



## IMPACT OF STRESS ON JOB SATISFACTION AND ATTRITION LEVEL

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### Abstract

The Impact of Stress on Job Satisfaction and Attrition Level is a critical area of research in contemporary organizational psychology and human resource management. This study investigates the intricate relationship between workplace stress and its implications on employees' job satisfaction and attrition rates. The research highlights stress as a multidimensional construct stemming from various work-related factors, affecting employees' overall well-being and performance. A comprehensive literature review reveals that high levels of stress lead to diminished job satisfaction, resulting in reduced motivation and increased turnover intentions. Mediating mechanisms such as burnout and organizational commitment have been identified, elucidating the indirect impact of stress on attrition levels. Overall, this study underscores the significance of addressing workplace stress to foster a healthier and more sustainable work environment, ensuring enhanced job satisfaction and reduced attrition rates among employees.

**Keywords:** *Job satisfaction, attrition level, job stress, employee satisfaction.*

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### Introduction

In today's fast-paced and highly competitive professional landscape, organizations face numerous challenges in retaining their employees and ensuring their job satisfaction. One of the critical factors that have garnered considerable attention from researchers and practitioners alike is the influence of stress on employees' overall job satisfaction and its subsequent impact on attrition levels. Stress, stemming from various sources such as workload, job demands, interpersonal conflicts, and lack of resources, has become an inevitable aspect of modern work environments (Aguinis and Glavas, 2017). Its pervasive presence has raised concerns about its potential consequences on individual well-being and organizational performance. Understanding the intricate relationship between stress, job satisfaction, and attrition levels is of paramount importance for organizations seeking to create a thriving and sustainable workforce.

Stress, in the context of this study, refers to the psychological and physiological responses experienced by individuals when individuals observe an uneven distribution of demands compared to their own capacity to meet those expectations within their work environment (Arif and Yasir Aftab Farooqi, 2014). Stress can arise from various sources, including high workloads, time pressure, conflicting responsibilities, lack of control over tasks, interpersonal conflicts, and inadequate support systems. It is a multidimensional construct encompassing cognitive, emotional, and behavioural reactions that can significantly impact an individual's overall well-being and performance at work.

Employment satisfaction is a term used to describe how happy and fulfilled a person feels about their employment and duties at work. It includes how a person feels and behaves toward different elements of their employment, including their job itself, the working atmosphere in which they place of employment, their compensation and perks, and their chances for professional advancement, the relationship with colleagues and supervisors, and the overall work-life balance. High levels of job

satisfaction are associated with increased motivation, engagement, and commitment to the organization, while low levels can lead to reduced productivity, increased absenteeism, and higher turnover intentions.

Attrition level, also known as employee turnover, refers to the rate at which employees voluntarily leave an organization over a specific period (Behl et al., 2021). It is a crucial metric for assessing the stability and continuity of a workforce. High attrition rates can be detrimental to organizations as they incur significant costs related to recruitment, training, and onboarding of new employees. Attrition can occur due to various reasons, including job dissatisfaction, stress, lack of career growth opportunities, inadequate work-life balance, and unfavourable organizational culture.

In summary, the variables in this research topic are stress, job satisfaction, and attrition level. Understanding the relationships between these variables can provide valuable insights into stress's effects on workers' overall job happiness and how it affects whether they quit or remain in a company. Hence the research objective for the topic is as follows:

1. To assess the relationship between workplace stress and job satisfaction among employees, examining how different dimensions of stress influence various facets of job satisfaction.
2. To investigate the mediating mechanisms that may explain the link between stress and attrition levels, exploring factors such as burnout, job engagement, organizational commitment, and work-life balance.

A method that emphasizes the use of subjective information will be used in this study to better understand employees' perceptions, experiences, and attitudes regarding stress, job satisfaction, and attrition. By utilizing a qualitative research methodology, this study aims to capture rich and contextualized data, enabling a deeper exploration of the impact of stress on job satisfaction and attrition levels from the employees' perspectives. The results of this study will add to the repository of existing information and have useful ramifications for businesses looking to improve employee well-being and retention strategies in the face of workplace stress.

### **Literature review**

The relationship between stress, job satisfaction, and attrition has been the subject of extensive research in organizational psychology and human resource management. In the contemporary work environment characterized by increasing demands and pressures, understanding how stress influences employees' job satisfaction and subsequently affects attrition levels is vital for organizational success. This literature review aims to synthesize existing research on the variables of stress, job satisfaction, and attrition, and their interconnections to achieve the research objectives of assessing their relationship and investigating potential mediating mechanisms.

1. Relationship between Stress and Job Satisfaction:  
Numerous studies have explored the complex relationship between workplace stress and job satisfaction. A study by Bhadana, Saxena and Bhatia (2022) found that high levels of job demands and limited resources can lead to increased stress levels, resulting in reduced job satisfaction and emotional exhaustion. Similarly, Caricati et al. (2013) revealed that work-related stressors, such as role ambiguity and interpersonal conflicts, negatively impact job satisfaction levels among employees. On the other hand, research by Carpiano and Moore (2020) identified that employees experiencing greater job resources, such as support from supervisors and opportunities for skill development, reported lower levels of stress and higher job satisfaction.
2. Mediating Mechanisms between Stress and Attrition:  
Investigating the factors that mediate the relationship between stress and attrition is critical to understanding why employees may choose to leave an organization. A study by Lee and Ashforth (2020) demonstrated that burnout, which is a common outcome of chronic stress, plays a significant mediating role between stress and turnover intentions. Employees experiencing burnout are more likely to consider leaving their jobs as a means of coping with stress and seeking relief from the adverse effects it has on their well-being. Furthermore, research by Chaudhary, Gaur and Chakrabarti (2022) highlighted the role of organizational commitment as a mediator, indicating that employees with higher levels of stress and lower job satisfaction are less likely to remain committed to the organization, increasing their likelihood of attrition.

### Data interpretation

The literature review establishes a clear link between stress, job satisfaction, and attrition, providing valuable insights into their interconnections. Having a stressful job is linked to having a less satisfying job, while low job satisfaction and elevated stress levels contribute to increased attrition rates. Moreover, the mediating mechanisms identified in the research highlight the importance of addressing factors such as burnout and organizational commitment. Organizations must recognize the adverse consequences of stress on employee well-being and take proactive measures to prevent burnout. Promoting a supportive work environment, offering resources for stress management, and enhancing organizational commitment through career development opportunities and employee recognition can mitigate the negative effects anxiety on contentment at work and attrition.

### Conclusion

To conclude, the research on the "Impact of Stress on Job Satisfaction and Attrition Level" has provided valuable insights into the complex interplay between these variables in the modern workplace. The literature review revealed that workers' job happiness is significantly impacted negatively by anxiety at work, leading to reduced motivation, engagement, and overall well-being. This, in turn, can contribute to higher attrition rates as employees may seek alternative opportunities to escape the detrimental effects of stress.

Finally, research on stress's effects on satisfaction with work and attrition is an ever-evolving field with significant implications for the well-being and performance of employees and organizations. By addressing the complexities of stress management and prioritizing employee satisfaction, organizations can foster a resilient and engaged workforce, leading to improved retention rates and organizational success in the face of ever-changing work demands. The future research scope in this area holds great promise in developing evidence-based strategies that contribute to a healthier and more sustainable work environment for employees.

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