examines the effects of high work demands, tight deadlines, and stressful work environments on productivity, emotional balance, and the overall job experience.

A uniform questionnaire along with a five-point rating scale was utilized to collect survey responses from 100 employees across various companies for this quantitative study. Statistical techniques are used to investigate the relationships among workload, workplace stress, employee performance, and psychological well-being.

The research encompasses:

- Analysing the connection between job-related stress and workload
- Analysing the impact of work-related stress on efficiency
- Analysing the effect of workload on psychological well-being
- Evaluating the joint effects of stress and workload on employees' health and performance.
- Identifying methods workers use to manage stress in the workplace.
- Offering recommendations to businesses on establishing more health-conscious work environments.

The research is based on individual views conveyed through surveys and is limited to a selected group of participants. As a result, the findings might not be fully relevant to various industries or areas and mainly reflect comparable work conditions.

9.0 Findings

- The study showed a significant link between work demands and psychological well-being. Employees dealing with large workloads experienced heightened stress, fatigue, and health problems.
- Stress from work negatively affects employee performance. To make mistakes and showed reduced productivity.
- The combined impact of job stress and workload and general well-being. Job stress mainly affects performance, while workload alongside stress worsens health conditions.
- Employees employ individual and collective coping strategies such as managing their time, taking pauses, exercising, and asking for help from coworkers. Still, these approaches did not significantly reduce workload or stress levels.
- The findings highlight the importance of organizational support in managing workload and reducing job stress to improve employee health and productivity.

10.0 Implications

- Companies need to manage employee workloads effectively to prevent stress and health problems.
- Reducing job stress can improve employee performance and lower work-related errors.
- Job stress and workload need to be addressed at the same time, as their combined impact negatively influences employee welfare and productivity.
- Relying only on individual coping strategies is insufficient; organizational policies and support systems are crucial.
- Implementing employee-focused policies such as flexible hours, suitable task allocation, and stress management programs can enhance overall well-being and organizational efficiency.

11.0 Conclusion

The study reveals that employee performance and well-being are significantly affected by job stress and workload. A moderate positive correlation ($r \approx 0.44$) was found between workload and psychological health-related issues. Job stress had a notable impact on performance ($p < 0.05$), with stressed employees indicating a higher incidence of work-related mistakes. The combination of workload and stress represented about 23% of the variations in employee health ($R^2 \approx 0.23$). The coping methods used by employees showed limited effectiveness, emphasizing the need for organizational support to improve employee well-being and productivity.

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