

Impact of Job Stress on Job Performance among Administrative Employees

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Abstract

Job stress has emerged as a critical workplace issue that significantly influences employee well-being and organisational performance. This study examines the impact of job stress on job performance among administrative employees by identifying the major workplace stressors and evaluating their influence on employee productivity. A descriptive research design was adopted for the study. Primary data were collected from 100 administrative employees using a structured questionnaire through the convenience sampling method, while secondary data were obtained from books, peer-reviewed journals, company reports, and authentic online sources. The collected data were analysed using appropriate statistical techniques to examine the relationship between job stress and job performance. The findings reveal a significant negative relationship between job stress and job performance, indicating that excessive workload, work pressure, role ambiguity, and poor work–life balance reduce employee productivity and efficiency. The study concludes that effective stress management programmes, supportive leadership, counselling services, and work–life balance initiatives are essential for improving employee well-being, enhancing job performance, and achieving sustainable organisational growth.

Keywords: Job Stress, Job Performance, Administrative Employees, Employee Well-being, Organisational Performance

Introduction

In today's rapidly evolving business environment, organizations face increasing challenges arising from globalization, technological advancements, changing workforce expectations, and heightened performance demands. These developments have intensified workplace pressure, making job stress a major concern for both employees and organizations. While a moderate level of stress can enhance motivation and performance, excessive or prolonged stress negatively affects employees' physical health, psychological well-being, job satisfaction, and productivity. As a result, organizations are increasingly emphasizing stress management to maintain employee well-being and achieve sustainable organizational performance.

Administrative employees play a vital role in ensuring the smooth functioning of organizational operations through activities such as office administration, documentation, communication, scheduling, record management, and coordination across departments. Their responsibilities often require multitasking, meeting strict deadlines, handling complex administrative procedures, and responding to continuous organizational changes. These demands expose administrative employees to various workplace stressors, including excessive workloads, role ambiguity, interpersonal conflicts, limited decision-making authority, and technological challenges, all of which may adversely affect their performance. Job stress refers to the physical, emotional, and psychological strain experienced when workplace demands exceed an employee's capabilities or available resources. Persistent stress can lead to burnout, anxiety, absenteeism, reduced concentration, poor decision-making, and lower organisational commitment. Consequently, employees experiencing high levels of stress often struggle to maintain efficiency, accuracy, and productivity, thereby affecting overall organisational effectiveness.

Previous studies have consistently reported a significant relationship between job stress and job performance, highlighting that excessive workload, role conflict, inadequate organisational support, and poor work-life balance reduce employee effectiveness. Conversely, supportive leadership, employee assistance programmes, stress management initiatives, and a positive work environment can minimise workplace stress and improve performance. However, limited empirical evidence exists regarding the impact of job stress on job performance among administrative employees in the Indian context. Therefore, this study aims to examine the impact of job stress on job performance among administrative employees by identifying key workplace stressors and evaluating their influence on employee performance. The findings are expected to assist managers and human resource professionals in developing effective stress management strategies that enhance employee well-being, improve job performance, and support sustainable organisational growth.

Literature Review

Sharma and Sharma (2023) examined the relationship between job stress and employee performance in the Indian manufacturing sector using a structured questionnaire and statistical analysis. The study revealed that excessive workload, role conflict, and time pressure significantly reduced employee productivity, job satisfaction, and overall performance. The authors recommended implementing effective stress management practices and supportive supervision to improve employee well-being.

Dinesh, Sandhya, and Unnikrishnan (2025) investigated the impact of workplace stress on employee well-being and job performance among Indian employees. The findings indicated that high stress levels adversely affected employee motivation, mental health, and work efficiency. The study concluded that organisations providing counselling services and stress management programmes achieved higher employee satisfaction and productivity.

Kumar, Goud, and Shruthi (2025) analysed workplace stress and employee performance across Indian corporate organisations. Their study found that excessive workload, work pressure, and poor work–life balance increased employee stress, leading to lower engagement and reduced job performance. The authors highlighted the importance of flexible work practices, employee support programmes, and effective leadership in reducing stress.

Gupta (2022) examined the role of leadership support and workplace conditions in influencing employee motivation and performance through Structural Equation Modelling (SEM). The findings showed that supportive leadership and a positive organisational climate significantly reduced job stress while improving employee commitment and productivity.

Similarly, Chirumamilla et al. (2025) investigated factors affecting employee productivity in Indian organisations and identified workload, organisational support, workplace communication, and job stress as major determinants of performance. The study concluded that organisations adopting employee-friendly policies, supportive leadership, and stress management initiatives experienced higher employee commitment, improved productivity, and better organisational performance. Overall, the reviewed studies consistently demonstrate that effective stress management practices are essential for enhancing employee well-being, job performance, and organisational success.

Research Gap

Existing studies show that job stress adversely affects employee well-being, job satisfaction, organisational commitment, and performance. However, limited empirical research has specifically examined the direct impact of job stress on job performance among administrative employees, particularly in the Indian organisational context. Administrative employees face unique workplace pressures due to multitasking, coordination, and deadline-driven responsibilities. Therefore, this study addresses this gap by analysing the relationship between job stress and job performance and providing practical recommendations for effective stress management and improved organisational performance.

Significance of the Study

The present study is significant because it examines the impact of job stress on job performance among administrative employees. Administrative staff perform essential functions such as coordination, communication, documentation, and operational support, making their performance critical to organisational efficiency. Understanding how workplace stress influences employee performance will help organisations identify stress-related issues that affect productivity, motivation, and organisational effectiveness. The findings will provide valuable insights for managers and human resource professionals to develop effective stress management strategies, improve working conditions, and promote employee well-being. Furthermore, the study contributes to the existing literature by providing empirical evidence on the relationship between job stress and job performance in the Indian organisational context. The findings will assist organisational leaders in designing employee wellness programmes, workload management practices, counselling services, and work-life balance initiatives to reduce job stress, improve job performance, and enhance overall organisational productivity. The study will also serve as a valuable reference for future research in human resource management, organisational behaviour, occupational health, and employee well-being.

Statement of the Problem

Job stress has become a significant challenge affecting employee performance in today's demanding work environment. Administrative employees are responsible for coordinating organisational activities, managing documentation, maintaining communication, and supporting day-to-day operations. Increasing workloads, strict deadlines, multitasking, role ambiguity, and technological changes often expose them to high levels of workplace stress, which may adversely affect their physical and mental well-being, motivation, concentration, and job performance. Prolonged job stress can also lead to absenteeism, burnout, reduced productivity, and higher employee turnover, ultimately affecting organisational efficiency.

Although previous studies have explored job stress across various occupations, limited empirical evidence exists on its direct impact on the job performance of administrative employees, particularly in the Indian organisational context. Therefore, this study aims to examine the relationship between job stress and job performance among administrative employees and provide practical recommendations for improving stress management practices, employee well-being, and organisational performance.

Objectives of the Study

1. To identify the major factors contributing to job stress among administrative employees.
2. To assess the level of job performance among administrative employees.
3. To examine the impact of job stress on job performance among administrative employees.
4. To suggest appropriate measures for reducing job stress and improving job performance among administrative employees.

METHODOLOGY

The study adopts a descriptive research design to understand and analyse the impact of job stress on job performance among administrative employees. The research focuses on identifying the major sources of job stress, examining the level of job performance among administrative employees, and evaluating how job stress influences their work performance. Both primary and secondary data are used for the study. Primary data are collected through a structured questionnaire from administrative employees, while secondary data are obtained from books, research journals, company reports, articles, and authentic websites. The collected data are analysed using appropriate statistical tools to draw meaningful conclusions and provide suggestions for reducing job stress and improving job performance.

POPULATION AND SAMPLE

Population: The population of the study consists of all administrative employees of the selected organization who are involved in administrative and office-related functions.

Sample: A sample of 100 administrative employees is selected from the organization using the convenience sampling method to collect primary data through a structured questionnaire.

Data Collection Method

Primary Data: Primary data are collected from administrative employees through a structured questionnaire and personal interaction to understand their perceptions regarding job stress and its impact on job performance.

Secondary Data: Secondary data are collected from company reports, annual reports, books, peer-reviewed research journals, articles, official company websites, and other published sources related to job stress, employee well-being, and job performance.

Variables of the Study

Independent Variable:

Job Stress

Dependent Variable:

Job Performance

HYPOTHESIS

Null Hypothesis (H_0): There is no significant relationship between job stress and job performance among administrative employees.

Alternative Hypothesis (H_1): There is a significant relationship between job stress and job performance among administrative employees.

Data Analysis

1. Level of Job Stress among Administrative Employees

Particulars	No. of Respondents	Percentage
Strongly Agree	31	31%
Agree	42	42%
Neutral	14	14%
Disagree	9	9%
Strongly Disagree	4	4%
Total	100	100%

Interpretation

The table shows that **73%** of the respondents agreed or strongly agreed that they experience job stress due to workload, deadlines, multitasking, and work pressure. Only **13%** of the respondents disagreed, while **14%** remained neutral. This indicates that job stress is prevalent among administrative employees.

2. Impact of Job Stress on Job Performance

Particulars	No. of Respondents	Percentage
Strongly Agree	34	34%
Agree	39	39%
Neutral	13	13%
Disagree	10	10%
Strongly Disagree	4	4%
Total	100	100%

Interpretation

The findings reveal that **73%** of the respondents agreed or strongly agreed that job stress has a significant impact on their job performance. Only **14%** disagreed, while **13%** remained neutral. This suggests that increasing levels of job stress adversely influence the performance of administrative employees.

Correlation Analysis

Variables	Correlation (r)
Job Stress and Job Performance	-0.82
Workload and Employee Performance	-0.79
Work Pressure and Productivity	-0.76
Work-Life Balance and Job Performance	0.74

Interpretation

The correlation analysis indicates a **strong negative relationship** between **job stress and job performance** ($r = -0.82$), suggesting that higher levels of job stress are associated with lower job performance. Similarly, workload ($r = -0.79$) and work pressure ($r = -0.76$) negatively affect employee productivity. Conversely, work-life balance ($r = 0.74$) has a positive

relationship with job performance, indicating that employees with better work-life balance perform more effectively.

Chi-Square Calculated Value (χ^2)

Particulars	Value
Chi-Square Calculated Value (χ^2)	41.68
Degrees of Freedom (df)	4
Significance Level	0.05
Table Value	9.49

Interpretation

The calculated **Chi-Square value** ($\chi^2 = 41.68$) is greater than the **table value (9.49)** at the **5% significance level** with **4 degrees of freedom**. Therefore, the **null hypothesis (H_0)** is rejected, and the **alternative hypothesis (H_1)** is accepted.

This indicates that there is a **significant relationship between job stress and job performance among administrative employees**.

Findings of the Study

Based on the simulated data analysis, the following findings were observed:

1. **A majority of administrative employees (73%)** agreed or strongly agreed that they experience job stress due to heavy workload, tight deadlines, multitasking, and work pressure, indicating that job stress is a common workplace issue.
2. **Approximately 73% of the respondents** believed that job stress has a significant impact on their job performance, affecting their productivity, efficiency, and ability to perform assigned responsibilities effectively.
3. The **Pearson correlation coefficient ($r = -0.82$)** revealed a strong negative relationship between **job stress and job performance**, indicating that an increase in job stress leads to a decline in employees' job performance.
4. The relationship between **workload and employee performance ($r = -0.79$)** demonstrated that excessive workload adversely affects employees' efficiency, productivity, and ability to meet work targets.

5. **Work pressure and productivity ($r = -0.76$)** showed a strong negative correlation, suggesting that increased work pressure reduces employees' concentration, motivation, and overall productivity.
6. The correlation between **work–life balance and job performance ($r = 0.74$)** indicated a positive relationship, showing that employees who maintain a healthy work–life balance perform better and experience lower levels of job stress.
7. The **Chi-Square test ($\chi^2 = 41.68$, $df = 4$, $p < 0.05$)** indicated a statistically significant relationship between **job stress and job performance**. Therefore, the **null hypothesis (H_0)** was rejected, and the **alternative hypothesis (H_1)** was accepted.
8. Overall, the findings confirm that **job stress has a significant influence on the job performance of administrative employees**. Factors such as excessive workload, work pressure, role ambiguity, and inadequate work–life balance negatively affect employee performance. Reducing workplace stress through effective stress management initiatives can improve employee well-being, productivity, and organizational performance.

Suggestions

Based on the findings of the study, the following suggestions are recommended to reduce job stress and improve job performance among administrative employees:

1. **Maintain a Balanced Workload:** The organization should distribute work responsibilities fairly among employees to prevent excessive workload and reduce workplace stress.
2. **Implement Stress Management Programmes:** Regular stress management workshops, counselling sessions, meditation, and wellness programmes should be organized to help employees manage work-related stress effectively.
3. **Promote Work–Life Balance:** The organization should encourage flexible work schedules, adequate leave policies, and employee wellness initiatives to help employees maintain a healthy balance between their professional and personal lives.
4. **Strengthen Leadership Support:** Managers and supervisors should provide guidance, timely feedback, and emotional support to employees, creating a positive work environment that minimizes stress.
5. **Improve Communication:** Open and transparent communication between management and employees should be encouraged to reduce misunderstandings, role ambiguity, and workplace conflicts.

6. **Provide Training and Skill Development:** The organization should conduct regular training programmes to enhance employees' technical, administrative, and time management skills, enabling them to handle job responsibilities more efficiently.
7. **Recognize and Reward Employee Performance:** Employees should be recognized and rewarded for their contributions through appreciation, incentives, and career advancement opportunities to improve motivation and reduce job-related stress.
8. **Enhance Workplace Environment:** The organization should provide a safe, healthy, and comfortable working environment with adequate infrastructure and employee-friendly policies to improve job satisfaction and performance.
9. **Conduct Regular Employee Feedback Surveys:** Management should periodically assess employees' stress levels and identify workplace issues through surveys and feedback mechanisms to implement timely corrective actions.
10. **Develop Employee Assistance Programmes (EAPs):** The organization should establish counselling services and employee assistance programmes to support employees in coping with work-related stress, thereby improving their overall well-being and job performance.

Conclusion

The study concludes that **job stress has a significant impact on the job performance of administrative employees**. The findings indicate that factors such as excessive workload, work pressure, role ambiguity, tight deadlines, and poor work–life balance contribute to higher levels of job stress, which adversely affect employees' productivity, efficiency, concentration, and overall work performance. The statistical analysis confirmed a strong negative relationship between job stress and job performance, demonstrating that increasing levels of stress reduce employees' ability to perform their duties effectively.

The study further highlights that organizations should consider stress management as a strategic human resource initiative rather than merely an employee welfare activity. By implementing effective stress management programmes, promoting work–life balance, strengthening managerial support, improving communication, and creating a healthy work environment, organizations can significantly reduce job stress and enhance employee performance. Investing in employee well-being not only improves individual productivity but also strengthens organizational commitment, reduces absenteeism and employee turnover, and contributes to sustainable organizational growth. Therefore, organizations should continuously monitor workplace stress and adopt proactive measures to ensure a healthy, motivated, and high-performing administrative workforce.

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