Handling Workplace Stress: How Challenges and Hindrances Stressors Impact Nurses' Job Performance

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Abstract

This study delves into the relationship between challenges, stressors, hindrances stressors, and nurses' job performance. It underscores the need for organizations to comprehend the intricate connections between difficulties to foster a thriving and efficient work environment. Stress among hospital workers is a significant concern that can impact the healthcare system's functionality. The study gathered data from 382 full-time nurses in the critical care sector and identified stressors such as workload, interpersonal conflicts, and organizational uncertainty as major variables that can lead to reduced employee well-being and subpar performance. The findings of this study provide a novel perspective for organizations seeking to address work-life pressures and enhance employee job performance.

Keywords: Hindrances stressors, Challenge stressors, Job performance, Intensive care unit

Introduction

The nursing profession serves as the cornerstone of the healthcare system. Nursing, as per the definition provided by (Abdullah & Chong, 2019)Nursing, a healthcare occupation, is sustained by the dedication of nurses who strive to promote the profession's values and function as essential components of healthcare systems. Nurses' unique abilities, such as their ability to stay awake and alert at all times, set them apart in the medical field. (Khan & Akbar, 2015).

Insufficiently addressing the issues faced by Pakistani nurses could have a substantial negative impact on patient care, particularly for those working in high-stress hospital departments. Effectively managing nurse stress is essential for enhancing patient outcomes due to various factors, such as poor working circumstances, excessive workloads, and insufficient resources, which can directly influence nurses' stress levels and overall well-being. Nurses who are overworked or stressed have a higher likelihood of committing errors in drug administration, patient care, and monitoring, putting patient health and recovery at risk.

Elevated levels of stress among nurses can have a detrimental effect on the quality of care provided. Nurses under high-stress levels may exhibit reduced levels of empathy, decreased attention to detail, and impaired ability to make rational judgments. Continual stress and dissatisfaction can result in burnout among nurses, prompting

them to pursue employment elsewhere or resign from their positions. This attrition can potentially diminish the quality of patient care, burden current staff, and weaken the continuity of care. Providing compassionate and vigilant nursing care is advantageous for patients. Nurses experiencing high-stress levels may encounter difficulties delivering the essential emotional support and involvement required for patient recovery and well-being.

Stress can negatively affect healthcare personnel's collaborative efforts and communication skills, resulting in misunderstandings and errors in patient care. Increased nurse-patient ratios have been found to correlate with improved patient outcomes and reduced death and morbidity rates. (DelaCruz et al., 2022). In contrast, a scarcity of registered nurses regarding the number of patients might undermine the quality of patient care and result in unfavorable outcomes. (Atatsi et al., 2019). The nurse-to-physician ratio of 1:2 in Pakistan has an impact on the work of nurses. (Khowaja-Punjwani, 2020)Due to their limited medical authority, Nurses frequently assume responsibilities such as prescribing medications, carrying out doctors' instructions, and fulfilling administrative tasks, which may involve cleaning and maintenance duties. (Khowaja-Punjwani, 2020). The demanding work environment is a significant factor in the diminished level of job contentment experienced by nursing personnel. (Khowaja et al., 2005).

Nurses often encounter occupational stress, greatly impacting their emotional, mental, and social welfare. (Rashid & Hassan, 2022) Observed that elevated stress levels have a detrimental effect on the quality of treatment delivered, resulting in heightened rates of absenteeism, tardiness, depression, fatigue, and subpar job performance. As to (Saddique et al., 2023)Occupational stress refers to a negative mental and personal response that arises when the demands of a job are not aligned with the worker's abilities, qualifications, and preferences.

Work-related stress imposes an avoidable economic burden on healthcare systems. Factors such as subpar job performance and a deterioration in the standard of care nurses provide impact patient safety. (Santoso, 2019). (Sarafis et al., 2016) Stress affects approximately 80% of workplace accidents and 40% of employee turnover. In a study conducted by (Qaralleh et al., 2023), it was discovered that approximately 93% of nurses encounter job-related stress as a result of challenging work hours, rigid scheduling, insufficient recognition, inadequate staffing, strained relationships with coworkers, exposure to death, and insufficient compensation.

Enhancing nurses' efficiency is crucial for healthcare organizations' sustained well-being. (Saleem et al., 2021). Hospital administrations can enhance nurses' efficiency by enhancing their working environment and the quality of patient care. (Ruzungunde et al., 2016). The study conducted by (Saleem et al., 2021) It reveals that psychiatric nurses exhibit superior physical well-being, lower levels of tension, and enhanced work performance compared to their counterparts in emergency rooms. This finding underscores the heightened vulnerability of mental health professionals to stress. Workers experience significant stress due to unfavorable working conditions. (Thirion et al., 2024). Job stress arises within the professional environment and is associated with aspects directly related to one's job or as a consequence of alterations in work tasks.

(Ratnawat & Jha, 2014).

As per the American Institute of Stress, stress is the primary factor responsible for around 80% of job-related injuries and 40% of disturbances in workplace workflow. (Ahmad et al., 2023). Nurses experience higher job stress levels than individuals in other professions (Wu et al., 2010). Pakistan's healthcare industry has been grappling with a noticeable deficit in its nursing staff in recent years, underscoring the pressing demand for nurses in the country (Bhatti et al., 2018). Multiple studies have clearly shown that nurses endure exceptionally lengthy work hours. According to (Crane and Searle, 2016), challenge stresses benefit employment results, whereas hindrance stressors are linked to reduced employee engagement (Sawhney & Michel, 2022).

Eluwole et al.,(2022) I found that Pakistani nurses feel powerless due to their disadvantaged social status, limited educational opportunities, rigid beliefs, and demanding responsibilities. Nurses perceive nursing as a vocation rather than a job due to factors such as ineffective management, insufficient infrastructure, poor salary, limited understanding of nursing as a career, scarcity of resources in education and clinical environments, and restricted opportunities for professional advancement. (Fida et al., 2015). A poll conducted by (Khowaja-Punjwani, 2020) revealed that a significant majority of Pakistani nurses, specifically 86%, expressed discontentment with their professions, with 26% indicating a high level of dissatisfaction. Most employees expressed discontent due to abysmal working conditions, meager salaries, absence of recognition, limited opportunities for career growth, and an overwhelming workload. (Khan et al., 2023). Therefore, it is crucial to perform comprehensive research on the social and economic context in which nurses in Pakistan work. This study aims to investigate the relationship between occupational stresses (challenge and hindrance) and employee job performance in the healthcare industry of Pakistan, which has not been previously examined.

The primary research objective of this study is to examine the relationship between stressors and employee job performance. Specifically, the study seeks to answer the following research question: Is there any significant association between stressors and employee job performance? Despite the growing body of research on challenge and hindrance stressors over the past two decades, numerous unresolved concerns remain in this study area. The present study makes two main contributions to the current literature on challenge and hindrance stressors. This study investigates the immediate effects of challenge and hindrance stresses on job engagement and weariness by employing an experience sampling methodology. Prior studies have predominantly concentrated on fixed evaluations of the impacts of stressors on different results. Our study examines whether the fluctuating nature of challenge and hindrance stressors might increase or reduce an individual's work engagement and tiredness within the same day. This inquiry is essential from both practical and theoretical perspectives,

considering the evidence that challenge and hindrance stressors fluctuate among people daily. (Rodell & Judge, 2009).

Hoerl et al.,(2020) They are suggested to utilize theoretical frameworks to individually improve comprehension of the connections between different concepts. Our study aims to enhance understanding of how everyday challenges and hurdles affect daily participation and tiredness, rather than just examining the overall influence of these stressors on job outcomes. Resolving stress-related issues in the nursing profession is imperative, as they directly impact the standard and safety of healthcare delivery. The following factors elucidate the study's implications for policymakers in the patient care field. Nurses are more susceptible to errors, poor judgments, and inadequate attention to detail when experiencing significant stress. By implementing regulations that alleviate the tension experienced by nurses, legislators can enhance the quality of patient care. Nurses who are less stressed are more capable of administering compassionate, precise, and comprehensive care, which enhances patient outcomes.

Stress can impede nurses' ability to respond to crises or urgent situations promptly and proficiently. By alleviating pressures such as heavy responsibilities, nurses can improve their capacity to respond effectively in emergencies. Interactions with nursing personnel substantially influence patients' experiences and opinions regarding the treatment they receive. Nurses who are overworked and anxious may lack the motivation or time to engage in productive interactions with patients. By fostering a supportive work environment for nurses, policymakers can foster healthy nurse-patient relationships, enhancing patient care.

Literature Review

Employee Performance

Job performance is the most extensively researched variable in industrial management and organizational behavior. Examples of organizational behavior that are considered include actions that benefit the business and advance the organization's objectives. (Campbell et al., 2024)Employee job performance is defined as the total expected value to the business of the distinct behavioral acts an individual performs within a certain time frame. (Fayyaz et al., 2014). (Afzali & Mahalec, 2018) Work performance is defined as "the degree to which an employee's actual results align with the company's established standards."

The term "performance" in the workplace may refer to the task or the employee's efforts, depending on the context. Performance is multifaceted, and no single description can fully convey its intricacies. (Fayyaz et al., 2014). Performance is defined by(Jex & Britt, 2014) As the aggregate of an employee's actions during their shift. (Motowidlo et al., 2014) Define employee performance as the aggregate of the monetary and non-monetary benefits the company acquires due to employees' endeavors to accomplish the company's stated objectives. Work outcomes refer to the quantity and quality of work an employee produces. (Mangkunegara, 2021). The effectiveness of an employee in fulfilling their job responsibilities within the organization's context is evaluated. (Rich et al., 2010)Performance parameters are measures of an employee's employment performance. One evaluation factor is the quality of an employee's labor. (Ruiz-Palomino et al., 2023). (Audenaert et al., 2021) Define performance as the result of an individual or

team's ability to accomplish an organization's objectives within the context of their role. Output velocity, precision, collaboration, quality, and integration comprise operational performance metrics. (Nabawi, 2019).

Challenge Stressors

Cavanaugh et al., (2000) Assert that workplace demands perceived as challenges are also perceived as sources of stimulation. Regardless of their quality, they are consistently perceived as opportunities for growth and development. (Travis et al., 2020)Meeting deadlines may be stressful, but it can motivate employees to innovate and challenge themselves. (Huffman, 2020). While it may be intimidating to assume new responsibilities, it also offers opportunities for professional growth. (Silitonga et al., 2020). (Üstündağ & Ungan, 2020) Suggests that employees may simultaneously benefit from and suffer from the pressures of a challenge.

Stress management among nurses is essential for hospitals that provide tertiary care to enhance patient outcomes, preserve high care standards, and guarantee a stable workforce. The literature supports a multifaceted strategy that includes improving working conditions, implementing targeted stress management programs, promoting work-life balance, and providing organizational support. Healthcare facilities can cultivate more favorable environments for patients and personnel by prioritizing these elements, which in turn enhance the health and productivity of nurses. (Naheed & Malik, 2023).

Challenging tasks can inspire individuals to exert more effort, think creatively, and acquire new knowledge and abilities. Nevertheless, they can also result in exhaustion, anxiety, and tension. Stress management necessitates striking an equilibrium between challenge and encouragement. According to (Cavanaugh et al., 2000)The most effective approach to motivating employees is to assign challenging and achievable tasks with the requisite resources. Negative emotions such as remorse, shame, and worry can impede recovery from setbacks. (Ikeda, 2023).

Contrary to previous assumptions, stressors may not be singularly dimensional; they can affect individual and organizational outcomes. (Cavanaugh et al., 2000). Individuals may require varying levels of stress to learn from their errors effectively. However, a moderate level of challenge benefits learning, enabling employees to challenge themselves and develop without feeling overburdened. (Mazzola & Disselhorst, 2019).

Challenge stressors may facilitate failure-based learning by serving as workplace resources—physical, psychological, social, or organizational components of the job that assist employees in achieving their work objectives while simultaneously reducing job demands and promoting self-improvement. (Kim & Beehr, 2020). Challenge stressors have a positive impact on both productivity and distress, as they increase motivation and productivity, as per (LePine et al., 2005). Employee job engagement is enhanced by stresses associated with surmounting obstacles. (Schilbach et al., 2021).

Hindrances Stressors

Hindrance stressors are workplace issues that impede performance and distress employees. They include excessive workload, job unpredictability, institutional politics, interpersonal difficulties, and supervisor indifference. (Baidoo, 2022). Hindrance concerns impede the pursuit of workers' objectives and ideals. (Dou et al., 2022). The efficacy of innovation is adversely affected by these stressors' emotional and obstructive nature. (Pearson & Porath, 2005).Work burnout, emotional fatigue, avoidance of criticism, and subpar performance may result from exposure to moderate aversive stimuli (Baka & Prusik, 2021).

W prolonged exposure to external stressors adversely affects workers' emotional well-being, which results in job fatigue and hinders innovation performance. (Haldorai et al., 2024; Ordóñez et al., 2015). Workers must expend substantial mental and emotional energy to manage tension when they perceive themselves incapable of fulfilling job expectations. This unbalanced demand impacts their innovation performance. (Tong et al., 2023). Examining personal resources demonstrates that a decrease in task and innovation performance results from increased hindrance stimuli. (Lin et al., 2015).

Individuals are placed in a state of elevated stress due to hindrance stressors, which can impair judgment and tunnel vision, thereby increasing the likelihood of making mistakes. As a result, employees cannot enhance their productivity and creativity in the workplace. According to (Sun et al., 2022), employees cease to strive to fulfill job expectations due to elevated subjective work pressure, which has a detrimental impact on individual and team performance. Employee performance is impaired, and hindrance stressors demotivate workers. (Ali & Sardouk, 2022). Productivity and performance may be impaired by dissatisfaction with work, disagreements, or a lack of support.

Attention, memory, and decision-making are all impacted by high-hindrance stressors, which results in employees being less productive when they are mentally fatigued or distracted (Maryam, 2023). These stressors can result in frustration, worry, and anger, which can disrupt cognitive processes and interpersonal connections, lower performance, and increase the number of errors (Dou et al., 2022). Hindrance stressors also diminish cognitive flexibility, impeding creativity and problem-solving (Xie & Feng, 2024). To enhance employee performance, organizations must identify and manage negative stressors. Organizations can mitigate occupational stress by establishing explicit job requirements, cultivating a supportive work environment, offering burden management options, and promoting work-life balance. (Priya et al., 2023). Hindrance stressors adversely affect employee performance, which impedes personal growth and objectives. (Azeem et al., 2023).

Organizations should proactively identify and eliminate negative stressors to improve employee performance and well-being. This may entail providing strategies, role clarification, and instruments to reduce or eliminate hindrance stressors. (Demerouti & Bakker, 2023). Acknowledging that an individual's capacity to manage various stressors is subject to variation is imperative. Some employees may be more resilient and proficient at overcoming obstacles, while others may experience difficulties,

leading to a decline in performance. (Jennings et al., 2023)Hindrance stressors, associated with personal objectives and development impediments adversely affect employee performance. (Podsakoff et al., 2023). Individuals cannot realize their aspirations and ideals due to hindrance stressors, which impede creativity, resulting in work fatigue, exhaustion, feedback avoidance, and performance deficiencies. (Baka & Prusik, 2021).

Theoretical Justification

Behavioral theory is a scientific method that concentrates on the variables that influence observable behavior. This concept was developed in response to the prevailing psychological theories of the early twentieth century, including introspection and psychoanalysis, which prioritized interior thoughts and unconscious processes. Behavioral theory underscores the significance of conducting a systematic and observable examination of behavior. Social exchange theory posits that our behavior is influenced by a cost-benefit analysis of the circumstances and environment, which involves exchanging tangible and intangible commodities. (Shah et al., 2022; Xu et al., 2020)

2.5 Theoretical model

Challenge/ hinder stressors → Job performance

Figure: Theoretical model

Research Hypotheses

H1: A positive correlation between challenge stresses and job performance exists.
H2: There is a negative significant correlation between hindrance stressors and job performance.

Research Methodology

This section details the research approach that informed the particular investigation. It provides a summary of the guiding principles of this study's research. It details the study's methodology, sample size, sampling methods, data-gathering procedures, and analytic strategies. Scale and measurement factors are also highlighted.

Research Design

Research design is the comprehensive framework that outlines a study's hypothesis, data analysis approach, and practical consequences. (Wang et al., 2022). It is a strategic framework linking theoretical research inquiries with practical significance. (Börü, 2018). Quantitative research encompasses a range of methodologies, including surveys, experiments, and observational studies. (Elshaer et al., 2018). This study utilized quantitative research methodologies to gather data from participants in a cross-sectional manner.

The research design comprises the following indispensable components:

Formulating hypotheses involves clearly defining the research questions or hypotheses the study intends to investigate. These hypotheses provide a framework for the inquiry and establish a straightforward approach for collecting and analyzing data. The data collection methods employed in the study are described in the design, focusing on quantitative methodologies. Surveys were used as the primary means of gathering participant responses in this case. The design incorporates details on the selection of the sample population to ensure its representation of the target population and enable the drawing of general conclusions. The design outlines the primary variables of interest and explains the metrics employed to quantify them.

Population and sample

The population for this study consisted of all registered nurses in Pakistan affiliated with the Pakistan Nursing Council. Pakistan has a total of 116,759 registered nurses, as reported by (Jan et al., 2023). An optimal sample size is essential for collecting the requisite data that could yield valuable insights. (Lawrence Neuman, 2014). The formula developed by (Krejcie & Morgan, 1970) It is a widely employed statistical method for calculating sample size. According to (Krejcie & Morgan, 1970) A sample size of around 382 is recommended for a population of 116,759 registered nurses. Hence, the sample size for this investigation was established via the Krejcie and Morgan approach.

Sampling Technique

Convenience sampling strategies could have been used for this study's data collection. Researchers often use a non-probability sampling method called "convenience sampling," they choose participants based on how easily they can be reached.

Data Collection Method

The research population comprised all registered nurses in Pakistan who are affiliated with the Pakistan Nursing Council. Pakistan possesses a collective count of 116,759 officially documented nurses (Jan et al., 2023). Ensuring an adequate sample size is crucial to gathering the necessary data that has the potential to provide significant insights (Lawrence Neuman, 2014). The formula devised by (Krejcie and Morgan, 1970) is a commonly used statistical technique for determining the required sample size. Krejcie and Morgan estimate a sample size of around 382 for a population of 116,759 registered nurses. Therefore, the sample size for this inquiry was determined using the Krejcie and Morgan method. The data for this study was gathered through a standardized questionnaire. The main advantage of this data collection methodology is its cost-effectiveness in obtaining quantitative data, enabling efficient and seamless gathering and management of the acquired data. The questionnaire consisted of five components:

1. **Demographic Characteristics:** This portion comprised inquiries regarding the participants' age, gender, and marital status.

2. **Variables of occupational stress:** Participants were asked to identify the variables contributing to their stress emotions inside their organizations.

3. **Indications of Occupational Stress:** This section discussed many indications of occupational stress.

4. **The Impact of Job Stress on Employee Performance:** The relationship between job stress and employee performance was analyzed using a 5-point scale, where 1 denoted the absence of stress, and five indicated significant stress levels.

Questionnaire

Scale Measurement

The study categorized job stress into two distinct categories: challenge stressors and hindrance stressors. The assessment of challenge stressors involved evaluating five components, each comprising three items: workload, time pressure, complexity, responsibility, and learning opportunities. The hindering stressors were evaluated by considering six components: role ambiguity, role conflict, interpersonal conflict, organizational politics, work-family conflict, and job insecurity. The choice of these measures was based on scales that have been previously verified. (Cavanaugh et al., 2000; LePine et al., 2005; Rodell & Judge, 2009)Employee performance includes the caliber and volume of work, interpersonal aptitude, problem-solving prowess, capacity for learning and development, and communication proficiency. A 5-point Likert scale was used to measure all variables, with response options ranging from 1 (Not at all) to 5 (Very lot).

Hypothesis Testing

Innovative PLS 3 software was used to run the Structural Equation Modelling (SEM) approach for evaluating hypotheses. (Hair Jr et al., 2020).

Results and Analysis

Table 1: Characteristics Demographics of Nurses

Characteristics	Frequency	%age
Gender		
Female	254	33.2
Male	128	66.5
Age		
18-23	23	6
24-28	119	30.9
29-33	155	41

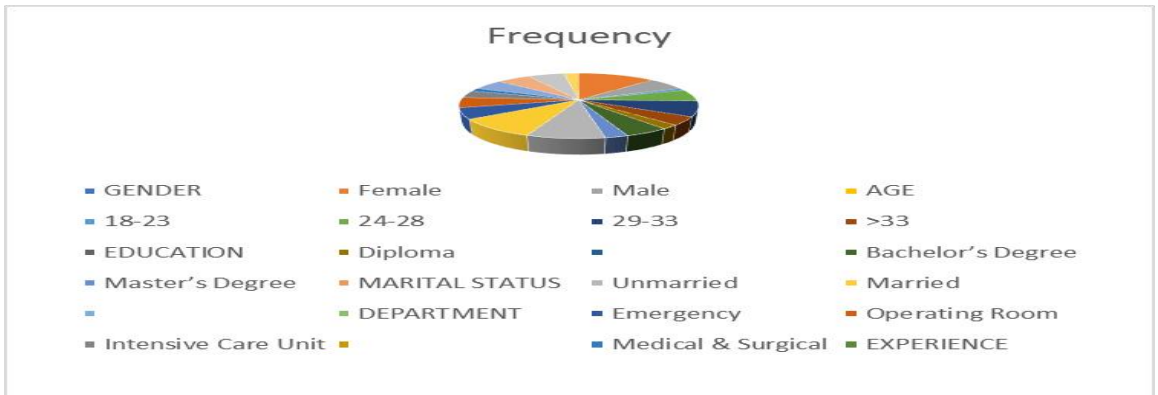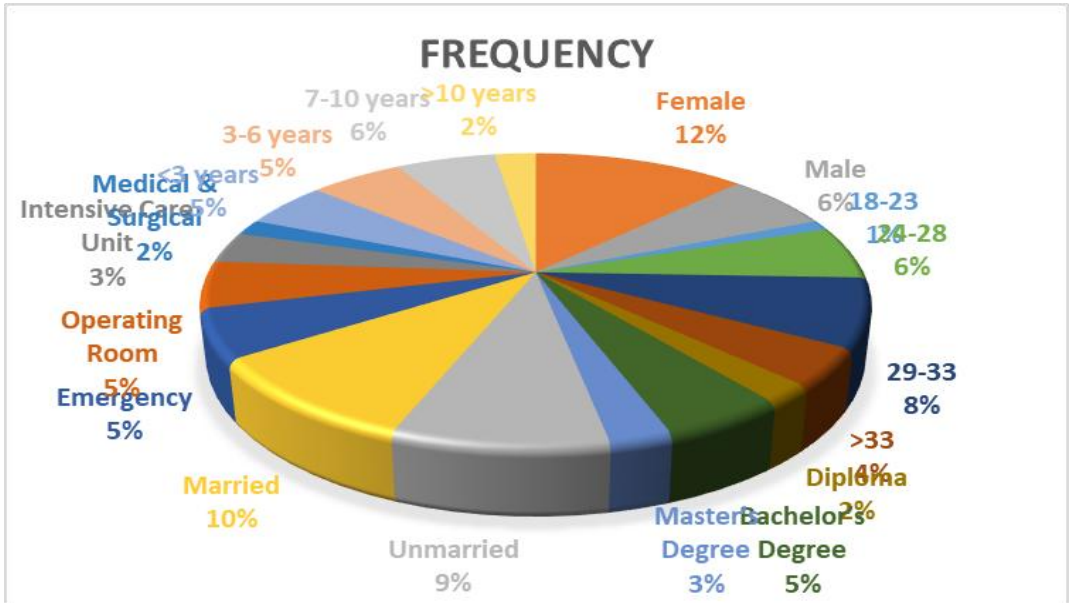|		
›33	85	22.1
Education		
Diploma	225	59
Bachelor's Degree	104	27.2
Master's Degree	53	13.8
Marital status		
Unmarried	182	42.6
Married	200	45
Department		
Emergency	111	28.8
Operating Room	105	27.5
Intensive Care Unit	70	18.2
Medical & Surgical	35	9.1
Experience		
‹3 years	102	26.5
3-6 years	112	29.3
7-10 years	119	30.9
›10 years	49	12.7

Figure
2

Figure 3

FREQUENCY

According to Table 1, the gender variable has an average value of roughly 1.67. The coding technique employed, wherein gender is assigned a 1 for "Female" and 2 for "Male," suggests a somewhat greater number of males in the sample. The median value of 2.00 indicates a higher proportion of males in the sample. The mode, which has been determined to be 2, shows that the category "Male" is the most common in the dataset. The variable has a range of 1, indicating that it only has two distinct values. The value 1 represents "Female" and the value 2 represents "Male".

The data set comprises a total of 382 valid responses. Individuals are categorized into four separate age groups. Among the respondents, 23 individuals are between 18-23, accounting for 6.0% of the entire sample. Within the age range of 24 to 28, there are 119 participants, making up around 30.9% of the sample. There are 155 individuals in the age category of 29-33, which accounts for 41.0% of the total replies. Finally, 85 people, accounting for 22.1% of the sample, are over 33. The cumulative percentage verifies that the aggregate of the separate percentages equals 100%, which is the anticipated result.

Participants are categorized into four clearly defined educational achievement categories. Among the entire group of respondents, 42 persons, which accounts for 10.9% of the total, indicated that they have a diploma as their highest level of education. Of the total number of respondents, 183 individuals, accounting for 47.5% of the sample, have successfully acquired a degree. Of the respondents, 105 persons (27.5%) possess a Bachelor's Degree, while 53 (13.8%) hold a Master's Degree. Marital status is classified into three distinct categories. Out of the total number of responses, 164 persons (42.6%) stated that they were not married, 172 individuals (45%) stated that they were married, and 46 individuals (11.9%) stated that they were widowed.

The allocation of workers in different departments is as follows: the emergency department has 111 nurses, the operating room has 108 nurses, the intensive care unit has 70 nurses, the labor and delivery department have 61 nurses, and the medical and surgical department has 35 nurses. The distribution of percentages is as follows: 28.8% in the emergency department, 28.1% in the operating room, 18.2% in the critical care unit, 15.8% in labor and delivery, and 9.1% in the medical and surgical department. Categories of experience are determined based on the length of professional experience. Among the total responses, 102 persons (26.5%) had less than three years of experience, 112 respondents (29.3%) had 3 to 6 years of experience, 119 respondents (30.9%) had 7 to 10 years of experience, and 49 respondents (12.7%) have above ten years of experience.

(Jan et al., 2023) A thorough analysis presents a detailed account of the demographic distribution, educational background, departmental allocation, and professional experience of the registered nurses sampled in Pakistan. The sample size and methods adhere to the parameters outlined by (Lawrence Neuman, 2014) And utilize the statistical formula devised by (Krejcie & Morgan, 1970).

Table 2: Model Fit

	Saturated Model	Estimated Model
SUMMER	0.062	0.063
d_ULS	3.362	3.374
d_G	0.803	0.803
Chi-square	1652.879	1651.415
NFI	0.88	0.88

Table 2 defines SRMR as an abbreviation for Standardized Root Mean Square Residual. The goodness of fit quantifies the extent to which the model aligns with the observable data and the number of degrees of freedom. An SRMR score of 0 indicates a perfect fit, while higher values indicate a poor fit. Fit is often denoted by a number lower than 0.08. Both SRMR values are less than 0.08, indicating a satisfactory fit. DULS is a method that distinguishes between unconstrained and latent solutions. The metric assesses the extent to which the model enhances the alignment between predicted and actual data compared to a reference model. A dual score of 0 indicates that the model does not enhance the fit of the data, but higher numbers suggest an improvement in the fit. Typically, positive alignments possess numerical values that exceed 3.0. Both dULS values exceed 3.0, which is likewise seen as indicative of a satisfactory fit. The abbreviation "dG" represents Gefen's dG index.

In general, the adequacy of the model is assessed based on the number of degrees of freedom and the level of complexity. A dG value of 1 signifies an ideal fit, whereas lower values suggest a suboptimal fit. Values greater than 0.95 are considered crucial. Both dG values have a magnitude of 0.8, indicating a high level of agreement. The chi-square test assesses the degree to which a model accurately represents the observed data. NFI is an acronym for the Normed Fit Index. The metric quantifies the degree of similarity between the model and the data relative to a baseline model. A Normalized Fit Index (NFI) value of 1 indicates the best possible fit, whereas decreasing values imply a

progressively worse fit. A firm fit typically exceeds 0.95. Both NFI values exhibit a similarity of approximately 0.88, indicating a commendable level of agreement.

Table 3: Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	AVE
CS	0.899	0.900	0.586
JP	0.906	0.906	0.726
HS	0.834	0.834	0.601

Cronbach's significantly high alpha coefficients indicate the dependability of the constructs in Table 6: challenge stressors (0.899), work performance (0.906), and hindrance stressors (0.834). Composite reliability is a statistical measure that evaluates the degree to which indicators of a construct are interconnected, with higher values suggesting stronger dependability. The constructs of challenge stressors (CS), employee job performance (JP), and hindrance stressors (HS) have a high degree of dependability, as indicated by rho_a values over 0.8.

The constructs have the following Average Variance Extracted (AVE) values: challenge stressors (0.586), employee work performance (0.726), and hindrance stressors (0.601). A coefficient of AVE that exceeds 0.5 is deemed satisfactory, suggesting that the studied constructs possess sufficient internal reliability and consistency. The results confirm the dependability and uniformity of the constructs employed in the study by the stated criteria for composite reliability and average variance extracted (AVE).

Table 4: Discriminant validity hetero trait- mono trait ratio (HTMT)

	CS	EP	HS
CS	▉		
JP	0.664	▉	
HS	0.453	0.874	▉

Table 4 displays the hetero-mono trait Ratio (HTMT), a measure utilized in structural equation modeling (SEM) to assess the distinctiveness of components. Discriminant validity is assessed by contrasting hetero-trait correlations (correlations between distinct constructs) with mono-trait correlations (correlations within the same construct). Zhu et al., (2023) States that HTMT values should not exceed 1.0 to establish discriminant validity. All HTMT ratios in this study are below the recommended threshold of 0.90, showing that discriminant validity has been successfully demonstrated for all components.

Table 5: Outer Loading Matrix

	CS	JP	HS
CS1	0.764		
CS2	0.761		
CS3	0.737		
CS4	0.759		
CS5	0.751		
CS6	0.776		
CS7	0.768		
CS8	0.803		
JP1		0.841	
JP2		0.863	
JP3		0.840	
JP4		0.868	
JP5		0.848	
HS1			0.804
HS2			0.768
HS3			0.799
HS4			0.786
HS5			0.718

Table 5 is a fundamental component used within the structural equation modeling (SEM) framework to depict the factor loading associated with the various items about their respective latent structures. In factor analysis, the outer loading of dimensions below 0.5 was dropped. (Mughal & Malik, 2022).

Table 6: R-Square

	R-	R-

	square	square adjusted
JP	0.842	0.840

Table 6 presents the model's R-squared, modified R-squared, and JP values. The R-squared value quantifies the degree to which the regression model accurately captures the data, reflecting the fraction of variability in the dependent variable that can be accounted for by the independent variables. Higher R-squared values suggest a more optimal fit, with values that range from 0 to 1. Adjusted R-squared is a revised form that considers the quantity of independent variables included in the model. Contrary to the R-squared statistic, which generally increases when more independent variables are included, the adjusted R-squared offers a more precise evaluation of how well the model fits the data by penalizing the inclusion of variables that do not enhance the model. The regression model in this study explains 84.2% of the variability seen in employee job performance. After accounting for confounders, the adjusted R-squared value reveals that the model explains 84% of the variability in job performance. The elevated numbers indicate that the model accurately matches the data.

Table 7: Path Coefficients

	(O)	(M)	(STDV)	(|O/STD)	P- values
CS -> JP	0.436	0.432	0.041	10.276	0.000
HS -> JP	0.181	-0.182	0.035	5.087	0.000

Table 7, obtained through a structural equation model where (O) represents original sample values, (M) sample mean, (STDV) standard deviation, and (O/STD) represents T- statistics. A positive coefficient (.436) shows a positive association between CS and employee job performance, implying that as levels of challenge stressors (CS) increase, this implies that when CS raises this affects job performance. The study's t-statistic of 10.276 shows significant statistical significance ($p < 0.000$). Hence, it is established that a strong positive relationship exists between CS and employee job performance, while the association between HS and JP is denoted by a coefficient of -0.181. T-statistic of 5.087 is statistically significant at p-value < 0.000. The results show a significant negative relationship between HS and JP. There is a significant positive or negative relationship between HS and employee JP. Hence, both hypotheses are accepted.

Discussion

The main aim of this study was to examine the correlation between stressors, namely challenge and hindrance stressors, and the employees' job performance. The research findings suggest a strong and positive association between challenge stressors and

employee work performance. The path coefficient between challenge stressors (CS) and employee job performance (JP) demonstrated a positive and statistically significant correlation (p < 0.000), indicating a robust direct influence of challenge stressors on employee performance. The calculated t-statistic of 10.27 provides additional evidence supporting the existence of a significant correlation (p < 0.000).

The findings of this study are consistent with other studies on the relationship between challenge stresses and employee performance. (Al Nuaimi et al., 2024) Emphasized that people's ability to handle challenging stresses differs, and aspects including self-efficacy, resilience, and coping mechanisms influence this variation. Organizations can improve performance by assigning relevant and demanding tasks, ensuring sufficient resources and support, and cultivating a helpful work atmosphere. Efficiently handling challenging pressures can facilitate employee flourishing and enhance their job effectiveness. Stressors that pose a challenge, such as a heavy workload, time constraints, difficult tasks, high levels of responsibility, and learning opportunities, have a positive effect on employee performance by encouraging the generation of new ideas and behavior 2015(Kena et al., 2015).

In contrast, the study revealed a strong and negative link between hindrance stresses and employee job performance. Hindrance stresses, which refer to job limitations that hinder individuals' goal attainment ((Rodell & Judge, 2009), have a detrimental effect on performance. The correlation coefficient between hindering stressors (HS) and employee job performance showed a significant negative association (p < 0.000), with a t-statistic of 5.08 offering additional evidence of this detrimental effect (p < 0.000). These findings align with previous research on the correlation between hindrance stresses and job performance. According to Wright & Cropanzano (1998), hindrance stresses harm employee performance. (Bakker & Demerouti, 2007) Dou et al. (2022) found that hindrance stressors result in emotional weariness, which serves as a mediator for their detrimental effect on performance. Baka & Prusik (2021 found that hindrance stresses negatively impact job performance, leading to burnout, emotional weariness, feedback avoidance, and performance deficits (Baka Prusik, 2021).

Conclusion

To minimize the adverse effects of external stressors and improve job performance, hospitals and other organizations should:

1. Facilitate Essential Resources and Assistance: Provide employees with training initiatives, growth prospects, and the opportunity to connect with mentors and coaches, enabling them to navigate and surmount difficult circumstances effectively.

2. Cultivate a Supportive Culture; Establish a setting that promotes the giving and receiving of criticism and support, ensuring that employees feel at ease requesting help when necessary.

3. Effectively Handle Stressful Challenges: By providing relevant and challenging tasks, organizations can encourage people, boost productivity, enrich experiences, and enhance skills.

Hindrance stressors hurt performance by disturbing the equilibrium of individual resources and resulting in emotional tiredness (Anasori et al., 2022). These stressors cause considerable stress, negatively affecting decision-making and increasing the

chances of making mistakes. As a result, work efficiency and innovative performance are hindered. (Seipp, 1991). Efficient stress management is essential for preserving staff welfare and productivity. Organizations should take proactive measures to address stressors that hinder productivity and provide resources to effectively manage the stress that arises from challenging tasks. This approach will help create a balanced and helpful work environment.

Managerial Implications

The consequences of the study's results have significant ramifications for organizational entities. Initially, firms need to endeavor to establish an ethical work environment. This entails the presence of leaders who exhibit ethical conduct and serve as exemplars of ethical principles for their subordinates. Furthermore, firms must provide their personnel with the necessary tools and comprehensive assistance to effectively navigate and triumph over demanding circumstances. This may include several components, such as training programs, developmental prospects, and the availability of mentors and coaches.

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