A Study on Investigating Stress, Burnout, and Organizational Factors that Influence Psychological Well-Being at Work.

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ARTICLE INFO	ABSTRACT
	This research employs a quantitative approach to examine the relationships between work stress, organizational features, and employee well-being. A sample of 100 workers from diverse industries, including enterprise, healthcare, education, and services, was chosen via snowball sampling. The data was gathered by self-administered questionnaires that included closed-ended Likert scale questions on workplace stress, burnout, leadership style, culture at work, and psychological well-being. Pearson's correlation and multiple regression indicated strong negative relationships between employee well-being and job stress (r = -0.63, p = 0.001), while organizational attributes including leadership style and workplace culture predict employee stress and burnout. The results give an overview of organizational features and mental health strategies that might help increase employee resilience. **Keywords:** Stress, Burnout, Psychological well-being, Workplace stress, Employee well-being, Work-life balance, Workplace culture.

INTRODUCTION

In today's fast-paced as well as demanding work environments, individuals often experience high levels of increased stress, which can cause burnout and have a negative impact affect their psychological well-being [1]. Stress and burnout are becoming serious issues in many industries, lowering productivity, job satisfaction, and overall organizational effectiveness [2]. Understanding the underlying causes of workplace burnout and anxiety is crucial for developing effective solutions to improve employee well-being and create a healthy work environment. Organizational issues like workload, job control, workplace culture, leadership styles, and support networks all have an impact on workers' mental health [3]. When these characteristics are not well controlled, they may lead to a stressful work environment, further jeopardizing emotional exhaustion, job dissatisfaction, and even psychiatric disorders such as anxiety and depression. Organizational interventions like positive leadership, work-life balance programs, and employee engagement programs can mitigate stress and improve overall health [4]. The purpose of this research is to look at how stress, burnout, and workplace problems interact to impact workers' psychological well-being [5]. Identifying major workplace factors allows employers to apply focused solutions to decrease burnout, increase job satisfaction, and nurture a healthier, more efficient staff.
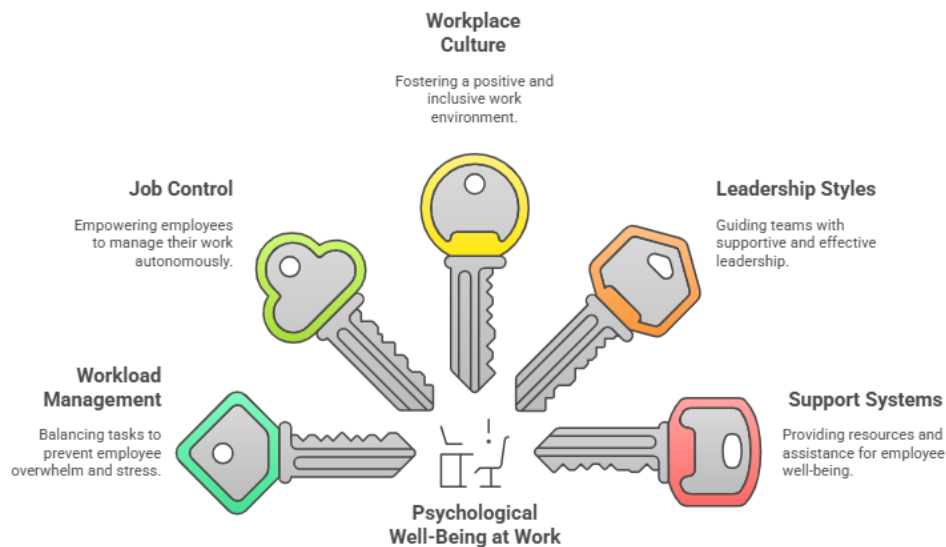
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Figure 1 Psychological well-being at work

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1.1 The Pervasiveness of Workplace Stress

Workplace stress is a widespread worry in contemporary enterprises, owing to excessive workloads, tight deadlines, and increased demands for multitasking and performance [6]. According to, excessive stress not only creates mental difficulties in workers but also leads to serious physical concerns such as hypertension and cardiovascular disease [7]. Chronic stress is especially widespread in sectors with high-stress employment, such as healthcare and business organizations, where workers are always under pressure to provide excellent outcomes [8].

1.2 Burnout because of Stress

Burnout is a psychiatric condition caused by prolonged work-related stress that displays emotional tiredness, depersonalization, and decreased personal performance [9]. It has been highlighted as an organizational risk to employee well-being and performance. Burnout de-energizes and drains workers' creativity, resulting in absenteeism, decreased productivity, and high turnover rates. Burnout must be addressed for long-term employee happiness and engagement to be properly maintained [10].

Leadership, workplace culture, and accessible resources are all important organizational factors that influence employee stress and well-being [11]. A positive work environment with recognition, diversity, and psychological safety minimizes workplace stress, while toxic cultures exacerbate the consequences [12]. Transformational leadership reduces stress and increases engagement by empowering people and building trust [13]. These dynamics must be handled sustainably for favorable mental health results.

The growing worry about mental diseases in the workplace has prompted requests for further study on stress, burnout, and work-related issues influencing employee well-being [14]. The resolution of these difficulties benefits not just people's quality of life, but also organizational resilience and performance [15]. Evidence-based interventions, such as the implementation of wellness programs, flexible working arrangements, and open communication, may provide realistic suggestions for a healthy work-life [16].

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2. LITERATURE REVIEW

According to the research, organizational characteristics including leadership style as well as workplace culture have a key role in determining employee stress and burnout. Supportive leadership significantly reduces burnout, while a positive workplace culture fosters lower stress levels [17]. These findings emphasize the need for strong leadership and a healthy work environment to enhance employee well-being. **Elvira Monteiro et.al (2023)** investigate the impact of workplace culture on the mental health and well-being of employees, with a particular emphasis on how organizational values, leadership methods, and work environments influence employee experiences. The research emphasizes that a productive work environment, which is defined as inclusivity, support, and free communication, enhances morale among workers, reduces stress, alongside cultivates a sense of belonging. Conversely, toxic work environments marked by excessive pressure, lack of recognition, and poor management contribute to anxiety, burnout, and decreased job satisfaction [18]. The review also underscores the role of flexible work policies, mental health support programs, and leadership involvement in creating a healthier work environment. Ultimately, Monteiro advocates for a proactive approach to cultivating a supportive workplace culture to improve employee well-being and organizational performance. **Petrina Coventry et.al (2023)** investigate the correlation between the ethical theory during flourishing and psychological well-being, emphasizing how personal growth, purpose, and moral values contribute to overall well-being. The study aligns psychological well-being with Aristotelian eudaimonia, which suggests that true happiness is achieved through virtue, meaningful engagement, and self-actualization [19]. Coventry highlights that workplaces fostering ethical leadership, supportive environments, and opportunities for personal and professional development enhance employee fulfillment and mental health. Conversely, unethical or toxic work cultures can lead to stress, disengagement, and decreased well-being. The study advocates for organizations to integrate ethical principles into their culture, promoting employee well-being by encouraging purpose-driven work, positive relationships, and moral responsibility.

Julia Aubouin-Bonnaventure et.al (2023) explore the concept of a "gain spiral" in the workplace, examining how virtuous organizational practices contribute to employees' psychological capital and overall well-being. The study underscores the role of ethical leadership, and supportive working conditions, alongside positive organizational values in the establishment of a reinforcing cycle that results in increased job satisfaction, resilience, and motivation among employees [20]. The effects of all these virtuous practices are significantly mediated by psychological capital, which includes self-efficacy, optimism, hope, along resilience, resulting in improved emotional and mental well-being. The research highlights that when organizations prioritize fairness, respect, and employee development, workers respond with enhanced engagement, productivity, and lower stress levels. This positive feedback loop, or gain spiral, not only benefits individuals but also strengthens organizational performance and culture. The study ultimately advocates for businesses to foster ethical and supportive workplaces that promote sustainable employee well-being and long-term success. **Paula Martins Nunes (2024)** offers a systematic review of how well-being intersects with suffering in workplace settings based on Self-Determination Theory (SDT). The study focuses on the need to satisfy employees' basic psychological needs, that is, autonomy, competence, and relatedness, in order to promote workplace well-being. Focused neglect of these needs can lead to stress, burnout, and job dissatisfaction [21]. The review integrates current research to illustrate that organizations that support positive environments, intrinsic motivation, and personal development opportunities increase employee engagement, job satisfaction, and mental well-being. In contrast, controlling work environments, overpressure, and social isolation lead to ill-being, which has a detrimental effect on individual performance and organizational performance. The study emphasizes the need for SDT-informed interventions in workplace policies, calling for leadership approaches that empower employees, enhance well-being, and

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reduce work-related stressors. **AlKandari et.al (2022)** look at the psychological wellbeing and mental health of South African workers during the COVID-19 pandemic, contrasting those who were previously infected with the virus and those who were not. The research points out that workers who had contracted COVID-19 felt more anxiety, stress, and fatigue, struggling with long-lasting physical and mental health consequences [22]. Alternatively, employees who were uninfected faced stressors related to the general effect of the pandemic on work-life balance, fear of infection, and job security. The value of organizational support in mitigating the psychological effect of the pandemic, including mental health services and flexible work arrangements, is highlighted by the study. Ultimately, the research demands proactive interventions to strengthen the resilience and well-being of employees in the event of a health crisis.

Claire E. Ashton-James et al. (2022) conducted a mixed-methods investigation into the factors influencing stress, well-being, and fatigue, alongside job satisfaction inside a specialized tiny animal hospital. The study combines quantitative and qualitative approaches to analyze the occupational challenges faced by veterinary professionals, including long working hours, high-pressure decision-making, and emotional distress from patient care [23]. The findings support that burnout is considerably affected by the workplace interactions, compassion fatigue, and overburden, whereas job satisfaction is considerably enhanced by professional freedom, sense of purpose, and effective team support. Organizational interventions like workload management, mental health care, and building a healthy work culture are highlighted as important to enhance well-being and mitigate burnout. Finally, the study calls for institutional reforms in veterinary workplaces to guarantee long-term job satisfaction and staff retention. **Muhammad Umair Sajid et.al (2021)** examine the causes and results of workplace stress, emphasizing its influence on both employees and organizations. Key stressors identified in the study include job insecurity, job insecurity, poor work-life balance, lack of job control, excessive burden, and interpersonal conflicts [24]. These stressors are able to result in negative psychological and physical impacts such as anxiety, burnout, decreased job satisfaction, and ill health. Also, work-related stress adversely impacts productivity, staff retention, and overall organizational effectiveness. The study calls for strong stress management initiatives, such as supportive leadership, staff well-being initiatives, and a harmonized work environment in order to overcome the negative consequences and increase workplace efficiency. **Ester Gil-Beltrán (2020)** examines the benefit of physical fitness for boosting output and general wellness in the workforce. The study highlights that regular physical exercise is crucial for better physical health as well as easing tension, improvement in mood, and improvement in general mental welfare. Exercise, whether in the form of organized workplace fitness activities or basic activities such as stretching and walking, assists employees in coping with work-related stress, boosting energy levels, and enhancing concentration [25]. The study also highlights the link between an active lifestyle and higher job satisfaction since workers who maintain physical exercise in their lives are likely to have enhanced motivation, improved collaboration, and less burnout. In conclusion, the study encourages organizations to promote physical exercise as a major strategy for creating a healthier and more efficient working environment.

2.1 Research gap

In spite of a large body of research on workplace burnout and stress, there are still gaps in responding to varied organizational contexts, changing work models, and holistic frameworks integrating leadership, culture, and individual reactions. There is limited empirical testing of interventions and workplace modifications that further impede long-term solutions. This study seeks to offer a holistic, actionable insight into these factors to improve workplace mental health.

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3. METHODOLOGY

The study used a quantitative method to the research to explore the interactions between organizational variables, workplace stress, and employee well-being. It was chosen to measure the effects of the stressors and organizational variables on psychological outcomes as well as to assess the effectiveness of interventions in improving workplace mental health.

3.1 Data Collection The information was obtained from a self-reported questionnaire that was delivered both electronically and in paper format. The questionnaire aimed to obtain data on three major variables: work stress, burnout, leadership, corporate culture, and psychological well-being. Item types included closed-ended Likert scales and demographics.

3.2 Objective

The main research objectives of the study are:

- Evaluate the impact of workplace stress on employee psychological well-being.
- Understand how organizational issues impact stress and burnout.

3.2 Hypothesis

● **H1:** Workplace stress has a high negative correlation with employee psychological well-being.

● **H2:** Organizational issues have a significant influence on employee stress and burnout.

3.4 Target Audience

This study's target demographic consisted of personnel from a variety of industries, including business and healthcare, as well as education and service industries. A large sample was collected, allowing for more generalizability and cross-comparability with different organizational contexts.

3.5 Sampling Size

The research used a sample size of 100 workers. The sample size was set to give sufficient statistical power and representativeness of the population across sectors, allowing for the discovery of patterns linked to workplace stress and employee well-being. The data was collected via snowball sampling. A core group of workers was established to submit names to additional employees, and these suggested employees subsequently participated in the research. This strategy accessed various samples across sectors and gave opportunities for interviews with hard-to-reach groups, giving different perspectives on workplace stress.

3.6 Analysis Tool

The data was analyzed using a range of statistical methods, including descriptive analysis. The correlation coefficient was utilized to determine the strength and nature of relationships between psychological well-being, organizational characteristics, and workplace tension. Additionally, regression analysis was conducted to assess the impact of workplace stress and organizational characteristics on employee well-being. A series of regression analyses were performed while controlling for confounding variables.

4. DATA ANALYSIS AND INTERPRETATION

This study's data analysis employed a variety of statistical tools to look at the links between workplace stress, organizational characteristics, and employee well-being. In the beginning correlation analysis was utilized to establish the magnitude and direction of the correlations among the primary variables. Then, multiple regression analysis was performed to investigate how workplace stress and organizational characteristics predicted employee psychological well-being while accounting for other

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possible influencing factors. The approaches utilized here enabled a full knowledge of the interconnections between the numerous factors involved while also obtaining practical recommendations for enhancing mental health at work.

Table 1: Demographic analysis of the sample size (100 employees)

| Demographic Category	Category	Frequency (n)	Percentage (%)
Gender	Male	58	58.00%
	Female	42	42.00%
Age Group	18-25	6	6.00%
	26-35	62	62.00%
	36-45	9	9.00%
	46-55	13	13.00%
	56+	10	10.00%
Job factor	Corporate	67	67.00%
	Healthcare	11	11.00%
	Education	10	10.00%
	Service Industry	9	9.00%
	Other	3	3.00%
Educational level	High School	13	13.00%
	Undergraduate	66	66.00%
	Graduate/Professional	18	18.00%
	Doctorate	3	3.00%
Years of experience	0-5 years	46	46.00%
	6-10 years	37	37.00%
	11-20 years	13	13.00%
	21+ years	4	4.00%

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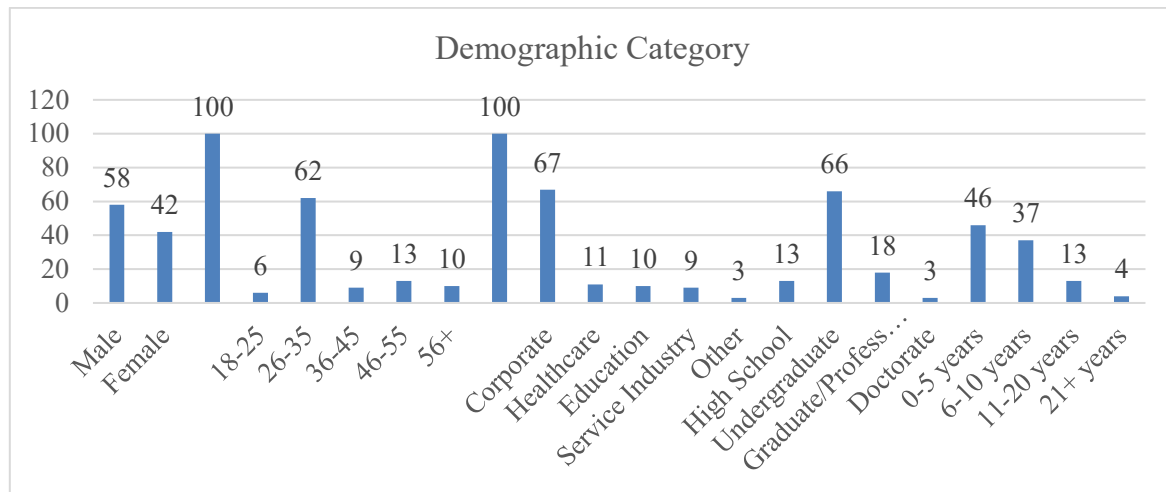
Figure 1 Demographic Category

Interpretation

The demographic data in the table provides insights into the composition of the surveyed population across various categories. In terms of gender distribution, 58% of respondents are male, while 42% are female. Most participants (62%) fall within the 26-35 age group, followed by 13% in the 46-55 range, 10% aged 56 and above, 9% between 36-45, and only 6% in the 18-25 bracket. Regarding job factors, most respondents (67%) work in corporate settings, while 11% are in healthcare, 10% in education, 9% in the service industry, and 3% in other sectors. Education levels indicate that 66% hold undergraduate degrees, 18% have graduate or professional degrees, 13% completed high school, and 3% possess a doctorate. When considering work experience, 46% have 0-5 years, 37% have 6-10 years, 13% have 11-20 years, and only 4% have more than 21 years of experience. These statistics reflect a predominantly young workforce with a strong educational background, primarily engaged in corporate roles, with a significant proportion having limited work experience.

Table 2: Correlation analysis (H 1)

|	Mean (M)	Standard Deviation (SD)	Correlation (r)	Significance (p-value)	Result
Workplace Stress	3.7	1.3	-0.63	0.001	A substantial negative association was established, demonstrating that greater levels of occupational stress are related to worse psychological well-being.
Psychological Well-being	4	1.2	-0.63	0.002	The considerable negative connection demonstrates that higher stress causes poorer psychological well-being.

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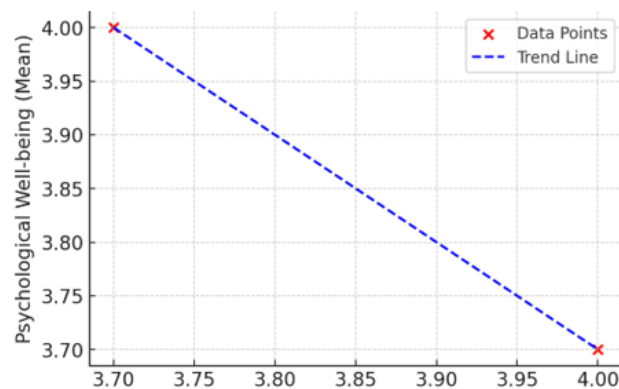
Figure 2 Correlation between Workplace Stress and Well-being

The results indicate a significant negative correlation (r=−0.63r = -0.63r=−0.63) between workplace stress and psychological well-being, suggesting that higher workplace stress levels are associated with lower psychological well-being. This finding is statistically significant (p<0.05p < 0.05p<0.05), reinforcing that increased stress negatively impacts mental well-being.

Table 3: Regression analysis (H2)

Organizational Factor	Mean (M)	Standard Deviation (SD)	Regression Coefficient (β)	Significance (p-value)	Result
Leadership Style	3.9	1.1	0.55	0.003	Leadership style has a substantial beneficial influence on staff stress and burnout. More supportive leadership leads to lesser burnout.
Workplace Culture	4.2	1	0.4	0.005	A healthy company culture is linked to decreased stress and burnout levels. Employees in supportive work situations reported lower stress.

Figure 3 Impact of Organizational Factors on Employee Stress and Burnout

The regression analysis shows that organizational factors have a significant impact on employee burnout including psychological stress. Leadership style has a significant beneficial influence, with a

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general mean of 3.9 and an adjusted regression coefficient of 0.55, suggesting that overall supportive leadership performs a major role in reducing employee burnout. The significance value of 0.003 further confirms the reliability of this finding. Similarly, workplace culture, with a mean of 4.2 and a regression coefficient of 0.4, also exhibits a positive relationship with stress reduction. A significance value of 0.005 suggests that employees in a positive and supportive work environment experience lower stress and burnout levels. These findings emphasize the importance of leadership and workplace culture in fostering employee well-being and reducing workplace stress.

5. DISCUSSION

This research helps to bridge information gaps about the intricate interaction of workplace stress and organizational variables on employee well-being. The current study demonstrates strong correlations between these variables, adding to the ever-expanding body of literature detailing how stress and organizational dynamics influence psychological health at work. The correlation research found a strong negative association between workplace stress and employee psychological well-being. The negative connection between job stress and well-being ($r = -0.63$, $p = 0.001$, and $p = 0.002$) is consistent with previous research demonstrating how stress harms mental health. For example, (Jeon et al., 2018) found that persistent stress may cause burnout, anxiety, and depression, all of which can have an impact on employee well-being. The study of (Hendrix et al., 1994) established job stressors as significant predictors of psychological discomfort, which verifies our finding: stress levels have an inverse relationship with psychological wellness. As a result, this research emphasizes that stress management intervention is a step towards enhancing workers' mental well-being since prolonged exposure to stress has long-term implications on psychological parameters. There is also support for regression analysis to show how organizational variables impact stress and burnout. The regression results indicate that leadership style ($\beta = 0.55$, $p = 0.003$) and organizational culture ($\beta = 0.4$, $p = 0.005$) are significant predictors of job stress and burnout among workers. The findings are consistent with Wright and Cropanzano (2004), who claimed that "the context of the work environment exerts a strong role in determining what levels of employee burnout develop." Supportive leadership and healthy workplace culture, in particular, decrease stress and increase resilience, as supportive leaders who give emotional support at work and foster a collaborative culture are linked to higher job satisfaction and psychological well-being. The present research is consistent with (Aiello & Tesi, 2017), who discovered that autonomy in an organization managed by good leadership decreases stress and burnout.

6. CONCLUSION

Overall, this research focuses on the relationship between workplace stress, organizational characteristics, and employee well-being. The findings emphasize the necessity of taking a comprehensive approach to employee mental health, addressing stresses at both the individual and organizational levels. Implications for Practice: The current study's results suggest that investing in leadership development, healthy workplace cultures, and mental health techniques such as mindfulness and flexible work practices might help reduce stress and enhance employee resilience. Future studies should use longitudinal designs to look at the long-term effects of these interventions concerning staff mental well-being and job satisfaction. Finally, this study extends past research by investigating the influence the workplace stress, organizational features, and mental health efforts on employee well-being. The results contribute to the expanding knowledge on this subject, providing employers with practical insights to improve employee mental health and build more supportive and resilient work environments.

6.1 Recommendation

- Stress management programs may help workers reduce their stress levels.
- Collaborative and respectful organizational culture.

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- Emotional intelligence-based leadership development.
- Flexible work arrangements for better work-life balance.
- Implement mindfulness techniques and mental health initiatives.

7. FUTURE IMPLICATION

Future studies may study longitudinal surveys to follow up on the effectiveness of interventions in workplace mental health on employee well-being and productivity over time. Further research on sector-specific stressors and organizational practices that affect mental health will further contribute to understanding the most effective strategies for a supportive work environment. Further extension of the research into various industries and employee demographics will also enhance the generalizability of the findings and help refine mental health initiatives in different workplace settings.

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