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Occupational Stress and Its Influence on Employee Performance and Health Outcomes: An Empirical Analysis Across Institutional Sectors in Islamabad

Shazia Shahzadi[1]*, Sourath Mahar[2], Abdul Qayoom Mahar[3], Khuda Bux[4], Liaquat Ali[5]

[1] Executive Director Holistic Medicine & Positive Energy Psychology Islamabad, Pakistan, Consultant RIMS & ICRC,
[2] Head of Institute /CEO, Monarch Institute of International Studies, & Professional College of Nursing & Allied Health Science, Islamabad, Pakistan
[3] PhD Scholar, Asia-e-University, Malaysia
[4] Principal/ Director Global Institute of Medical & Health Sciences, Hyderabad
[5] Principal / PhD Scholar, Lincoln university, Malaysia Professional College of Nursing & Allied Health Sciences, Islamabad

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Abstract

This study examined the psychological, physiological, and performance-related impacts of occupational stress on human resources across various sectors, with a particular focus on employees in institutions at Islamabad. Prior research has highlighted stress as a significant issue driven by changing social dynamics and lifestyle adjustments, contributing to an understanding of its adverse effects. However, stress does not universally yield negative outcomes; eustress, or "positive stress," has been shown to encourage individuals to confront challenges and reach optimal performance. While much of the existing research has concentrated on the Information Technology and Banking sectors, occupational stress affects employees across all fields. This study aimed to shed light on stress as a widespread and often underappreciated issue and to recommend relevant coping strategies. A survey involving 200 employees was conducted to evaluate job-related, organizational, individual, and physiological reactions to stress and their influence on performance. To analyze the data, descriptive statistics, correlation analysis, and regression analysis were applied, providing a comprehensive understanding of occupational stress effects on employee performance. Cronbach's alpha was utilized to confirm the survey scale's reliability. The findings suggested that occupational stress moderately impacted employee performance, with job-related stressors, particularly job security, playing a significant role. Physiological reactions to stress, including chronic neck and back pain, fatigue, headaches, and migraines, were also observed to moderately impact performance. These health issues, likely due to prolonged sedentary work hours and negative stress effects, underscored the importance of implementing effective stress management strategies in organizational settings.

Keywords: Occupational Stress, Employee Performance, Eustress, Job Security, Physiological Stress Response, Coping Strategies

Introduction: The concept of stress has ancient origins, with its roots traced back to the Latin term "Stringere," which referred to hardship, strain, adversity, or affliction. Occupational stress

emerged as a prominent issue of concern for employees and stakeholders in modern organizations. Researchers have recognized occupational stress as a serious issue that affects numerous workplaces (Cooper & Cartwright, 1994; Varca, 1999; Ornelas & Kleiner, 2003). In recent years, the financial burden of occupational stress on organizations has been significant. For example, the International Labour Organisation (ILO) estimated that inefficiencies stemming from occupational stress could amount to as much as 10% of a nation's Gross National Product (GNP) (Midgley, 1996). Occupational stress has been defined as an individual's perception of a gap between environmental demands and their capacity to meet these demands (Topper, 2007; Vermut & Steensma, 2005; Ornelas & Kleiner, 2003). Christo and Pienaar (2006) identified specific causes of occupational stress, including the perceived loss of job security, extended sitting periods, heavy lifting, a lack of safety, repetitive tasks, and limited autonomy. Additional contributors included inadequate resources and equipment, extended or irregular work hours, and adverse organizational climates, all of which affected employee stress levels. Consequently, occupational stress has been linked to employee dissatisfaction, job turnover, burnout, reduced performance, and strained workplace relationships (Manshor, Rodrigue, & Chong, 2003). Similarly, Johnson (2001) emphasized the need for interventions that include identifying signs of stress, exploring potential causes, and developing tailored solutions. Stress is often characterized as an individual's adaptive response to external factors, resulting in physical, mental, and behavioral changes. Matthews (2001) suggested that stress could originate from four fundamental sources: environmental, social, physiological, and cognitive factors. Urbanization and globalization have intensified the prevalence of stress, with workplaces increasingly becoming hubs of high stress, aptly referred to as the "Age of Anxiety." Despite its adverse effects, not all stress is detrimental. Managed correctly, a certain level of stress can invigorate individuals, fostering motivation and creativity. Schuler (1980) defined stress as a dynamic condition where an individual faces a situation involving an important but uncertain outcome related to personal goals or resources. Psychological stressors have been found to impact health through emotional, cognitive, behavioral, and psychological pathways (Levi, 1998). Workplace stressors like role ambiguity, role overload, role conflict, and challenging work conditions are positively correlated with stress and are frequently encountered by employees (Chand & Sethi, 1997). Furthermore, the type of work assigned influences stress levels, with employees performing relevant tasks coping better than those engaged in unrelated activities (Treadgold, 1999). In organizational contexts, stress has often been defined as a misalignment between an individual's skills and the job's demands or as a discrepancy between the individual's needs and the job environment (Cooper & Marshall, 1976). These environmental stressors, such as work overload, role conflict, role ambiguity, and poor working conditions, are commonly associated with specific occupational settings. The nature of stress has been explored through various definitions. Selye conceptualized stress as the body's nonspecific reaction to a demand, while Lazarus described it as a feeling of being overwhelmed when perceived demands exceed available resources. D'Souza added that stress can result from internal conflicts arising from diverse external circumstances, underscoring stress's complex and multifaceted nature. Hans Selye introduced the concept of stress to the life sciences in 1936, framing it as a biological response to challenges (Selye, 1956). Calpan et al. (1975) discussed how individuals navigate stress through two systems: role space, which involves the dynamic interplay between self and roles, and role set, encompassing the expectations associated with each role. This complex role relationship frequently contributed to stress, depending on the situation (Calpan et al., 1975). Pareek (1983) further explored role stress by categorizing ten different types of stressors tied to organizational roles. Selye's General Adaptation Syndrome offered a foundational model to explain stress responses comprehensively. Osipow and Spokane (1987) identified six work roles as stress-inducing across diverse vocations, noting that Role Overload (RO) often emerged when job demands exceeded resources, leading to frustration and resentment (Osipow, 1998). Physiological responses to stress, such as arousal levels, were observed to align with perceived

exertion and cognitive performance declines (Krausman, Crowell, & Wilson, 2002). Additionally, anxiety, a prevalent stress-related condition, has shown negative impacts on memory, particularly impairing working memory (Ashcraft & Kirk, 2001; Eysenck, 1997). Time pressure also appeared to degrade performance in areas like decision-making and memory recall (Wickens et al., 1991). Research highlighted fatigue's role in reducing attentiveness and performance quality (Cercarelli & Ryan, 1996), while studies by Wager, Feldman, and Hussy (2003) linked perceptions of supervision to employee health. Bullying in the workplace correlated with psychological and physical strains, such as anxiety and sleep issues (Beswick, Gore, & Palferman, 2006). Furthermore, stress among employees in the Commercial Bank of Ceylon was shown to impair performance, with organizational stress being more influential than job-specific factors (Karunanithy & Ponnampalam, 2013).

Rationale for the Study: In 2024, Islamabad, Pakistan's capital, had an estimated population of around 2.3 million and hosted over 1,000 companies, with about 1.5 million individuals employed across various sectors. Despite this growth, the city has reported suicides and stress-related health incidents, including heart attacks (WHO, 2024). A local cardiologist noted a recent case where a patient, despite an otherwise healthy lifestyle, suffered a severe stroke likely due to inadequate sleep and unmanaged stress, underscoring the critical role of stress management in health (Khan, 2024). Several studies on occupational stress have shown significant impacts, with reports indicating that over 100,000 employees in high-stress roles opted for lower-paying positions to prioritize health (Rehman & Ali, 2023). Given the pervasive impact of stress, particularly in settings where employees spend upwards of 13 hours commuting and working, this study was initiated to examine stress-related outcomes within an institutional work environment (Fatima & Ahmad, 2023).

Objectives:

- To identify the main causes of stress among employees and examine its impact on their workplace performance.
- To evaluate the effectiveness of management skills in controlling and reducing work-related stress.
- To assess how stress at work and its physiological responses affect employees.

Research Question:

What are the primary sources of stress, and how do they impact the performance of employees in institutions at Islamabad, Pakistan?

Hypotheses:

- H1: Job-related stress is associated with employees' performance.
- H2: Organizational-related stress is associated with employees' performance.
- H3: Individual-related stress is associated with employees' performance.
- H4: Physiological responses to stress are associated with employees' performance.

Methodology:

Conceptual Framework: This study's conceptual framework built on prior research by Seley (1993), Ferris, Bergin, and Wayne (1988), and Karunanithy and Ponnampalam (2013). In alignment with these studies, the independent variable was subdivided into four key stress factors: job-related, organizational, individual, and physiological stressors. The framework, structured around the study objectives, illustrated the relationships among these variables. Based on this framework a questionnaire was developed and distributed to 232 employees at the institute. Data from 200 respondents were ultimately utilized for analysis, providing insights into the stress-performance relationship (Seley, 1993; Ferris et al., 1988; Karunanithy & Ponnampalam, 2013).

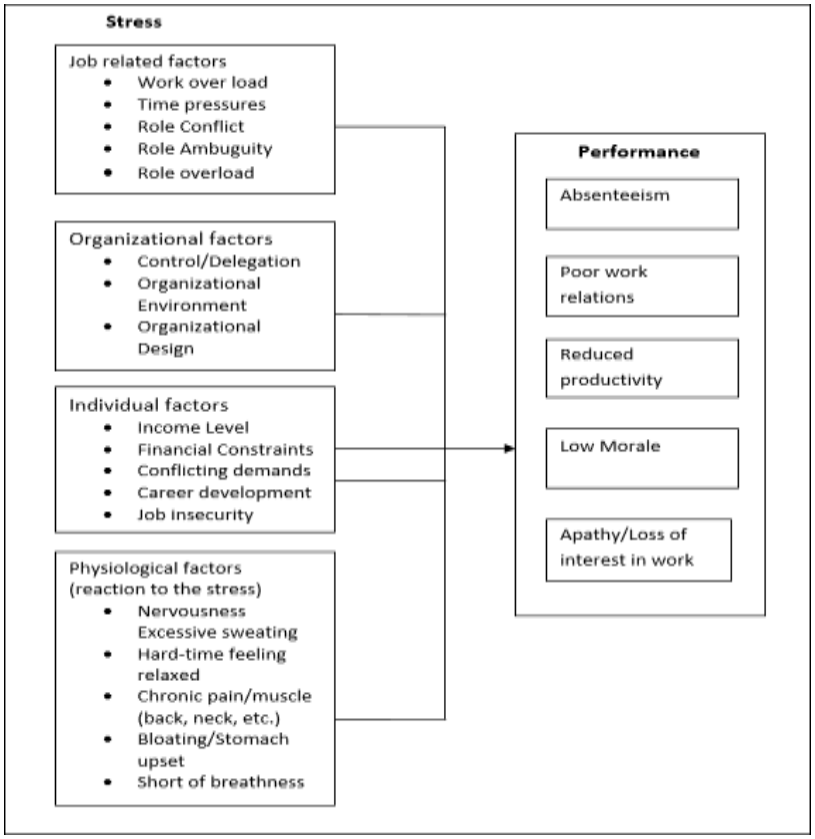


Figure 1: conceptual frame work

The conceptual framework diagram illustrates the relationship between various stress factors and employee performance. It categorizes stress into four main areas: job-related, organizational, individual, and physiological factors. Job-related factors include issues like work overload, time pressures, and role ambiguity, while organizational factors cover elements such as control delegation, and the work environment. Individual factors reflect personal stressors like income, financial constraints, and job insecurity, and physiological factors represent physical reactions to stress, such as nervousness, excessive sweating, and chronic pain. Each of these stress categories links to potential performance issues, including absenteeism, poor work relationships, reduced productivity, low morale, and a general loss of interest in work. The framework emphasizes how different types of stress can collectively undermine an employee's effectiveness and engagement in the workplace.

Data collection:

Sample Size: For this study, a sample size of 232 was chosen, with data collected from 200 respondents. The sample size was calculated using Yamane's (1967) simplified formula, which has been adjusted for proportionate representation in determining the study's sample size.

$$n=\frac{N}{1+N(e)^2} = 232$$

Table 1. Demographic Sample Distribution

Response	Frequency	Percent
Male	140	70%
Female	60	30%
Total	200	100%

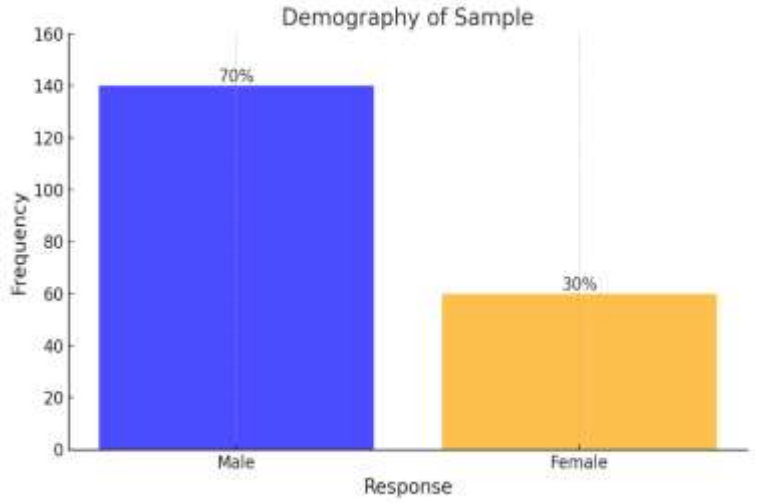
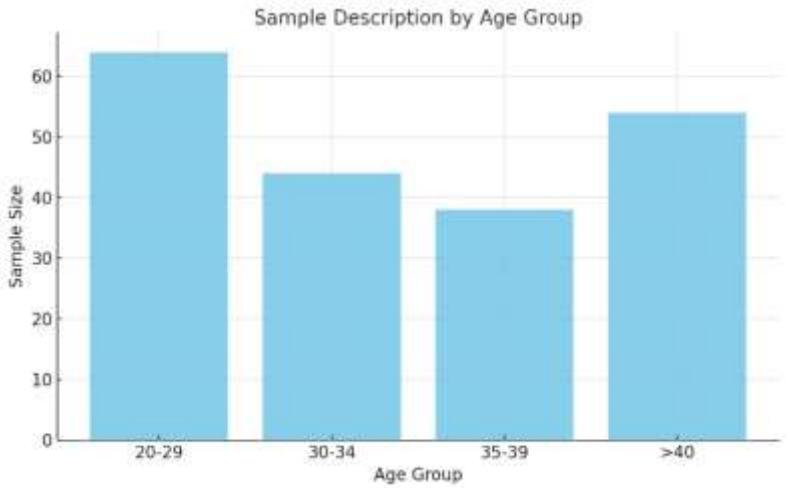


Figure 2: Demographical distribution

Table 2. Participants Age Description

Age Group	Sample Size	Percentage
20–29	64	32%
30–34	44	22%
35–39	38	19%
>40	54	27%
Total	200	100%



Research Instrument: The study utilized a structured, undisguised questionnaire as the primary tool for data collection. Secondary data sources included published books, websites, and records related to the research topic. The questionnaire was organized into sections: the initial section collected respondents' background information and personal details. Section II assessed employees' stress levels and explored how stress impacted performance and physiological factors. This section included 50 items focusing on five stress dimensions: job-related factors, organizational factors, individual factors, physiological reactions, and performance. Respondents selected the most immediate response to each statement, with all questions systematically mixed to measure each variable. A five-point Likert scale was applied (1=Strongly disagree, 5=Strongly agree) for the instrument, and Cronbach's alpha coefficient was calculated to assess internal consistency (Gay, Mills, & Airasian, 2006). Initially, a pilot group of 40 employees completed the 55-item questionnaire, and their responses were analyzed using SAS software, resulting in a Cronbach's alpha of 0.80, indicating high reliability. Two months later, the refined 50-item instrument, following removal of five items with low alpha values, was administered to 232 employees. This adjustment increased the Cronbach's alpha to 0.88, signifying robust internal consistency.

Table 3: Cronbach's alpha values for each dimension in the pilot and final tests, indicating improvements in reliability after removing five low-performing items.

Dimension	Number of Items	Cronbach's Alpha (Pilot Test, 40 employees)	Cronbach's Alpha (Final Test, 232 employees)
Job-Related Factors	10	0.75	0.80
Organizational Factors	10	0.78	0.82
Individual Factors	10	0.73	0.79
Physiological Factors	10	0.77	0.81
Performance	10	0.76	0.84
Overall	50	0.80	0.88

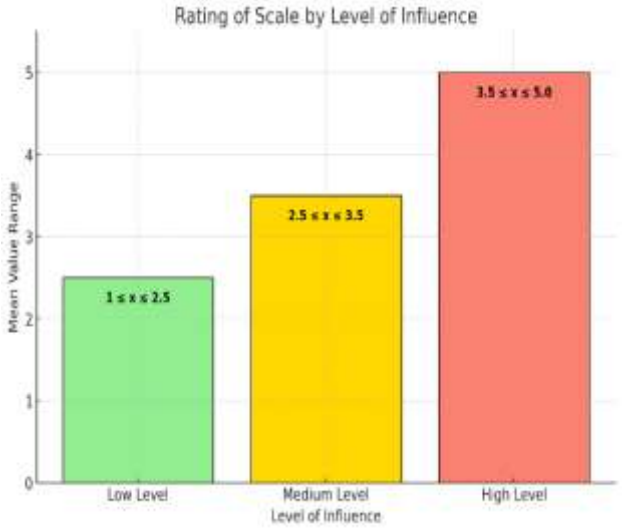
Table 4: Distribution of Questionnaire with Questions Measuring Degree of Stress by Factor

Questions Range	Stress Factor
1–10	Job-Related Factors
11–20	Organizational Factors
21–30	Individual Factors
31–40	Physiological Factors (Reactions to Stress)
41–50	Performance

Table 5: Rating of the Score

Total Rating Range of Mean Value	Level of Influence of the Variable on Dependent Variable
$1 \leq x1 \leq 2.5$	Low Level
$2.5 \leq x1 \leq 3.5$	Medium Level
$3.5 \leq x1 \leq 5.0$	High Level

X_1: Mean of job-related stress, X_2: Mean of organizational-related stress, X_3: Mean of individual-related stress, X_4: Mean of physiological-related stress



The Statistical Analytical System (SAS) and various statistical tools were utilized to assess central tendency, variability, and dispersion during the analysis. Correlation analysis was conducted to determine whether changes in one variable were associated with changes in another. Additionally, regression analysis was performed to elucidate the nature of the relationships between the variables. Cronbach's alpha coefficient was calculated to test the reliability of each variable, and Karl Pearson's correlation coefficient measured the relationship between stress factors and performance (SAS V9.3).

Results & Discussion: To evaluate the impact of job-related, organizational-related, individual-related, and physiological-related stressors on performance, primary data from a questionnaire were analyzed based on 18 factors. Job-related stressors included workload and time pressures, while organizational factors encompassed control and environment. Individual-related factors included income and financial constraints. Physiological factors involved reactions to stress, such as nervousness and chronic pain. The analysis confirmed the presence of stress among employees, affecting performance at a medium level (n=200).

Table 6: Mean Value of Stress

Stress	Mean	SD	SE	Level of Stress as per Decision Rule
Job-related stress	3.24	0.98	0.05	Medium
Organizational-related stress	2.81	0.85	0.06	Medium
Individual-related stress	3.17	0.83	0.06	Medium
Physiological (reaction to stress)	3.02	0.95	0.04	Medium
Overall Stress	3.06	0.85	0.06	Medium

The overall mean stress value and the mean values for all four dimensions indicate a medium level of stress, with values falling within the range of $2.5 \leq x1 \leq 3.5$, impacting employee performance at the institute. Job-related stress is slightly higher than the other stress factors present in the institute.

Level of stress among the employees: The results of job-related, organizational-related, individual-related, and physiological-related stressors were presented in Table 4. The mean values for all four types of stress ranged from 2.81 to 3.24, falling below 3.5, which categorized them as medium-level stress according to the decision rule ($2.5 \leq x1 \leq 3.5$). In contrast, the dependent variable, performance, recorded an overall mean value of 2.06, indicating a low level. Table 4 also illustrated the level of influence of each variable.

Table 7. Level of stress and their stressors

Variables	Mean	SD	SE
Job-Related Stress			
Work overload	3.30	1.07	0.11
Time pressures	3.35	0.91	0.09
Role conflict	3.38	0.98	0.10
Role ambiguity	3.02	0.86	0.09
Role overload	3.15	0.85	0.86
Job-Related Stress Overall	**3.24**	**0.98**	**0.05**
Organizational-Related Stress			
Control/delegation	3.10	0.94	0.11
Organizational environment	2.80	0.91	0.09
Organizational design	2.53	0.92	0.10
Organizational-Related Stress Overall	**2.81**	**0.85**	**0.06**
Individual-Related Stress			
Income level	2.83	0.95	0.11
Financial constraints	2.53	0.95	0.10
Conflicting demands	3.40	0.98	0.10
Career development	3.10	0.91	0.05
Job security	4.02	0.89	0.09
Individual-Related Stress Overall	**3.17**	**0.83**	**0.06**
Physiological Factors (Reaction to Stress)			
Nervousness and excessive sweating	2.81	0.87	0.08
Hard time feeling relaxed	3.24	0.95	0.10
Chronic pain/muscle pain (back, neck, etc.)	3.54	1.06	0.11
Bloating/stomach upset	2.83	0.90	0.09
Shortness of breath	2.70	1.11	0.10
Physiological Factors Overall	**3.02**	**0.95**	**0.04**
Performance			
Absenteeism	2.06	0.71	0.07
Poor work relations	2.05	0.56	0.06
Reduced productivity	2.10	0.56	0.06
Low morale	2.22	0.63	0.06
Apathy/loss of interest in work	2.05	0.64	0.06
Performance Overall	**2.09**	**0.53**	**0.03**

The table indicates that the mean values for the four dimensions of stress—job-related, organizational-related, individual-related, and physiological-related—were at medium levels, while performance was recorded at a low level. A correlation analysis was conducted to assess their relationship, with Table 7 providing insights into the connections between the stress dimensions and performance.

Table 8. Correlation between variables

Factors	Job-Related Factor	Organizational Related	Individual Related	Physiological Related	Performance
Job Related	1	0.42**	0.30**	0.34**	-0.22*
Organizational Related		1	0.40**	0.17 NS	-0.09 NS
Individual Related			1	0.28**	0.01 NS
Physiological Related				1	-0.13 NS
Performance					1
Overall Stress					-0.13 NS

**Correlation is significant at $p < 0.01$; * significant at $p < 0.05$; NS: Not significant at $p \geq 0.05$, Source: Survey data

The r-value of -0.22 indicates that job-related stress negatively impacts performance at a medium level, while the other stress factors did not correlate with performance. Additionally, overall stress (assessed through the four stress factors) was not correlated with performance (r = -0.13). Job-related factors emerged as a primary concern for performance, particularly regarding job security at the institute. The overall stress explained the variance in performance with a B-value of -0.02, suggesting that a decrease in overall stress by one unit results in a 0.02-unit increase in performance.

Table 9. Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig
Constant	B	Std Error		
	10.047	1.62	6.46	0.00
Stress	-0.02	0.017	-0.13	-1.26

The linear regression analysis was conducted to determine the contribution of the variable in explaining the variance in the dependent variable and to test the hypothesis.

Table 10. Coefficients of the study variables

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
	B	Std Err		
1 (Constant)	10.26	1.65	6.23	0.0001
Job related	-0.08	0.037	-2.20	0.03
Organizational related	-0.02	0.08	-0.26	0.79
Individual related	0.04	0.06	0.64	0.53
Physiological related	0.05	0.06	0.83	0.41
2 (Constant)	10.11	1.54	6.56	0.0001
Job related	-0.08	0.03	-2.44	0.02
Individual related	0.03	0.05	0.59	0.56
Physiological related	0.05	0.06	0.84	0.40
3 (Constant)	10.59	1.30	8.13	0.0001
Job related	-0.08	0.03	-2.38	0.02
Physiological related	0.06	0.06	0.99	0.33
4 (Constant)	11.05	1.22	9.08	0.0001
Job related	-0.07	0.03	-2.17	0.03

The dependent variable in this analysis was performance, individual, organizational, and physiological stress factors yielded unsatisfactory results, indicating that these three stressors were not significant in determining employee performance levels. However, job-related stress factors had a negative effect on performance when the other three stressors were excluded.

Table 11: Regression

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.244a	0.06	0.02	1.64
2	0.244b	0.06	0.03	1.63
3	0.223c	0.05	0.04	1.62
4	0.223d	0.05	0.04	1.62

a**Predictors for Model 1**: (Constant), Job, Organizational, Individual, and Physiological, b**Predictors for Model 2**: (Constant), Job, Individual, and Physiological, c**Predictors for Model 3**: (Constant), Job and Physiological, d**Predictors for Model 4**: (Constant), Job Related

The regression analysis indicated that excluding organizational, physiological, and individual-related stressors, the equation for predicting performance (Y) based on job-related stress (X1) could be expressed as: $Y = 11.05 - 0.07X1 + €$

Testing of Hypotheses: The analysis results supported the acceptance of hypotheses H1, H2, H3, and H4, which indicated relationships between job-related, organizational-related, individual-related, and physiological-related stressors with performance. However, the correlation and regression analyses did not support hypotheses H2, H3, and H4, suggesting that organizational, individual, and physiological factors had no significant impact on performance. In contrast, job-related stressors negatively and significantly affected employee performance, supporting hypothesis H1.

Conclusion: In this research study, it was observed that the overall stress, as indicated by various stressors, negatively impacted performance at a medium level. Job security emerged as a primary concern for the employees of the institute. Each variable fell within the range of $2.5 \leq x1 \leq 3.5$, signifying the presence of medium-level stress within the organization. The dominant causes of this stress included job security, workload, time pressures, and physiological factors, such as chronic back pain and panic reactions to stress. These issues required attention from the management, who could utilize ergonomics to better understand the interactions among employees and other system elements. Ergonomics applies theories and principles to optimize human well-being and enhance overall system performance. The study also revealed that female employees experienced higher stress levels due to dual roles at work and home, leading to role conflict. Therefore, it was essential to develop proper strategies that addressed these concerns, such as implementing flexible working hours, fostering positive interpersonal relationships, and encouraging employee participation in stress management programs to effectively cope with the identified stressors (Smith et al., 2020).

Recommendations: The issue of stress had become increasingly recognized as a contemporary occupational hazard, necessitating prompt and effective intervention. It was clear that no "one size fits all" solution existed for managing stress, as individuals-maintained control over their lifestyles, thoughts, emotions, and problem-solving strategies. Recognizing the true sources of stress was the first step in addressing this issue. **Individual Management:** Individuals often resorted to unhealthy methods for temporary stress relief, such as smoking, excessive drinking, reliance on relaxants, oversleeping, and emotional outbursts. However, healthier methods proved to be more effective in the long term. Activities like walking, running, swimming, and aerobic classes increased heart rates and alleviated stress. Engaging in continuous and rhythmic physical activities, particularly those involving both arms and legs, was especially beneficial. Incorporating mindfulness into exercise routines helped individuals focus on their physical and emotional sensations, breaking the cycle of negative thoughts that often accompanied overwhelming stress. Social engagement emerged as another essential strategy for stress management. Reaching out to colleagues, volunteering, or simply having lunch with friends were efficient ways to mitigate stress. Engaging in meaningful social interactions provided a calming effect on the nervous system, fostering a sense of safety and understanding through nonverbal communication cues. Setting personal limits by learning to say "no" to unnecessary obligations allowed individuals to avoid additional stressors. Distinguishing between "shoulds" and "musts" enabled individuals to prioritize effectively, thereby preventing over commitment. Furthermore, expressing feelings rather than bottling them up fostered healthier communication. Individuals were encouraged to compromise and manage their time better while accepting circumstances beyond their control. In addition to regular exercise, adopting a healthy lifestyle contributed to increased resilience against

stress. Proper nutrition was paramount; well-nourished bodies coped better with stress. Consuming balanced meals and beginning each day with breakfast helped maintain energy and clarity of thought. Reducing caffeine and sugar intake prevented the mood and energy crashes often associated with their consumption. Avoiding alcohol, cigarettes, and drugs, along with ensuring adequate sleep, also played critical roles in stress management. **Organizational Level:** At the organizational level, management bore responsibility for addressing employee stress by implementing stress management and coping programs. Initiatives such as employee motivation programs, yoga, and meditation could significantly enhance job satisfaction and productivity. Allowing employees to have control over their work promoted job satisfaction and improved work quality. Effective communication strategies and positive supervision from management were essential in reducing stress levels among staff. Providing facilities such as childcare centers, implementing flexible working hours, and conducting regular health checkups were additional strategies that could alleviate stress. Addressing job-related insecurities with commonsense remedies like promoting better sleep and healthier eating habits further supported employees in managing stress. Finally, fostering supportive relationships among peers, allowing time for relaxation, encouraging physical activity within the workplace, and implementing flexible working conditions were vital steps toward reducing employee stress at the organizational level.

Table 12: Individual and organizational management strategies for stress reduction:

Recommendation	Details
Individual Management	
Healthy Physical Activities	Engage in walking, running, swimming, or aerobic classes to increase heart rate and relieve stress.
Mindfulness in Exercise	Focus on physical and emotional sensations while exercising to break the cycle of negative thoughts.
Social Engagement	Reach out to colleagues and friends, volunteer, or participate in social activities to foster connection and reduce stress.
Set Personal Limits	Learn to say “no” to unnecessary obligations and distinguish between “shoulds” and “musts” to avoid overcommitment.
Open Communication	Express feelings and concerns openly and respectfully rather than bottling them up.
Time Management	Manage time effectively and accept situations beyond control; focus on compromise and positive outcomes.
Healthy Diet	Maintain a well-balanced diet to nourish the body and support stress management; include nutritious meals throughout the day.
Reduce Caffeine and Sugar	Limit intake of caffeine and sugar to avoid mood and energy crashes.
Avoid Alcohol and Drugs	Steer clear of substances that can exacerbate stress and disrupt sleep patterns.
Ensure Adequate Sleep	Prioritize sleep to enhance mental clarity and emotional resilience.
Organizational Management	
Implement Stress Management Programs	Conduct stress management and coping programs at the organizational level.
Employee Motivation Programs	Introduce initiatives aimed at motivating employees and enhancing job satisfaction.
Yoga and Meditation	Offer yoga and meditation sessions to promote relaxation and well-being.

Control Over Job Tasks	Provide employees with autonomy over their work tasks to improve satisfaction and performance.
Improve Communication Strategies	Foster better communication between management and staff to enhance support and reduce misunderstandings.
Provide Childcare Facilities	Establish childcare centers within the workplace to support working parents and reduce stress.
Flexible Working Hours	Implement flexible work hours to accommodate employees' personal needs and improve work-life balance.
Regular Health Checkups	Conduct regular health assessments to monitor employee well-being and address potential issues early.
Address Job Insecurities	Create a supportive environment to discuss and mitigate job-related insecurities, fostering a sense of job security.

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