

Job Satisfaction and Workplace Stress among Employees working in Organisations

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ABSTRACT

Job satisfaction is without a doubt one of the most extensively researched issues in organisational psychology, as well as in the larger area of industrial/organisational psychology. The effect that occupational stress has on society as a whole makes it significant as well. A person who is under continual stress at work is unlikely to perform well in their other duties, such as partners, parents, neighbours, and community members. Ineffectiveness in these jobs may not have immediate financial implications, but it may, over time, have a profoundly detrimental influence on society. Hence, the effects of occupational stress on people, organisations, and society as a whole are significant and genuine. The results demonstrated a negative relation between workplace stress and job satisfaction (-.181). It also depicted a significant correlation between workplace stress and operating conditions (-.319**).

Keywords: *Job satisfaction, Work satisfaction, Workplace stress, Employee.*

Employee well-being and productivity are significantly influenced by two key factors: job satisfaction and workplace stress. Although workplace stress refers to the degree of emotional and physical strain employees face as a result of work obligations, job satisfaction measures how content individuals are with their jobs and work environments. Workplace stress and job happiness have both been connected to a number of outcomes, including absenteeism, job performance, and mental and physical health. Even though they are frequently seen as different concepts, job satisfaction and workplace stress are increasingly being shown to be related. Job satisfaction is without a doubt one of the most extensively researched issues in organisational psychology, as well as in the larger area of industrial/organisational psychology. Several writers have used Locke's chapter from the Handbook of Industrial and Organisational Psychology (1976), where he claimed that there was hundreds of research on job satisfaction, to stress this point. The amount Locke indicated at the time has increased significantly because that was around 25 years ago.

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Job Satisfaction and Workplace Stress among Employees working in Organisations

21,375 references were found when the term "job satisfaction" was searched on Psycinfo recently.

A lot of people both inside and outside the area of I/O psychology have taken notice of this intense degree of study focus, incidentally. Job satisfaction is basically an employee's attitude toward his or her job (Eagly & Chaiken, 1993). On the other hand, Occupational stress has been the subject of a significant amount of study (Beehr, 1995; Jex, 1998), much of which has concentrated on the employees' physical and mental health (Hofman & Tetrick, 2003).

Despite the significance of both job satisfaction and workplace stress, it is not quite clear how they are related. According to certain research, there is a link between job satisfaction and workplace stress, indicating that higher stress levels are linked to poorer job satisfaction. Some studies, however, have revealed contradictory or insignificant results, suggesting that the association may rely on a variety of variables, including the kind of stressor, the coping mechanisms employed, and individual characteristics.

As a result, the goal of this research paper is to investigate the connection between job satisfaction and workplace stress and to determine the circumstances in which it is more or less strong. With the use of two standardised questionnaires - The Workplace Stress Scale © The Marlin Company and the American Institute of Stress, 2001 and Job Satisfaction Survey © 1994, Paul E. Spector, we will analyse the pertinent literature and carry out our own research to accomplish this goal. The results of this study will have an impact on both theory and practise in the areas of human resource management and occupational health.

Job Satisfaction

Work satisfaction is a pleasurable emotional state that results from evaluating one's employment or job experiences. In other words, it reflects your thoughts and feelings towards your employment. As they consider their responsibilities or engage in task activities, employees who are very satisfied with their jobs feel good. While considering their responsibilities or participating in their task activities, employees who are not satisfied with their jobs feel uneasy. Regrettably, polls conducted at the workplace indicate that happy workers are getting harder to find. For instance, a recent poll found that, compared to 61 percent in 1990, just 45 percent of Americans were happy with their occupations. What causes the drop? The same study indicated reductions in the proportion of workers who like their jobs (51%) and who are content with their managers (51%), as well as in the percentage of workers who like their coworkers (51%) (57 percent). It takes a greater knowledge of the factors that specifically influence work satisfaction levels to reverse such trends.

To measure job satisfaction, researchers and practitioners have developed and used various instruments that assess different aspects of this construct. One widely used instrument is the Job Satisfaction Scale (JSS) developed by Paul Spector in the 1980s. The JSS is a self-report questionnaire that assesses the overall level of job satisfaction as well as satisfaction with specific aspects of the job. The JSS consists of 36 items that cover nine facets of job satisfaction: pay, promotion opportunities, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication. Each item is rated on a six-point Likert scale, ranging from 1 (disagree very much) to 6 (agree very much), indicating the degree of agreement with the statement. The scores on each facet and the total

Job Satisfaction and Workplace Stress among Employees working in Organisations

score can be used to compare the level of job satisfaction across different groups and to identify the specific aspects of the job that need to be improved.

The JSS has been validated in several studies and has shown good reliability and validity in diverse samples of workers. It has been used in research and practice to assess and manage job satisfaction in various industries and job types, including healthcare, education, finance, and manufacturing.

To explain job satisfaction, several hypotheses have been proposed. The most significant ones are:

- 1. Maslow's Hierarchy of Needs Theory:** This theory holds that a person's basic physiological, safety, social, esteem, and self-actualization requirements must all be met in order for them to feel satisfied at work. When these requirements are satisfied, job satisfaction rises. (Maslow, A. H. (1943). A theory of human motivation.)
- 2. Herzberg's Two-Factor Theory:** According to this theory, there are two groups of elements that affect job satisfaction: hygienic factors (such as job stability, pay, and working environment) and motivators (challenging work, recognition, achievement, etc.). This idea contends that while hygienic issues contribute to discontent, motivators must be met to produce it. (Book. Herzberg, F. Work and the nature of man. 1966)
- 3. Equity Theory:** According to this idea, an employee's sense of job satisfaction is dependent on how fair they feel their incentives and perks are in relation to the work they put in. When they believe their contributions and results are fairly balanced with those of their coworkers, employees are happy. (Adams, 1963)
- 4. Job Characteristics Model:** This idea states that five job characteristics—skill diversity, task identity, task importance, autonomy, and feedback—are the foundation of job happiness. These qualities can motivate employees and make jobs satisfying. (Hackman & Oldham, 1976, 1980)
- 5. Self-Determination Theory:** According to this idea, the three fundamental psychological requirements of autonomy, competence, and relatedness serve as the foundation for job satisfaction. When given the flexibility to make their own judgments, when they believe they are competent in doing their jobs, and when they have good working relationships with their coworkers, employees are happier. (Ryan, R. M., & Deci, E. L. (2000)

Overall, job satisfaction is a complex construct that can be influenced by a wide range of factors, including Workload, Compensation, Work-life balance, Career development, Organisational culture, Supervisor support, etc.

Workload: An employee's job satisfaction may be significantly impacted by the quantity of work they are required to accomplish. Employee job satisfaction may suffer if they feel pressured and overworked as a result of a high workload.

Compensation: When considering work satisfaction, pay and perks are crucial considerations. Workers are more likely to be content with their jobs if they believe they are being paid properly for their effort.

Work-life balance: Another crucial aspect of job satisfaction is the capacity to strike a balance between work and personal obligations. Workers are often more content with their employment when they believe they have adequate time for their personal life.

Job Satisfaction and Workplace Stress among Employees working in Organisations

Career development: Having the chance to advance professionally might also increase work satisfaction. Workers are more likely to be content with their jobs if they believe they have the opportunity to progress their careers and pick up new skills.

Organisational culture: Job satisfaction can also be significantly impacted by the organisational culture. While a toxic or unfavourable work environment might have the opposite impact, it can also result in a lower level of job satisfaction.

Supervisor support: Job satisfaction also heavily depends on the interaction between employees and their managers. Workers are more likely to be content with their jobs if they feel supported by their managers.

These factors are just a small sample of the numerous elements that might influence work satisfaction. Organisations may seek to increase employee job satisfaction by identifying and addressing these factors, which can result in higher performance, lower turnover, and a better work environment.

Workplace Stress

According to Van Wyk, the term "stress" is derived from the Latin word "strictus," which means "tight," or "stiff-lipped" (Olivier and Venter 2003). Those who experience pressure in their personal lives are said to be stressed. Work-related stress is characterised by resistance to going to work, a sense of ongoing pressure, and overall physiological, psychological, and behavioural stress symptoms. Individuals differ in their perspectives on stresses, how they assess them, and how they deal with them. As a result, even when faced with the identical scenario, different persons may exhibit varying degrees of stress.

Scholars have spent more than a century studying workplace stress, and there are several ideas that explain its sources and effects. Occupational stress or Workplace stress is a widespread problem that affects millions of employees globally. Many circumstances, including work expectations, work overload, interpersonal conflict, and organisational change, might cause it. Negative effects of workplace stress include decreased job satisfaction, lower productivity, greater absenteeism, and higher turnover. These effects can affect both people and organisations.

According to the National Institute for Occupational Safety and Health (NIOSH), job stress is the detrimental physical and emotional reactions that happen when the demands of the job don't meet the employees' skills, resources, or needs. Stress at work may damage one's health and possibly cause harm. When the demands of the workplace are incompatible with the workers' talents, resources, or needs, stress at work develops. Stress at work results from interactions between an individual and their workplace. Stress can be brought on by things that are not related to work, such family issues, a second job, or poor mental or physical health. "A condition emerging from the interplay of individuals and their work and defined by changes inside people that drive them to depart from their normal functioning," according to Beehr and Newman (1978) is what occupational stress is. Organisational dedication, as well as people's physical and mental health, are all directly impacted by work-related stress.

The Workplace Stress Scale, created by The Marlin Company and The American Institute of Stress, is one such instrument. This tool was created by The Marlin Company, a North Haven, Connecticut-based digital signage and workplace communication firm, in partnership with the American Institute of Stress, a non-profit organisation that offers tools

Job Satisfaction and Workplace Stress among Employees working in Organisations

and education on stress management. The Workplace Stress Scale was created to make it easier for people to gauge how stressed they are at work. It is made up of a number of questions covering many areas of work-related stress, including workload, interactions with coworkers and management, and work-life balance.

The scale is founded on the knowledge that stress at work is a prevalent problem that may negatively impact people's physical and mental health, as well as their ability to do their jobs and general well-being. People may take action to manage their stress, enhance their general health, and increase their productivity at work by recognising the origins of their stress and the degree of stress they are experiencing.

The Workplace Stress Scale is a useful tool for people and organisations trying to encourage workplace wellness. People may increase their overall work satisfaction and quality of life by utilising the scale to pinpoint stress-inducing situations and then putting stress-management plans into action. The Marlin Company and the American Institute of Stress are helpful allies in the battle against workplace stress because they offer extra tools and assistance to people and organisations trying to control stress at work and foster wellbeing. There are 8 items on the work environment stress scale. The frequency and severity of each stressor are indicated by a rating on a five-point scale, from 1 (never) to 5 (always).

The Workplace Stress Scale has been approved by several researchers and has demonstrated strong validity and reliability in a range of worker populations. In studies and actual practice, it has been used to measure and control workplace stress in sectors including healthcare, education, finance, and manufacturing.

To explain workplace stress, several hypotheses have been proposed. The most significant ones are:

- 1. Demand-Control Model:** According to Robert Karasek's hypothesis, job stress is brought on by a combination of high demands and little job control. In other words, employees are more prone to suffer stress when they have heavy workloads and little control over their job. (Karasek's, 1979)
- 2. Effort-Reward Imbalance Model:** According to this hypothesis, which was put out by Johannes Siegrist, there is an imbalance between the effort employees put into their work and the benefits they receive. Employees are more prone to stress when they believe they are working harder than they are being compensated for, recognised for, or receiving other rewards. (Siegrist, 1996)
- 3. Person-Environment Fit Model:** According to this notion, an employee's poor fit with the workplace leads to job stress. Employees are more prone to stress when they believe their morals, abilities, or personalities do not align with the expectations of the position. (Eccles & Midgley, 1989)
- 4. Conservation of Resources Model:** According to Stevan Hobfoll's theory, human resources including time, energy, and psychological fortitude are depleted as a result of job stress. Employees are more prone to feeling stressed out when they believe that their resources are being used up more quickly than they can refill them. (Dr. Stevan E. Hobfoll, 1989)
- 5. Job Demands-Resources Model:** According to this hypothesis, which was put out by Arnold Bakker and Evangelia Demerouti, a balance between a work's responsibilities and resources causes job stress. Employees are more likely to have favourable work outcomes, such as engagement and job satisfaction, when they have

Job Satisfaction and Workplace Stress among Employees working in Organisations

the resources necessary to satisfy the demands of their position. (Bakker, A.B., Demerouti, E. 2007)

Ultimately, workplace stress is a complicated problem that may be impacted by a variety of elements, such as Job demands, Control, Support, Role conflict, Organisational change, Work-life balance, Personal factors, etc.

- 1. Job demands:** Workplace obligations may be a significant source of stress. Stress levels can be influenced by heavy workloads, arbitrary deadlines, and challenging jobs.
- 2. Control:** An employee's level of stress may be influenced by their degree of control over their employment. Workers who feel more in control of their job than those who feel less in control may experience less stress.
- 3. Support:** An employee's degree of stress may also be influenced by the level of support they receive from their superiors and coworkers. Stress levels are less likely to be high among workers who feel supported by their coworkers and managers.
- 4. Role conflict:** Employees may become stressed out when they have to deal with competing demands from diverse responsibilities, such as competing job priorities or expectations from several bosses.
- 5. Organisational change:** Employees may experience stress as a result of organisational changes like restructuring, downsizing, or new management.
- 6. Work-life balance:** Stress may be experienced by workers who struggle to balance their personal and professional life.
- 7. Personal factors:** Stress at work can also be influenced by personal concerns including health difficulties, money troubles, or family issues.

These aspects are just a small sample of the numerous elements that might increase workplace stress. Organisations may aim to minimise workplace stress by recognising and addressing these factors, which can increase employee wellbeing, lower absenteeism and turnover, and create a better working environment.

Current Study

Employee well-being is a critical aspect in corporate performance. It has been connected to a variety of good organisational attitudes, including team cohesiveness, job satisfaction, and engagement (Bakker, 2015). Work satisfaction and workplace stress are two critical factors that have a direct influence on employee well-being. Work satisfaction is a measure of how much an employee appreciates their job and how much fulfilment they get from it. Workplace stress, on the other hand, refers to the unpleasant emotional and physiological responses that employees suffer as a result of their job expectations and working environment. It has emerged as one of the most important health challenges in the modern world (Lu et al. 2003), and in recent years, it has emerged as one of the most popular themes for applied study in psychology, as well as in the broader domains of social and medical sciences (Cooper & Payne, 1988). According to Steers (1981), occupational stress has become an important issue for the study of organisational behaviour.

Because of the potential influence on employee well-being, productivity, and organisational performance, it is critical to research job satisfaction and workplace stress among employees in organisations. There can be many hypotheses but the following hypotheses were developed to investigate and understand the relationship between these factors:

1. There is a negative relationship between workplace stress and job satisfaction among employees in organisations.

Job Satisfaction and Workplace Stress among Employees working in Organisations

2. Workplace stress is significantly correlated with promotion.
3. Operating conditions is positively related to workplace stress.

METHODOLOGY

Sample

For this research, 150 employees were approached out of which 102 employees from different organisations participated. Among the participants, 4.9% did their 12th, 58.8% graduated, 35.3% did their post-graduation and only 1% of them were PhD holders. The participants were from all the positions of their respective organisation, varying from entry level, middle level and top level.

Instruments

1. **The Workplace Stress Scale™ Copyright © The Marlin Company, North Haven, CT, and the American Institute of Stress, Yonkers, NY:** There are 8 items on the work environment stress scale. The frequency and severity of each stressor are indicated by a rating on a five-point scale, from 1 (never) to 5 (always).
2. **Job Satisfaction Survey © 1994, Paul E. Spector:** The JSS consists of 36 items that cover nine facets of job satisfaction: pay, promotion opportunities, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication. Each item is rated on a six-point Likert scale, ranging from 1 (disagree very much) to 6 (agree very much), indicating the degree of agreement with the statement. The scores on each facet and the total score can be used to compare the level of job satisfaction across different groups and to identify the specific aspects of the job that need to be improved.

RESULTS

Data Analysis

MS Excel was used to calculate the scores for each variable, and SPSS was used to analyse the data. Pearson's correlation coefficients were calculated using 'SPSS statistics'.

Table 1 Pearson's correlation between workplace stress and job (total) satisfaction (and dimensions of job satisfaction)

| | Workpl ace Stress | Promoti on | Supervis ion | Fringe Benef its | Conting ent Reward s | Operati ng Condi tions | Cowork ers | Natu re of Wor k | Communica tion | Pay | Total Satisfact ion |
|-------------------------|-------------------------|---------------|-----------------|------------------------|-------------------------------|---------------------------------|---------------|---------------------------|-------------------|------------|------------------------|
| Workplace Stress | - | -.053 | -.162 | -.059 | -.149 | -.319** | -.188 | .005 | -.202* | -.090 | -.181 |
| Promotion | -.053 | - | .498** | .468* * | .517** | .420** | .347** | .464 ** | .417** | .514 ** | .708** |
| Supervision | -.162 | .498** | - | .460* * | .570** | .135 | .641** | .610 ** | .637** | .518 ** | .802** |
| Fringe Benefits | -.059 | .468** | .460** | - | .635** | .032 | .394** | .428 ** | .557** | .703 ** | .729** |
| Contingent Rewards | -.149 | .517** | .570** | .635* * | - | .273** | .500** | .448 ** | .672** | .662 ** | .826** |
| Operating Conditions | -.319** | .420** | .135 | .032 | .273** | - | .080 | -.009 | .044 | .099 | .284** |
| Coworkers | -.188 | .347** | .641** | .394* * | .500** | .080 | - | .525** | .613** | .431 ** | .713** |
| Nature of Work | -.005 | .464** | .610** | .428* * | .448** | -.009 | .525** | - | .633** | .499 ** | .736** |
| Communica tion | -.202* | .417** | .637** | .557* * | .672** | .044 | .613** | .633 ** | - | .533 ** | .815** |
| Pay | -.090 | .514** | .518** | .703* * | .662** | .099 | .431** | .499 ** | .533** | - | .777** |

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)

Job Satisfaction and Workplace Stress among Employees working in Organisations

Table 1 represents the relation between workplace stress, job satisfaction and different dimensions of job satisfaction.

DISCUSSION

The objective of this research was to find a link between job satisfaction and workplace stress. Our first hypothesis was supported by the findings, which demonstrated a negative relation between job satisfaction and workplace stress. Our second hypothesis states that workplace stress is significantly correlated with promotion, but our results show a negative relation between the two. The participants demonstrated that promotion has no effect on their workplace stress. The data also showed a strong relationship between operational circumstances and workplace stress, validating our third hypothesis, which was supported by another study that said, 'Work stressors and job stress responses can correctly predict subjective well-being (L Zhang, 2019)'.

On the basis of our findings, we may form the following further inferences:

There is a negative relation between promotion and workplace stress. Employees may become worried if they do not envision themselves being promoted in the near future. There is a moderate negative relationship between operating conditions and workplace stress. If a business does not provide a healthy working environment, employee productivity may suffer, leading to stress and poor outcomes. A negative relation between workplace stress and fringe benefits is also inferred. Employees who receive fringe benefits from their employers receive additional remuneration or perks in addition to their normal income or salary. These rewards encourage workers to work hard and do their best for the organisation. Remuneration is very crucial to every employee. Our data point to a link between income and working stress. Employees' stress levels will drop when their compensation increases, and vice versa. Nature of work and workplace stress have a correlation of .005. The coefficient is close to zero, indicating that there is almost no linear relationship between the two variables.

CONCLUSION

A study conducted on mental health professionals indicated that workplace stress was significantly and positively correlated to occupational exhaustion (Ananya Roy, 2022). Another research on job satisfaction and motivation depicts a positive relationship between job satisfaction and employee performance. Employee job satisfaction is influenced by the working environment. Bad working circumstances restrict people from demonstrating their abilities and realising their full potential, which is why it is critical that businesses realise the value of a decent working environment (Anshika Aggarwal, Devanshi Sharma, Pranika Vohra, Sneha Sharma, Vadini Sharma - 2023).

Job satisfaction and workplace stress are two significant aspects that influence employees' well-being and productivity in firms. According to the findings, there is a clear link between job satisfaction and workplace stress. Employees who are content with their work have lower stress levels, whereas employees who are dissatisfied with their jobs have higher stress levels. According to the findings, employers may increase job satisfaction and minimise workplace stress by establishing policies and programmes that promote work-life balance, offer chances for professional growth, and foster a healthy work atmosphere. They may also increase fringe benefits and contingent rewards. Psychologists like Richard Hackman and Greg Oldham (1974) emphasise the relevance of job design in boosting job satisfaction and lowering workplace stress, in their job characteristic model. They contend

Job Satisfaction and Workplace Stress among Employees working in Organisations

that employment that offers skill diversity, task relevance, autonomy, and feedback are more likely to result in work satisfaction and are less likely to induce stress.

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Job Satisfaction and Workplace Stress among Employees working in Organisations

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Conflict of Interest

The author declares no conflict of interest.

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