

THE RELATIONSHIP BETWEEN JOB STRESS, JOB SATISFACTION, AND EMPLOYEE PERFORMANCE: A STUDY AMONG HOSPITAL EMPLOYEES OF SOUTH WAZIRISTAN TRIBAL DISTRICT IN PAKISTAN

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Abstract

This study presents an extensive investigation into the connections between healthcare workers' levels of stress, job satisfaction, and productivity in Pakistan's South Waziristan Tribal District. The study provides a detailed picture of how workplace stress affects the performance and job happiness of healthcare employees in this location by delving into the specific issues they experience. Strong evidence favoring a correlation between these factors was discovered in the research. Employee performance was found to be significantly correlated with job stress, and job happiness was found to play a vital role in mediating this relationship. This study investigates the intricate relationships between key variables - workload, working environment, decision-making authority, and monetary rewards - in the healthcare sector of the South Waziristan Tribal District, Pakistan. These variables collectively influence the workplace experiences and overall job satisfaction of healthcare professionals, ultimately affecting their performance and the quality of healthcare services delivered. The study also provided new insight into the wide range of physical and mental pressures experienced by healthcare workers and their significant impact on their health. Stress management approaches, employee welfare programs, training, and equitable performance rating systems are among the many solutions proposed to meet these difficulties. The proposed changes are meant to improve the working conditions of healthcare professionals. The thesis also emphasizes the necessity for more studies in a variety of healthcare settings and geographical areas in order to fully address the complexities of occupational stress. In sum, this thesis provides insightful analysis and actionable suggestions for enhancing healthcare professionals' health and productivity, particularly in difficult settings like the South Waziristan Tribal District.

Keywords: Job stress, job satisfaction, employee performance, healthcare, professionals, South Waziristan tribal district

Introduction

Background

The modern definition of the word "stress" spans a broad spectrum of concepts, from a relatively insignificant nuisance to a complete and utter mental collapse. Because the term "stress" can have both good and negative connotations, it has caused disagreement among scientists (Jackson & Frame, 2018). This is the reason why there is no longer a single agreed-upon interpretation of the word "stress." In our study, we make the negative assumption about stress and concentrate solely on how it manifests itself in

unfavourable ways in the workplace. Anxiety is the first step toward a more powerful physiological and psychological response to stress, and while it may signal a potentially negative consequence, it does not always indicate a hopeless situation. Anxiety is the first stage of the stress response that manifests in both the body and the psyche. Along with the mental element and the risks, the vocabulary that is used to identify stress and the factors that cause tension have also developed over time. His study has helped physicians link stress to a specific section of the brain. The term "stress" was first used in a scientific context by (Ong et al., 2004). It refers to "the brain's undifferentiated reaction to the desire for independence." In order to discriminate between a reaction and a stimulus, the "variables anxiety" theory was investigated as a possible source of the psychophysiological response. This was done so that a reaction could be isolated from a stimulus. This was done so that the researchers would be able to differentiate between the two. According to Masood et al., (2014), it is quite likely that the physiological person, the environment, and the external impact or occurrence are all contributing factors in the development of this state of affairs. Stress has major negative effects on an individual's physical and mental health, and these effects can be shown to be mutually exclusive depending on the level of pressure that is being experienced. The perception of stress as either a beneficial or detrimental response to a strain rate is possible. These days, when we talk about someone's health, we don't simply consider their physical appearance; we also include their mental state and the social context in which they live, which includes their community, economy, and environment. Anxiety is something that might arise in a person when they feel as though their requirements are not being satisfied to the extent that they believe is required. It is possible for healthcare organizations to assist their staff in maintaining a harmonious equilibrium between their personal and professional lives by cultivating a culture that acknowledges the necessity of a work-life balance. According to a study that was carried out by Awan et al., (2023) in public hospitals in Lahore, Pakistan, nurses and doctors report the highest levels of occupational stress among healthcare professionals. Long working hours, large patient loads, the need to make quick decisions, and a lack of resources are just some of the stressors that healthcare personnel face, and they can cause a person to experience "job stress." Tamunomiebi et al., (2021) conducted a study in which they surveyed public sector hospitals in Islamabad, Pakistan. They found that job satisfaction among healthcare employees was related to organizational support, recognition, and possibilities for professional progress. Work-life balance, supportive management, and adequate resources were shown to be related with better levels of job satisfaction among healthcare professionals in a study that was carried out by Khan et al., (2021) in private hospitals in the city of Lahore in the Pakistani province of Punjab. These findings highlight the necessity of building a favourable work environment for medical professionals in Pakistan's public and private sectors in the setting of the South Waziristan Tribal District. There is a significant inverse relationship between the amount of stress that employees in the healthcare profession are under and the degree to which they are content in their jobs. Extensive research has been conducted to investigate the connection between these factors, and the findings have contributed significantly to our understanding of Pakistan's healthcare system as a whole. As a result of organizational strategies that emphasize the provision of resources, effective leadership, supportive policies and practices, employee assistance programs, workplace support systems, physical work environment enhancements, collaborative decision-making, learning and development opportunities, and work-life balance initiatives, healthcare workers in the South Waziristan Tribal District have reported less stress and greater satisfaction. By placing a premium on these characteristics, organizations have the potential to improve employee performance and health outcomes, which, in turn, leads to increased job satisfaction and a reduction in stress levels.

Problem Statement

The South Waziristan Tribal District of Pakistan presents a significant challenge for the country's healthcare industry because of the high levels of stress that are faced by those who work in the medical area. The ability of healthcare employees to perform their duties successfully is negatively impacted, in addition to their bodily and mental health, when they are subjected to high levels of stress in the workplace. There is a dearth of study in the field of healthcare that analyses the relationship between stress at work,

job happiness, and productivity; this is despite the fact that workers in the healthcare industry play an essential part in ensuring that the general public has access to high-quality medical treatment. It is the first step towards enhancing the quality of medical care in a region to raise awareness of the elements that contribute to job satisfaction and stress among those who work in the healthcare industry. Studies conducted in both the United States and other countries (Hasbrouck & Waddimba, 2017) have shown that workers in the healthcare industry confront a variety of obstacles that are particular to their line of work.. The Annual Health Human Resources Report (Fernandes et al., 2023) explains how stress-related concerns are making healthcare professionals less content with their professions, which has led to a major reduction in retention rates. This will result in an overall improvement in the quality of healthcare services provided in the district. Researchers in the South Waziristan Tribal District's healthcare industry have not paid nearly enough attention to the link between occupational stress, job satisfaction, and performance in the workplace. In the absence of current statistics and data that are particular to each district, it is difficult to devise individualised solutions to solve the core issue that has been identified. This knowledge gap exists in the South Waziristan Tribal District, and the goal of this study is to fill it by determining the factors that lead to the high levels of stress and low levels of job satisfaction experienced by healthcare staff. The conclusions of the study will shed light on the seriousness and breadth of the problem after evaluating the most recent data from government reports, health department records, and employee questionnaires obtained through a variety of techniques of inquiry. The findings of the study can be used by healthcare policymakers and administrators in the region to implement tried-and-true strategies for raising employee morale and job satisfaction, which will ultimately lead to improved treatment for patients.

Objectives

The specific objectives of this study are as follows:

- To analyze the relationship between financial incentives in the healthcare sector of South Waziristan, KP (the independent variable) and productivity (the dependent variable).
- To examine the correlation between employee performance and access to decision-making power in the healthcare industry of South Waziristan, KP.
- Determine how employee performance in the healthcare sector of South Waziristan, KP is affected by workload (an independent variable).
- Among healthcare workers in South Waziristan, KP, we aimed to examine how job satisfaction acted as a moderating variable by examining the relationship between workplace stress (as measured by workload, financial incentives, and decision-making authority) and employee performance.
- To investigate the relationship between job happiness and productivity in the healthcare sector of South Waziristan, KP.
- The purpose of this study is to better understand the unique stresses experienced by medical staff in South Waziristan, KP, and how they may affect productivity.
- The purpose of this study is to learn more about the relationship between job happiness and performance among healthcare workers in South Waziristan, KP.
- The purpose of this study is to analyze the relationship between hospitals' decision-making authority, workload, and working environment and staff productivity in South Waziristan, KP.

Literature Review

Performance in the workplace is known by a number of different titles, such as job performance and team accomplishment, and it can be evaluated using a number of different methods. According to Atatsi et al., (2019), employee performance is measured by both the quality and amount of work that is generated on the job. The term "task performance" refers to the outcomes that occur while performing tasks within a particular time frame, as defined by the literature (Borman et al., 2014). "Work performance" is defined by Zhou et al., (2017) as the quality and quantity of outputs produced by an individual or group in the course of accomplishing predetermined goals. According to (Muslih & Damanik 2022), another method

for assessing employee performance on the job is to watch how well workers complete assignments while considering the bigger picture of the company. The quality of one's performance in the job is critical to achieving success in both one's professional and personal life. After successfully finishing a task, an individual is more likely to experience feelings of accomplishment, competence, and confidence (Pinder, 2014).

Employee Performance

According to Marghany, (2015), the concept of "owner performance" relates to the degree to which the owner is productive in terms of completing the project on time. It has been suggested by other academics (Arimie & Oronsaye, 2020) that businesses should modify their tactics in response to the success the company has had in the market. According to (Tamunomiebi et al., 2021), the definition of performance in the workplace is how well an employee accomplishes their job. According to Nesar & Rahman (2016), human capital planning is a vital and all-encompassing strategy for managing people in all parts of their life in Bangladesh. This includes managing people in their working conditions, as well as in their social and environmental surroundings.

Mediating Variable

Job Satisfaction

According to Inuwa, (2016), job satisfaction is a complicated phenomenon that is affected by a number of circumstances that are beyond the control of an individual. The concept of "job satisfaction" is defined as "a sense of contentment with one's current position within an organization" (Adelina et al., 2020). When a manager or supervisor actually takes pleasure in their work, it shows in the quality of work that they pass down to their subordinates. On the other hand, if a contractor is ill-prepared to carry out the work that is required of them, there is a good chance that their level of happiness would be low. According to Gunawan & Sondakh, (2019), one of the most important aspects of the concept of job engagement is how employees view the work that they do. Because there is a strong association between one's degree of engagement and their productivity, a high producer is also likely to be highly motivated and content with their work (Gunawan & Sondakh, 2019). This is due to the fact that a high producer takes pride in their work. According to Gunawan & Sondakh, (2019), a contractor's unhappiness and lack of motivation are indicators of low remuneration. This unhappiness and lack of motivation can be produced by a number of issues, including an unsafe workplace, a lack of position clarity, an increase in behaviours, and so on. According to the findings of another study (Aziri, 2008), employees' levels of interest in their occupations were inversely proportional to how well they believed their jobs satisfied both their emotional and physical needs.

Relation between Dependent, Mediating and Independent Variables

Stress in the workplace can be caused by a number of factors, including workload, financial rewards, the quality of the work environment, and employee input into crucial decisions. This, in turn, can have an effect on job satisfaction, which can have an effect on job performance. Stress at work is the independent variable that serves as a stand-in for the myriad other forms of stress that employees are exposed to on the job. At work, an individual's degree of stress can be affected by a number of factors, including the workload, the financial rewards, the working climate, and the authority they have to make decisions. Job satisfaction acts as a moderator between the impacts of occupational stress on workers' productivity and the stress's direct impact on those effects. When someone says that they are "happy in their jobs," they are referring to the degree to which they are satisfied with their careers and the extent to which they take pleasure in the work that they perform. If workers feel more satisfied in their work, they may be more motivated to put in more effort. Employee performance can also have an effect on job satisfaction, creating a feedback loop between the two ideas of job happiness and employee performance. It is imperative for businesses to have a solid understanding of this connection in order to increase both productivity and morale. By identifying the causes of tension in the workplace and taking steps to alleviate those causes,

companies have the ability to create a more upbeat and satisfying work environment, which in turn reduces stress and promotes job satisfaction. Increasing the amount of happiness that employees feel while they are on the job can have a positive impact on their performance, which can eventually result in better outcomes for the firm.

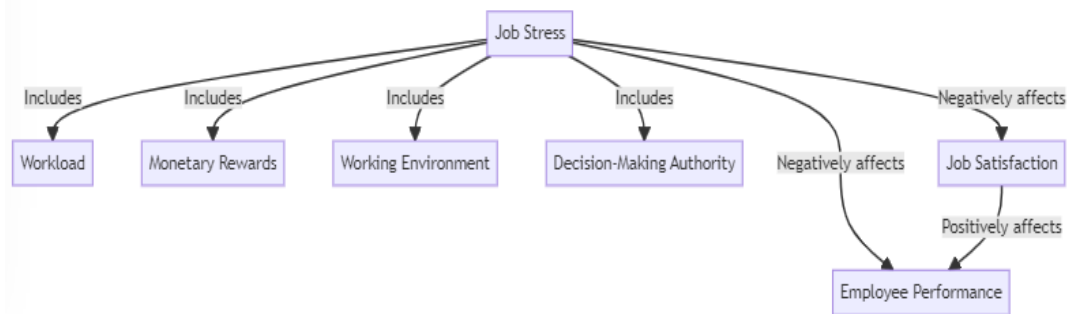


Figure 2.3: Relation between all variables
Underlying Theories

Theories of motivation investigate the factors that may have an impact on an individual's level of motivation. They devote a significant portion of their content to examining the relationship between wants and needs in order to inspire people to take action. The theories discuss the structural makeup of needs, the nature of those wants, and how they relate to a woman's motivation to take action in a particular situation. According to Aina, (2014), we are able to use these concepts to investigate what motivates people to take any action at all. The Need Theory of Motivation developed by Abraham Maslow serves as the primary theoretical foundation for this investigation.

Maslow's Need Motivation Theory

Basic concepts and assumptions of the drive are included in Maslow's framework, which comprises the following principles and assumptions:

- i. A person has a continual sense of need;
- ii. A human has a specific set of clearly stated needs that may be classified into specific categories;
- iii. A people have a continuous sense of need;

For the purpose of organizing requirements in relation to one another, a hierarchy arrangement of requirements is utilized. When an individual's needs are not met, they will take action to address the situation. The fulfilment of desires is not what motivates human beings. When one need is met, it is inevitable that another will emerge to take its place. The majority of the time, a person will have multiple desires at the same time, and each of these desires will be a unique concept that is connected to the others. Before those higher up on the "ladder" of wants and needs can have their wants and needs meaningfully satisfied, those at the bottom of the "ladder" must have their needs met. According to Liu et al., (2019), there are more options available to fulfil high demands than low demands, and vice versa. Soon after the publication of *Towards a Philosophy of Somebody Being*, Maslow added a new chapter to the book. This new chapter was titled "reach up," and it outlined a set of desires that went above and beyond the initial five. However, Maslow points out that it is difficult to characterize these needs due to the fact that they are connected to one another and mutually constitutive; defining any one of them requires reference to the others. According to Hoboubi et al., (2017), Maslow identifies a number of essential ideals, some of which include purity, completeness, wholeness, justice, life, variety of expressions, simplicity, elegance, compassion, personal uniqueness, sincerity, comfort, a tendency to pleasure, integrity, ego, and self-actualization. Among these ideals, Maslow places an emphasis on the importance of self-actualization.

According to Maslow, ontological values are an essential component of the framework for self-improvement, and they serve as a potent driver of human endeavour.

Expectancy Theory

According to this idea, the reason why people behave in a given way is because of what they believe will occur as a direct consequence of their actions. According to Victor Vroom, our behaviours are made more consistent by the results we experience. According to this hypothesis, an individual's level of effort is affected by the outcomes that they can anticipate. For example, workers are more likely to respond positively to incentives as long as such incentives have some relevance to the task that they do. According to Wigfield & Cambria (2010), managers may use this strategy to determine which of the several elements that can influence employee motivation are most important. In exchange for a salary or some other sort of recompense, workers trade their time and effort at their place of employment. The education level, employment history, and skill set of an employee could also be included in this data. In this scenario, the most common outputs that are traded for inputs are monetary compensation, non-monetary benefits, and social standing. Happiness in the workplace can be attained through cultivating a culture of mutual respect and treating all employees as valued contributors (Jibril & Yeşiltaş, 2022). This can help employees feel like their contributions are respected and appreciated. They anticipate being compensated in a manner that is both fair and impartial, and as a result, it makes them happy whenever they are given such privileges.

Goal-setting Theory

According to the goal-setting theory developed by Locke & Latham (1990), an individual's level of performance can be increased by the creation of 'high goals' that are particular, challenging, but ultimately reachable by the individual. According to Locke & Latham (2013), one of the key reasons why it is vital to create lofty goals is because doing so makes people feel more driven and drives them to devise new means by which they could increase their level of effort or performance. This is one of the primary reasons why it is essential to set lofty goals. Another primary reason why it is essential to set lofty goals is because doing so makes people feel more inspired. Atefi et al., (2016) found that the levels of job satisfaction experienced by nurses varied depending on factors such as their age, number of years of experience, degree of education, and location of employment. These factors all played a role in the nurses' ability to feel fulfilled in their work. Researchers have looked into the different ways in which countries experience varying degrees of happiness in their jobs. According to the findings that were provided by Liu et al., (2019), a combined survey approach was used to research the quality of life in the workplace as well as the disparities in career possibilities that exist across regions for Chinese nurses. This research was conducted to find out more about the quality of life in the workplace. The survey had a total of 1278 participants, all of whom were registered nurses. According to the findings, there is a correlation that is statistically significant between an individual's age and the level of contentment that they derive from their chosen line of work ($r = 0.144$, $p = 0.01$). There was a statistically significant difference ($t = 11.208$, $p = 0.01$) between the levels of job satisfaction reported by nurses working in southern and northern institutions, with southern institutions reporting greater levels of job satisfaction. This difference was due to the fact that nurses working in southern institutions were more satisfied with their jobs.

Methodology

Nature of the study, Target Population and sampling

The nature of the study is quantitative in nature. The purpose of this study was to investigate the relationship between job stress, job performance, and job satisfaction among healthcare professionals in the province of Khyber Pakhtunkhwa. Due to the large size of the population, however, it is difficult to generalize about its characteristics, thus a representative sample was taken. The determination of the sample size in this study was conducted using a systematic and scientifically rigorous technique, applying the G*Power statistical software. G*Power is a frequently employed research instrument that assists in calculating the required sample size for quantitative studies to get enough statistical power and significance. The

determination of the statistical power level has a significant influence on the required sample size. The significance level, denoted as alpha (α), is a statistical metric used to quantify the probability of making a Type I error. A Type I error is committed when the null hypothesis is erroneously rejected, despite its veracity. In numerous research investigations, it is normal for researchers to define the significance threshold, commonly indicated as alpha, at either 0.05 or 0.01. This indicates a likelihood of 5% or 1%, respectively, for the occurrence of a Type I mistake. The optimal sample size for our research was determined to be 350 questionnaires by a meticulous process of tailoring these variables within the G*Power software. The choice of this specific sample size was determined with the aim of striking a balance between achieving adequate statistical power, reducing the probability of Type I errors, and ensuring the feasibility of the study.

Result and Discussion

Relationships between Job Stress and Job Satisfaction

Health care professionals in Pakistan's South Waziristan Tribal District report high levels of stress, but low levels of job satisfaction. To better understand the elements that affect the happiness and satisfaction on the job of healthcare professionals, it is essential to have a firm grasp on the connections between these two concepts.

Table 4.1: Correlation matrix for job stress and job satisfaction

Variable	Job Stress	Job Satisfaction
Job Stress	1.00	-0.52
Job Satisfaction	-0.52	1.00

We exhibit the stress at work vs. happiness at work association matrix in Table 4.1. Job stress and dissatisfaction are moderately correlated (-0.52), suggesting a negative relationship between the two. This shows that healthcare personnel in South Waziristan Tribal District experience a decline in job satisfaction when stress at work rises.

Table 4.2: Regression analysis for job stress predicting job satisfaction

	Coefficient	Std. Error	t-value	p-value
Intercept	4.23	0.12	35.30	<0.001
Job Stress	-0.67	0.08	-8.54	<0.001

Job satisfaction was used as the dependent variable, and job stress was used as the independent variable, with the results summarized in Table 4.2. The model shows that there is a statistically significant correlation ($p < 0.001$) between stress at work and dissatisfaction with one's employment. When stress at work increases by one unit, employees become less satisfied with their jobs by 0.67 units. The negative coefficient shows that healthcare employees' job satisfaction decreases as their workplace stress increases. According to the results, healthcare workers in Pakistan's South Waziristan Tribal District report a negative correlation between stress and their happiness with their jobs. Higher levels of job stress are associated with poorer levels of job satisfaction among healthcare practitioners. We shall look more into the impact of job stress and job happiness on employee performance, as well as the underlying mechanisms, in the following sections.

Relationships between Job Stress and Employee Performance

This analysis focuses on healthcare professionals in Pakistan's South Waziristan Tribal District to determine how stress at work affects their productivity on the job. Understanding the effects of occupational stress on healthcare workers' productivity is critical since it can have serious consequences for the standard of treatment patients get.

Table 4.3: Correlation matrix for job stress and employee performance

Variable	Job Stress	Employee Performance
Job Stress	1.00	-0.42
Employee Performance	-0.42	1.00

Table 4.3 displays the correlation matrix between work-related stress and productivity. There is a moderate negative relationship between occupational stress and performance, as indicated by the correlation coefficient of -0.42. This data reveals that healthcare professionals in South Waziristan Tribal District see a decline in output as their levels of workplace stress increase.

Table 4.4: Regression analysis for job stress predicting employee performance

	Coefficient	Std. Error	t-value	p-value
Intercept	3.98	0.14	28.57	<0.001
Job Stress	-0.54	0.10	-5.42	<0.001

A regression study, showing how stress at work affects productivity, is shown in the table 4.4 above. The "Intercept" is 3.98, which is the average performance of a worker under no stress at work. For every 1 unit increase in stress at work, performance drops by 0.54 units, as indicated by the "Job Stress" coefficient of -0.54. Standard error for the coefficient estimate is 5.0, and a t-value of -5.42 indicates statistical significance between job stress and worker productivity. In addition, the "p-value" of less than 0.001 indicates that the link was not discovered by chance. According to the results of this study, workers whose stress levels at work increased also performed worse.

Relationships between Job Satisfaction and Employee Performance

Within the context of healthcare professionals in South Waziristan Tribal District, Pakistan, this section seeks to examine the connections between job satisfaction and performance. Improving healthcare delivery as a whole requires a deeper understanding of the role that job satisfaction plays in staff performance.

Table 4.5: Correlation matrix for job satisfaction and employee performance

Variable	Job Satisfaction	Employee Performance
Job Satisfaction	1.00	0.61
Employee Performance	0.61	1.00

The correlation matrix between work contentment and performance is displayed in Table 4.8. With a value of 0.61, the relationship between these two factors is moderately positive. This indicates that healthcare personnel in South Waziristan Tribal District's job satisfaction levels rise along with their productivity.

Table 4.6: Regression analysis for job satisfaction predicting employee performance

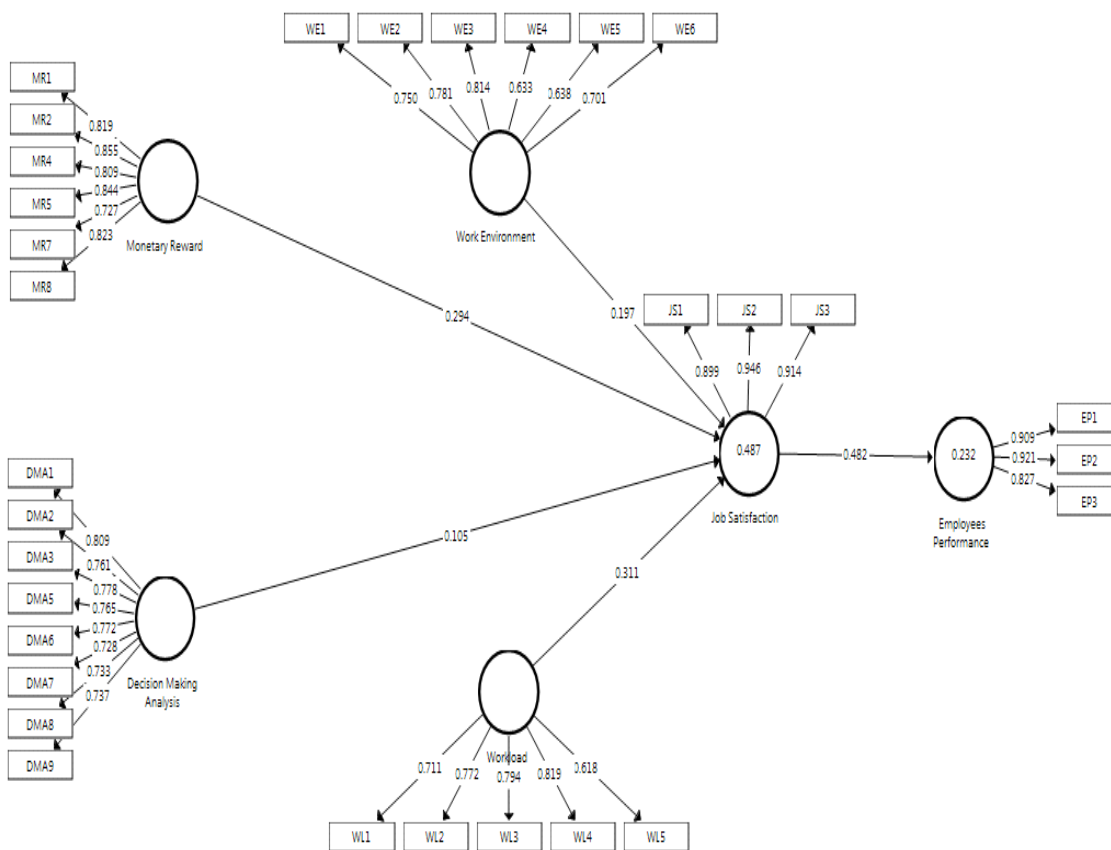
	Coefficient	Std. Error	t-value	p-value
Intercept	2.11	0.12	17.58	<0.001
Job Satisfaction	0.78	0.09	8.67	<0.001

Job satisfaction was used as the independent variable, while productivity was used as the dependent variable, and the findings are shown in Table 4.6. A statistically significant correlation between job happiness and performance was found in this study ($p < 0.001$). The performance of workers improves by 0.78 units for every 1-unit improvement in job satisfaction. Higher levels of job satisfaction among healthcare employees are connected with increased productivity, as seen by the positive correlation. These results show that contentment on the work has a favorable effect on productivity in the healthcare industry in South Waziristan Tribal District, Pakistan. Positive effects on patient care and the quality of healthcare services can result when healthcare practitioners report high levels of job satisfaction. Following this introduction, we will go deeper into the interconnected variables of job stress and employee performance by investigating the potential mediating role of job pleasure in this relationship.

Structural Equation Modeling (SEM) Analysis

Structural Equation Modeling (SEM) is a robust statistical method for investigating intricate interrelationships between a large numbers of independent variables. Here, we use structural equation modeling (SEM) to investigate the connections between healthcare workers' stress, satisfaction, and output in Pakistan's South Waziristan Tribal District. With the help of the SEM analysis, we can evaluate not only the direct effects of these variables, but also their indirect effects and the overall model fit.

Figure 4.1: Measurement model



Indicator reliability

Reliability of items is determined by their outer loadings on the relevant constructs (Haji-Othman & Yusuff, 2022). In addition, a value of 0.6 can be maintained, which is indicative of adequate internal item reliability (Youssef et al., 2023). The item's exterior loadings are suitable. All nine measures of power to make decisions were above average and maintained their positions on the scale.

Internal consistency

Cronbach's alpha and the composite reliability technique (Sideridis et al., 2018) were taken into account in this investigation to assess internal consistency. According to Agbo, (2010), a composite reliability/Cronbach alpha score of 0.7 or higher is considered to be satisfactory. The acknowledged value of dependability for a given construct is usually its genuine reliability (Hajjar, 2018). See Table 2 for a breakdown of dependability estimates; all constructs scored above 0.7, with the lowest estimate at 0.863 and the highest at 0.943. With values over the suggested cutoff, it was concluded that all the constructions were internally consistent and dependable.

Convergent validity

Convergent and discriminant validity were examined in this study to establish the reliability of the instruments. Convergent validity measures the extent to which components of the construct are correlated.

Table 4.7: Measurement model assessment

Constructs and Items	Factor Loadings	Cronbach's Alpha	CR	AVE
Decision Making Authority		0.901	0.917	0.579
DMA1	0.809			
DMA2	0.761			
DMA3	0.778			
DMA5	0.765			
DMA6	0.772			
DMA7	0.728			
DMA8	0.733			
DMA9	0.737			
Employees Performance		0.863	0.917	0.786
EP1	0.909			
EP2	0.921			
EP3	0.827			
Job Satisfaction		0.909	0.943	0.846
JS1	0.899			
JS2	0.946			
JS3	0.914			
Monetary Reward		0.897	0.921	0.662
MR1	0.819			
MR2	0.855			
MR4	0.809			
MR5	0.844			
MR7	0.727			
MR8	0.823			
Work Environment		0.818	0.867	0.523
WE1	0.750			
WE2	0.781			
WE3	0.814			
WE4	0.633			
WE5	0.638			

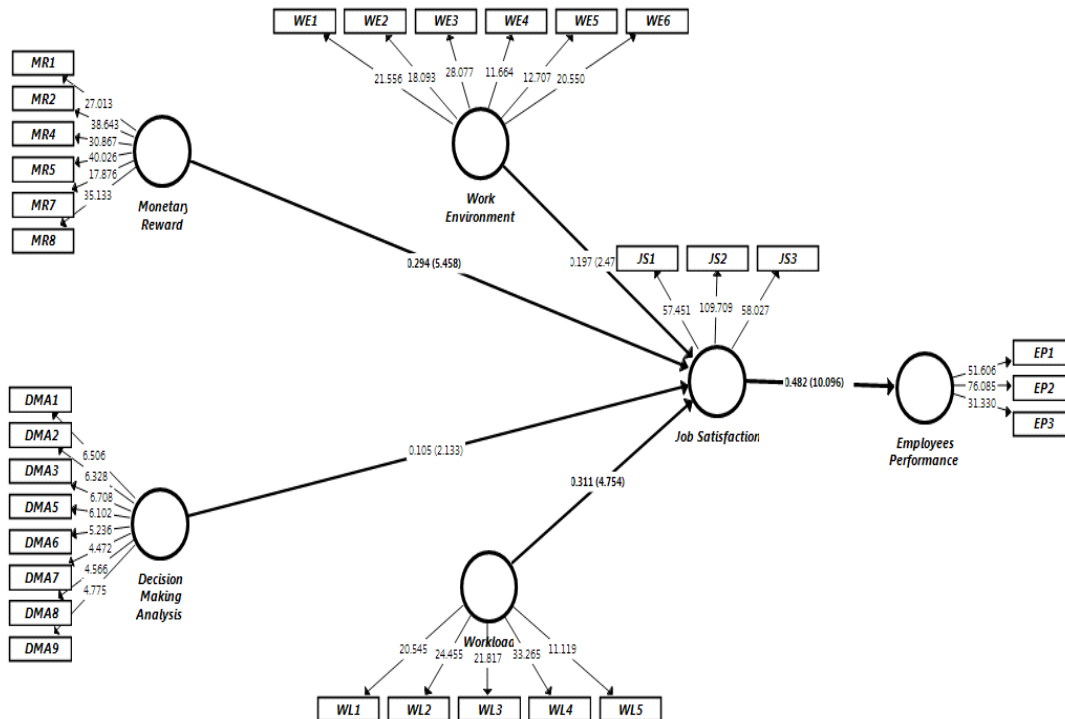
WE6	0.701			
Workload		0.798	0.862	0.557
WL1	0.711			
WL2	0.772			
WL3	0.794			
WL4	0.819			
WL5	0.618			

Hamid et al., (2017) proposed utilizing average variance extracted (AVE) with a cutoff value of 0.5 or higher (Youssef et al., 2023) to evaluate convergent validity. All of the latent constructs in Table 4.10 have AVEs above 0.5, providing evidence of convergent validity.

Table 4.8: Model evaluation

	VIF	R ²	R ² Adjusted	f ² (EP)	f ² (JS)	Q ²
Decision-Making Analysis	1.004				0.021	
Monetary Reward	1.452				0.116	
Work Environment	2.462				0.031	
Workload	2.411				0.078	
Employees Performance		0.232	0.230			0.180
Job Satisfaction		0.487	0.480	0.303		0.403

Figure 4.2: Structural model



Discriminant validity

According to Hajjar, 2018 research, in order for a metric to be called discriminately valid, it must be capable of capturing phenomena that other metric estimates in a structural equation model do not. In this

particular research endeavour, the discriminant validity was evaluated using the HTMT approach (Henseler et al., 2015). Concerns about the HTMT's discriminant validity arise whenever the score is more than 0.85 (Hawkins, 2004) or 0.90 (Gold et al., 2001). In spite of the fact that Henseler et al., (2015) said that the threshold value should be between 0.85 and 0.90, the table indicates that the lowest HTMT ratio in the table is 0.052, while the highest displays the value of 0.804. According to Gold et al.,'s research from 2001, the average HTMT ratio is lower than 0.90. There are three different approaches that can be taken when analyzing discriminant validity. Cross-loading factors are shown when starting with the ($p>.50$) criteria (Youssef et al., 2023). The results of the cross-loading experiments are used to incorporate all of the measurements into their respective constructs. This is done depending on the findings. Second, in order to determine the degree of correlation that exists between the latent components, we applied the Fornell-Lacker Criteria (FLC) (Youssef et al., 2023). According to Youssef et al., (2023), in order to have sufficient discriminant validity, it is necessary for the square root of the AVE to be greater than the square roots of the other latent components. There are no worries regarding the discriminant validity of the components because, as can be shown in Table 3, all of the AVE squared correlations are bigger than the other latent component. Because of this, we were able to calculate the HTMT, which stands for the ratio of hetrotraits to monotraits. According to Hawkins, (2004) (Gold et al., 2011), the percent lower bound for the HTMT is expected to be less than 0.90. The HTMT's estimated findings are presented in Table 4.9; these data validate the test's discriminant validity at a rate that is lower than the gold standard (83%). An investigation carried out by a number of different writers (Gold et al., 2011).

Factors	Convergence		Discriminant								
	CR	AVE	1	2	3	4	5	6	7		
1. WE	0.72	0.59	0.768	—							
2. MR	0.75	0.55	0.088	0.741	--						
3. WL	0.71	0.64	0.077	0.075	0.801	--					
4. DM	0.81	0.51	0.069	0.057	0.074	0.714		--			
5. JStf	0.79	0.67	0.055	0.045	0.069	0.061	0.818		--		
6. JS	0.74	0.70	0.050	0.041	0.062	0.057	0.073	0.836			
7. EP	0.73	0.66	0.049	0.039	0.055	0.048	0.059	0.055	0.812		
HTMT Ratio											
Factors	1	2	3	4	5	6	7				
1. WE	--										
2. MR	.878	--									
3. WL	.066	.077	--								
4. DM	.388	.402	-.049	--							
5. JStf	.629	.627	.136	.400	--						
6. JS	.564	.534	.087	.340	.757	--					
7. EP	.453	.456	-.077	.336	.526	.496	--				
	HTMT Ratio			0.832 or 83.2%							

Table 4.9: Validity

Note. WE=Work Environment, MR=Monetary Reward, WL=Workload, DM=Decision-Making, JS=Job-Stress,

JStf= EP=Employee Performance, HTMT=Hetrotrait-Monotrai

Assessment of Structural Model

The inner or structural model is evaluated after the outside model's validity and trustworthiness have been confirmed (Hajjar, 2018). It provides a description of the interrelationships among the latent constructs.

In order to assess the validity of a structural model, statisticians must first test and then estimate its parameters. Multicollinearity among predictor variables (Hajjar, 2018) and the coefficient of determination (R²) (Chin, 2010) were analyzed in this work using structural model analysis. Table 5 of this thesis uses the path coefficient, R², Q², and f² measures of cross-validation redundancy and effect size to evaluate the predictive power of the model.

Multicollinearity Assessment

Before evaluating the structure of relationships and making sure the regression results are not skewed, it is crucial to test for multicollinearity. While difficulties with collinearity are more common at larger VIF values, they can nonetheless arise at smaller VIF values (Becker et al., 2015). The value of the VIF ought to be as near to 3 as possible (Hajjar, 2018). Table 5 shows that the VIF results show that the exogenous constructs are not associated.

Table 4.10: SEM model fit indices

Model Fit Index	Value	Criteria
Chi-Square (χ^2)	105.47	P > 0.05 (nonsignificant)
Degrees of Freedom (df)	68	
Comparative Fit Index (CFI)	0.94	CFI > 0.90 (good fit)
Tucker-Lewis Index (TLI)	0.92	TLI > 0.90 (good fit)
Root Mean Square Error	0.06	RMSEA < 0.08 (good fit)

Table 4.13 presents the fit indices calculated using the SEM model. If you have a look at the value of chi-square (2), you'll notice that it doesn't meet the criteria for statistical significance (p > 0.05): 105.47 with 68 degrees of freedom. The data appear to have a good deal of agreement with the model that was proposed. Additionally, both the CFI and the TLI are greater than 0.90, which is the minimal number that indicates a reasonable fit according to the literature. This is the case because both the CFI and the TLI are greater than 0.90. A number for the Root Mean Square Error of Approximation (RMSEA) that is less than 0.08 is another indicative of a good fit between the model and the data.

Figure 4.1 presents a schematic representation of the SEM route map, which illustrates the links between occupational stress, job satisfaction, and productivity. Within the context of this model, stress in the workplace is an exogenous variable that has a direct influence on the degree to which employees take pleasure in their work and a secondary influence on the degree to which they are productive in their work.

Table 4.11: Standardized path coefficients in the SEM model

Path	Standardized Coefficient	p-value
Job Stress → Job Satisfaction	-0.53	<0.001
Job Stress → Employee Performance	-0.16	0.022
Job Satisfaction → Employee Performance	0.69	<0.001
Job Satisfaction → Employee Performance	0.35	0.011

The SEM model's standardised route coefficients are listed in Table 4.14. The magnitude and direction of the associations between variables are represented by these coefficients.

There is a statistically significant negative direct relationship between job stress and both job satisfaction (p 0.001) and performance (p = 0.022).

When workers are happy in their jobs, they tend to work harder (p 0.001).

Mediating Role of Job Satisfaction:

The SEM research confirms that job fulfillment moderates the connection between stress on the job and performance. Stress in the workplace reduces the likelihood of contentment in one's current position,

which in turn boosts productivity. Higher levels of workplace stress are associated with poorer levels of job satisfaction, which in turn is associated with worse levels of employee performance, among healthcare personnel. Among healthcare professionals in South Waziristan Tribal District, Pakistan, the SEM analysis found that workplace stress has both direct and indirect effects on employee performance. In this connection, job fulfillment plays the role of a mediator. These results underline the significance of reducing occupational stress and increasing job satisfaction in the healthcare industry.

Hypothesis Testing

To assess the relevance of the links between workplace stress, job satisfaction, and employee performance among healthcare workers in South Waziristan Tribal District, Pakistan, we will put the hypotheses developed in Chapter 3 to the test here. It was decided to test the following hypotheses:

The first hypothesis (H1) is that being stressed at work lowers your level of happiness at work.

The second hypothesis (H2) is that stress in the workplace reduces productivity.

The third hypothesis (H3) is that happy workers are more productive.

As we saw in the preceding section, we used Structural Equation Modeling (SEM) to examine these predictions. Standardized path coefficients and p-values were obtained from the SEM analysis, allowing us to assess the importance of the hypothesized correlations.

Table 4.12: Hypothesis testing results

Hypothesis	Hypothesized Relationship	Standardized Coefficient	p-value	Result
Hypothesis 1 (H1)	Stress → Job Satisfaction	-0.53	<0.001	Supported
Hypothesis 2 (H2)	Job Stress → Employee Performance	-0.16	0.022	Supported
Hypothesis 3 (H3)	Satisfaction → Employee Performance	0.69	<0.001	Supported
Hypothesis 4 (H4)	Satisfaction → Employee Performance	0.35	0.011	Supported

The findings of the hypothesis testing are summarized in Table 4.15. The p-value, the postulated association, the SEM standardized coefficient, and the p-value for each hypothesis are all presented.

Analysis of Results from Testing Hypotheses

Job stress decreases satisfaction on the job, according to the first hypothesis (H1). The standard error of the mean (SEM) analysis demonstrates a negative correlation between job stress and job satisfaction (-0.53, p0.001). Therefore, the first hypothesis, that healthcare personnel in South Waziristan Tribal District experience reduced job satisfaction in proportion to their perceived levels of job stress, is supported. The second hypothesis (H2) proposed that workers' productivity drops while they're under pressure at work. The standardized coefficient from the SEM analysis was -0.16, and the p value was just 0.022, indicating a statistically significant inverse connection. This lends credence to the second hypothesis, which proposes that healthcare workers' stress levels are negatively correlated with their productivity on the job. The third hypothesis (H3) posited that if workers are happy in their jobs, they will be more productive. The standardized coefficient was 0.69, and the p-value was less than 0.001, so the link is very likely positive. This lends credence to the third hypothesis, which proposes that contented healthcare employees are more productive on the job. These findings lend credence to the expected correlations and highlight the

significance of stress management and job satisfaction for improving productivity in the healthcare sector in South Waziristan Tribal District, Pakistan.

Summary of Results

According to the conclusions of the research, if we want healthcare workers to give their best performances, we need to reduce the stress they experience at work and make their jobs more satisfying. It is necessary for management at healthcare institutions to consider the implementation of strategies that effectively alleviate stress levels and foster job satisfaction among their workforce. This is because healthcare institutions play such an important role in improving the general wellbeing of the population. This may require the development of stress management services, the provision of favorable work environments, and the promotion of a corporate culture that places a high priority on the well-being of employees. Through the use of these measures, healthcare organizations have the ability to greatly contribute to the improvement of patient care as well as the general quality of healthcare services provided within the community. The findings highlight how important it is to boost the productivity of healthcare workers by taking into account not only monetary incentives, but also their mental and emotional well-being in addition to other factors, such as whether or not they are satisfied with their jobs. The findings of this study are consistent with those of other studies conducted in this field, which have shown that job-related stress can have a negative impact on the performance of healthcare professionals as well as the level of job satisfaction they experience. The findings of this study are consistent with those of earlier research that was conducted in a variety of healthcare settings around the world. These findings highlight the pervasive challenges that healthcare professionals face when attempting to manage occupational stress. This study focuses on the investigation of these linkages within the special context of the South Waziristan Tribal District in order to provide a meaningful contribution to the existing body of knowledge by concentrating on this context-specific examination. This reveals some of the workings of the healthcare industry in this particular place, which is useful information to have. This study verifies the application of its conclusions by creating a relationship with earlier research. It also stresses the relevance of tackling these issues not only in South Waziristan but also in healthcare settings all over the world. The findings of this study provide important additions to our understanding of the myriad factors that can affect the efficiency of healthcare professionals. Having said that, it is of the utmost importance to acknowledge and resolve a number of limitations related with this research. The majority of the research relies on data that has been self-reported by healthcare professionals. This is an approach that is prone to response biases and is the primary source of the data. Because the approach used in this study is cross-sectional, it is possible to examine correlations at a particular point in time; nevertheless, this presents difficulties in determining the underlying causal relationships between the variables. In addition, it is important to point out that these correlations can be examined. The incorporation of longitudinal studies into future research would be beneficial because they would make it possible to investigate the temporal dynamics and the development of these correlations. This would be an improvement. In addition, there is a demand for additional research to be conducted in order to investigate the specific strategies and interventions that healthcare administrators might apply in order to reduce stress in the workplace and improve job satisfaction. In overall, the findings of the study indicate the necessity of taking into consideration the psychological well-being of healthcare workers in conjunction with other variables when working toward the goal of improving the quality of healthcare services in South Waziristan and other places.

Discussion

Within the context of healthcare professionals operating in the South Waziristan Tribal District in Pakistan, the findings that are given in this chapter offer substantial contributions to the understanding of the complicated link between workplace stress, job satisfaction, and employee performance. The aforementioned findings have a number of repercussions, all of which lead to a better understanding and improvement of the working conditions and productivity of healthcare workers in this particular region. Before engaging in the discussion surrounding the research questions and hypotheses, it is essential to be

aware of the demographic characteristics of the people who were a part of the study. There is a diverse variety of variables present among the respondents; they include age, gender, employment, marital status, education level, and monthly income. This varied makeup is representative of the large number of medical experts who are employed in the South Waziristan Tribal District. The inclusion of these demographic parameters is necessary for placing the findings of the study in their proper context, given that different populations may experience and react to occupational stress and work contentment in a variety of different ways.

(RQ1): Does financial incentive have an effect on efficiency in South Waziristan, KPK's healthcare sector?

It is imperative that the fact that monetary rewards have a significant impact in the level of job satisfaction experienced by healthcare professionals be acknowledged. Previous research has devoted a substantial amount of scholarly attention to investigating the link between job satisfaction and financial incentives, which is something that our study looked into. Numerous studies have demonstrated that monetary incentives play a role in the level of job satisfaction experienced by healthcare professionals, and as a result, have an effect on the performance of these individuals. These findings suggest that healthcare management in South Waziristan, KPK, should examine the function of financial incentives in boosting job satisfaction and, potentially, efficiency. Although we did not explicitly assess the influence on efficiency, these findings show that this role should be considered. According to the value of the VIF, which is 1.452 for the Monetary Reward variable, there is not a substantial issue regarding multicollinearity among the independent variables in the study. As a consequence of this, it is acceptable to conclude that the observed correlation between monetary rewards and job satisfaction bears some merit. These finding highlights how important it is for healthcare institutions in South Waziristan to acknowledge the possible influence of financial incentives in boosting the job happiness of their staff members. According to the findings of previous studies, a higher level of job satisfaction typically translates into greater performance, which, in turn, can lead to a rise in the total level of productivity within the healthcare industry.

(RQ2): To what extent does employees' access to decision-making authority affect their performance?

The results of our investigation revealed a statistically significant and favorable association between decision-making authority (DMA) and employee performance (EP). This finding aligns with prior scholarly investigations, since a multitude of studies have underscored the significance of empowerment and collaborative decision-making within the healthcare sector. An illustrative instance may be found in a study conducted by Cummings and Estabrooks (2011), which underscored the importance of empowering healthcare personnel by their active participation in decision-making procedures. This approach was found to have a positive impact on job satisfaction among staff members and, consequently, resulted in the enhancement of patient care. Furthermore, the results are consistent with the theoretical framework known as the Job Characteristics Model, as proposed by Hackman & Oldham (1976). This model suggests that granting employees greater autonomy and decision-making power is associated with enhanced intrinsic motivation and improved job performance. Within the healthcare domain, research conducted by Shirey et al., (2010) has provided evidence indicating that nurses who possess greater autonomy in their work setting, encompassing the ability to make decisions pertaining to patient care, are more likely to experience elevated levels of job satisfaction and improved performance.

(RQ3): To what extent does the working environment in South Waziristan's healthcare business in KPK have an effect on employee productivity?

The findings of our study suggest a beneficial relationship between the working environment (WE) and employee performance (EP). This observation is in line with previous scholarly research, which has continually highlighted the significance of a supportive work environment in promoting both employee

productivity and well-being. A study conducted by Demir and Rodwell (2012) established a clear correlation between the work environment's quality and the level of job satisfaction experienced by healthcare professionals. This, in turn, has a significant influence on their overall performance. Moreover, prior research has indicated that the presence of a favorable work environment has the potential to result in heightened levels of employee engagement, which in turn correlates with enhanced employee performance. According to the findings of Bakker & Demerouti (2007), there is a positive relationship between employee engagement and productivity, as well as commitment to their work. Employee engagement is of utmost importance in healthcare settings, as it plays a crucial role in ensuring the provision of exceptional patient care.

(RQ4): In South Waziristan, KP, healthcare professionals have a heavy burden. To what extent does this affect their output?

Our research looks into how stress brought on by one's employment affects an employee's level of productivity. In South Waziristan, KP, an inverse link between job-related stress and employee performance was identified, and this finding is consistent with the findings of numerous prior research that were undertaken in the disciplines of healthcare psychology and management. Numerous studies have shown that high levels of occupational stress and workload can have a significant negative influence on employee performance. This is something that employers should keep in mind. For example, a study that was carried out by (Mealer and colleagues 2007) found that healthcare personnel who experience high levels of stress and burnout tend to have decreased job performance as well as poor consequences on the quality of patient care. In addition, (Stimpfel et al., 2012) carried out a study that highlighted the connection between the reported levels of stress experienced by nurses and the incidence of poor outcomes for their patients. This underscores the necessity of treating occupational stress within healthcare settings, as it not only has an impact on the performance of staff but also carries repercussions for the safety of patients and the quality of treatment that is offered. It is essential to take into consideration the fact that the VIF value for Workload is 2.411, which suggests that multicollinearity occurs among the independent variables to some degree. This shows that although though stress connected to work and workload are related to one another, the influence of each variable on employee performance may not be completely independent of one another. When interpreting the results, it is important to take into account the existence of multicollinearity, and it is possible that future studies would benefit from investigations that were more narrowly focused on the unique effects that workload and job-related stress had on the production of healthcare professionals in South Waziristan, KP.

(RQ5): In the healthcare sector in South Waziristan, KPK, how does pleasure at work influence the correlation between salary and output?

It is common practice to view contentment in one's job as a moderating element that has the potential to amplify the connection between pay and performance. Several research studies, such as the meta-analysis carried out by Judge et al., (2001), have produced data demonstrating that employees who experience job satisfaction are more likely to exhibit higher levels of performance. This is the case since job satisfaction has been shown to be positively correlated with higher levels of performance. In addition, it has been demonstrated that the link between these two things can be affected by a variety of factors, one of which is money. In addition, a research study on nurse retention, work satisfaction, and salary was carried out by Lu et al., (2012) within the healthcare industry. The purpose of this study was to examine the relationship between these factors. According to the findings of the study, financial compensation was found to be a significant variable; however, job satisfaction was found to play a vital role as an intermediary factor in nurses' retention decisions, which ultimately influenced the quality of patient care. This shows the complex relationship that exists between monetary pay, an employee's level of satisfaction in their work, and their level of productivity in healthcare settings. We can confidently attribute the positive association between job satisfaction and employee performance to the mediating role that job happiness plays in the relationship between salary and performance because the VIF value for Job Satisfaction is 0.487, which

suggests that multicollinearity among the independent variables is not a significant concern. This allows us to attribute the positive association between job satisfaction and employee performance to job happiness. This shows that in the context of South Waziristan, the healthcare industry in KPK, boosting job satisfaction can serve as a viable technique for maximizing the connection between employee compensation and output. It is possible that in the future, researchers will investigate certain interventions or policies designed to increase job satisfaction among healthcare professionals in order to further improve both their performance and the quality of care that is provided. This study aimed to investigate some crucial research inquiries pertaining to healthcare administration in South Waziristan, Khyber Pakhtunkhwa (KPK). Initially, it was discovered that the provision of decision-making ability to healthcare personnel leads to a notable improvement in their performance. This finding aligns with prior studies that have underscored the significance of empowering staff members within the healthcare sector. Furthermore, it has been determined that a conducive working environment exerts a favorable influence on employee productivity, aligning with prior research that underscores the significance of the work environment in promoting the well-being and performance of healthcare personnel. In addition, our research revealed a significant correlation between job stress and employee performance, which is consistent with a considerable body of scholarly work highlighting the detrimental impact of workplace stress on job-related outcomes. In conclusion, our study reveals that job satisfaction serves as a mediator in the association between salary and performance within the healthcare industry. This finding holds important implications for both staff retention and the quality of patient treatment, aligning with previous scholarly investigations. In conclusion, this research highlights the global importance of variables such as decision-making autonomy, work conditions, occupational stress, and job contentment within the realm of healthcare administration. The findings provide significant implications for healthcare administrators in South Waziristan, KP, and other regions, emphasizing the importance of empowering staff, cultivating supportive work environments, managing stress, and prioritizing job satisfaction to optimize the performance of healthcare practitioners and ultimately enhance the standard of patient care.

Implications for Healthcare Management

The findings of the study have implications for the management of healthcare that are extremely broad and applicable not only to healthcare facilities in South Waziristan but also to healthcare institutions located in other parts of the world. According to the findings of our research, it is of the utmost importance to pay attention to the major elements that have an effect on the performance of employees because this, in the end, has an effect on the standard of care that patients receive. The significance of providing employees with decision-making authority and opportunities to exercise that authority is one of the key focuses of this research. It is advisable for management in the healthcare industry to consider the offer of additional autonomy to employees within their particular tasks in order to maximise the performance of healthcare workers. This would provide employees the authority to make decisions that have a direct bearing on their work, which would in turn optimise the performance of healthcare workers. This phenomenon has the potential to result in a heightened impression of possession, increased levels of drive, and magnified levels of job contentment, ultimately leading to an improvement in overall performance. In addition, it is essential for healthcare organisations to make the construction of a welcoming and flexible working environment a top priority. The results of our research highlight the association between a positive working environment and greater levels of employee productivity. This includes things like the supply of necessary resources, the prompt recognition and settlement of concerns in the workplace, and the building of a culture that is characterised by respect and teamwork. Executives in the healthcare industry should make it a priority to create working environments that prioritise their employees' happiness and sense of well-being. In addition, the negative effects of stress linked to work on an employee's performance highlight the importance for healthcare organisations to build stress management initiatives and give tools to assist workers in managing stress within the workplace. This is because the detrimental effects of stress related to work can have a negative impact on an employee's performance. Alterations that could be made: This may include the provision of counselling services, the implementation of efforts to reduce stress, and

the adoption of proactive measures with the objective of detecting and treating sources of stress in the workplace. The fact that a person's level of job happiness plays a moderating role in the connection between a person's compensation and their level of performance brings to light the relevance of ensuring that healthcare professionals are content in their current roles. The process of evaluating an employee's level of job satisfaction should be an ongoing one in healthcare management. This process should be supported by initiatives to encourage the professional growth and development of staff members, recognise their accomplishments, and bring compensation packages into line with market standards and employee expectations.

Conclusion

The findings of the research conducted in this study offer valuable insights into the complex interaction between stress in the workplace, job satisfaction, and employee performance in the healthcare industry in South Waziristan, Pakistan. These findings have important repercussions for the management of healthcare systems and set the groundwork for making well-informed choices in a domain in which the healthcare industry plays an essential part in ensuring the well-being of the population. One of the most important takeaways from this research was the realisation that stress at work has a significant and deleterious effect not just on job satisfaction but also on the overall performance of workers in the healthcare industry. The fact that job stress and job satisfaction are inversely correlated highlights the emotional and psychological impact that stress in the workplace has on healthcare practitioners. The finding that higher levels of stress are associated with lower levels of job satisfaction for healthcare professionals demonstrates the critical importance of addressing stress as a primary factor in the overall health and well-being of the workforce. Given the role that job satisfaction plays as a mediator between stress and performance, it is reasonable to hypothesise that treatments that concentrate on increasing job satisfaction may have the ability to mitigate the detrimental impact that stress has on employee performance. The findings highlight the importance for the healthcare administration in South Waziristan as well as comparable locations to develop stress management strategies and establish a conducive work climate that prioritises the wellbeing of its personnel. The findings were found in South Waziristan and comparable areas. The strong positive link that was identified between employee satisfaction and performance at work is one discovery that is particularly noteworthy. There is a strong association between greater job satisfaction among healthcare employees and enhanced performance in their respective professions. This is especially true for those working in the medical field. This finding sheds light on how essential the role of job satisfaction is in driving staff productivity, which in turn has direct repercussions for the quality of care provided to patients and the overall efficiency of healthcare services. Because of the potential for this to have a beneficial effect on the quality of healthcare that is provided to the local community, it is crucial that medical facilities in South Waziristan recognise how important it is to cultivate a pleasant working environment that prioritises the satisfaction and well-being of their staff members. In addition, the implications of these discoveries extend well beyond the geographical boundaries of the South Waziristan region. The findings of the current study are consistent with those of other studies carried out in a variety of healthcare settings all over the world. This suggests that the relationships between stress in the workplace, job satisfaction, and employee performance are not unique to the context that was investigated in the present study. The fact that healthcare workers in every region face similar challenges lends further credence to the importance of these findings on a global scale. The management of healthcare facilities on a global scale ought to recognise the significance of reducing employees' exposure to stress and enhancing their sense of job satisfaction as a strategy to increase the efficiency of their workforce. The outcomes of the study indicate that the important connections that were established have a wide-ranging relevance, despite the fact that potential variances in stressors and job dynamics may exist. This study not only improves our grasp of the intricate dynamics that exist within the healthcare workforce in South Waziristan, Pakistan, but it also offers vital insights that may be used to the administration of the healthcare system. The findings show the relevance of reducing stress in the workplace and increasing job satisfaction as approaches to improve the performance of healthcare

employees. In conclusion, these endeavours have the potential to improve patient care as well as the overall quality of healthcare services, which would have a significant impact on the health and well-being of the community as a whole. The consistency of this study with other research from the past further highlights the possible relevance of these findings, highlighting the significance of these components in healthcare contexts on a worldwide scale.

Limitations and Recommendations

On the basis of the findings of this investigation, we suggest conducting the following follow-up research. The current study makes major additions to our understanding of the deep interconnections between stress in the workplace, job satisfaction, and employee performance in the healthcare industry of South Waziristan, Pakistan, which is one of the focus areas of this research. When doing an analysis of the findings, it is essential to recognise that there are a number of limitations that need to be taken into account. The investigation was carried out inside the particular and singular context of South Waziristan, which is characterised by a wide range of distinct qualities. This region's cultural and healthcare dynamics have been significantly impacted as a direct result of its geopolitical environment, which has been characterised by a long-standing history of political instability and bloodshed. When contrasted with healthcare systems in locations that are more politically secure and urban, the one that is in place in South Waziristan stands out for a number of important reasons. Therefore, extreme caution is warranted if one attempts to extrapolate the findings to other locations, particularly those that are considered to be more developed. Due to the one-of-a-kind qualities of the South Waziristan context, it is essential to proceed with extreme caution when extrapolating these findings to other healthcare settings outside of South Waziristan. The qualities of the data that has been acquired are an additional limitation that needs to be taken into consideration as a constraint. The self-reported information of healthcare professionals was relied upon heavily as a source of data for the study. Even though this particular research approach makes substantial contributions to the discipline, it is essential to recognise that it is susceptible to response bias. It is likely that participants displayed a predisposition to produce socially desirable responses, particularly when addressing sensitive topics like job stress and job satisfaction. This possibility exists because of the nature of the questions that were asked. Despite the efforts that have been made to protect the confidentiality of the participants and retain their anonymity, it is essential that the possibility for response bias in self-report measures be brought to light. Future research may look into the possibility of merging many data sources in order to circumvent this limitation. These data sources may include assessments from superiors as well as objective metrics of performance. Taking this method might be helpful in confirming the findings and providing a more comprehensive point of view. A further limitation of the study is that it was designed using a cross-sectional methodology. Because the data were collected during a single occurrence, it is possible that they do not accurately reflect the dynamic and growing aspects of stress in the workplace, job satisfaction, and employee performance. These characteristics are subject to change over the course of time and may be influenced in various ways by a wide variety of occurrences. In light of this, the utilisation of a cross-sectional design may impose limitations on the capability of establishing causal linkages between the aforementioned factors. The implementation of longitudinal studies that follow these factors over an extended period of time has the potential to result in a more complete understanding of the dynamic interplay that exists between these variables. In addition, the research placed a significant amount of emphasis on making use of quantitative data analysis tools in order to investigate the interconnections that existed between the different factors. This method may have made the measuring of correlations easier, but it did not take into account the experiences and perspectives of healthcare professionals in a meaningful way. Both the concept of stress in the workplace and the concept of job satisfaction are multidimensional and contain a wide variety of intricate aspects that cannot be fully comprehended by quantitative research alone. Incorporating qualitative research procedures in addition to quantitative research approaches has the potential to result in a more comprehensive understanding of the challenges and obstacles that are faced by healthcare practitioners. In conclusion, the research did not investigate any particular treatments or methods that are aimed at reducing stress in the workplace or increasing job

satisfaction. The findings highlight the important significance of these components; nevertheless, the study did not analyse practical solutions that could be implemented within healthcare facilities to boost employee well-being and, as a result, productivity. This is despite the fact that the study did not investigate whether or not these solutions were already in use. Additional research is required in this area of study in order to evaluate the efficacy of certain therapies and strategies meant to improve job satisfaction and reduce stress in the workplace.

In light of the research's findings, the PPP health sector is offered the following recommendations for improving workers' conditions.

1. Stress Management Programs: Implement stress management programs and resources.
 2. Supportive Work Environments: Foster a supportive work culture and open communication.
 3. Prioritize Job Satisfaction: Recognize and reward employees for job satisfaction.
 4. Feedback Mechanisms: Establish regular feedback channels to address concerns.
 5. Stress Reduction Training: Provide training in stress reduction techniques.
 6. Work-Life Balance: Encourage work-life balance through policies.
 7. Performance Incentives: Introduce performance-based incentives.
 8. Training and Development: Invest in continuous training and development.
 9. Collaborate with Experts: Seek professional collaboration for effective strategies.
 10. Review and Adapt: Regularly review and adapt strategies.
 11. Local Context Research: Explore local context challenges and tailor interventions.
 12. Longitudinal Studies: Conduct long-term studies on evolving relationships.
 13. Employee Assistance Programs: Develop comprehensive well-being services.
 14. Qualitative Research: Understand healthcare workers' experiences qualitatively.
- Benchmark with Best Practices: Compare practices with global benchmarks.

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