THE IMPACT OF WORK STRESS ON EMPLOYEES PERFORMANCE IN THE JORDANIAN TELECOMMUNICATIONS COMPANIES: THE MEDIATING ROLE OF EMPLOYEE SATISFACTION

ZAKARYA AHMAD ALATYAT

Assistant Professor, Albalqa Applied University. Email: atyat.za@bau.edu.jo

ISHAQ SHAAR

Associate Professor, Albalqa Applied University. Email: i.shaar@bau.edu.jo

SHADI AHMED KHATTAB

Assistant Professor, Albalqa Applied University. Email: shadikhattab@bau.edu.jo

Dr. MUTASEM MUHAMMAD ALDABBAS

Associate Professor, Financial Management Major, Balqa Applied University.
Email: Dr.mutasimdabbas@bau.edu.jo

Abstract

Employee satisfaction serves as a mediating variable in the study, which tries to determine how work stress affects employee performance in Jordanian telecommunications companies. While the sample size was only 174, the study was applied to all Jordanian telecommunications carriers (Zain, Orange, and Umniah). The findings indicate that: (1) work stress (workload, time constraints, and weak compensation) has a detrimental negative impact on employees' performance (2) Employee performance was positively impacted by employee satisfaction. Additionally, employee satisfaction partially mediates the impact of work stress on workers' performance to some extent. The researchers have made some recommendations, such as that telecommunications firms should conduct routine analyses to gauge the degree of workplace stress and develop the required protocols to prevent it. These businesses should also encourage employee empowerment and participation in decision-making in order to boost employee satisfaction. To do this, the researchers also advise launching a particular kind of workshops and seminars, which primarily concentrate on employee beneficial behaviors that aid in the accomplishment of the company goals and plans. On the other side, the system for rewards and recognition must function well.

Keywords: Work Stress, Employees Performance, Employees' Satisfaction, Jordanian Telecommunications Companies.

INTRODUCTION

A competitive environment, ongoing technological progress, management attitudes, and the recent global economic slump have all contributed to the establishment of a stressful work environment (Colligan and Higgins, 2006). Stress typically happens when a person feels a threat from an external occurrence that is greater than his or her capacity to handle that threat (Dartey-Baah et al., 2020). Stress at work frequently results from a tough work environment. The environment at work has an impact on stress (Semmer et al., 2005). Organizations are today under tremendous strain from things like unclear job duties, a lack of job autonomy,

organizational change, unrelenting client demand, role conflicts, an imbalance between employees' personal and professional lives, and busyness (Rizwan et al., 2014).

Researchers paid some attention to the issue of work stress or the so-called job pressures, and these pressures have a considerable negative impact on the person, the company, and society from a health, organizational, and financial standpoint (Aytac, 2015). Workplace stress has negative psychological and physical impacts (Tyagi and Dhar, 2014). It results in detrimental phenomena such as low sentiments of belonging (Kaymaz et al., 2014), high rates of absenteeism (Ray et al., 2017), work dropout (Boyar et al., 2012; Cho et al., 2020), and a rise in human errors (Boyar et al., 2012; Ray et al., 2017; Spector, 2006; Shi et al., 2009).

According to the various causes that make up these pressures and the various ways that each person responds to these pressures, pressure varies from one job to another. Because they perform different functions and respond to stressful conditions differently (Yu and Li, 2006).

The value of work pressure has been recognized in business environments in industrialized nations, which have gone beyond the effects and implications of this pressure on individual and organizational treatment. They went to the courts, which have been established to penalize choices and levy astronomical fines (Mureau, 2001, p: 79). Because each job places different demands on its employees and because organizational functions vary in how much stress they are exposed to, there is a certain amount of strain on those who work in the same position (Singh and Kumar6Dubey, 2011). A significant factor in influencing how effectively a worker performs is their level of happiness with the organization. It is an illustration of the organization's overall performance. Evidence suggests that contented employees are more productive than others (Siu, 2003).

Consequently, one location where employees might anticipate experiencing different professional demands is the workplace in telecommunications businesses. Along with the demands of the job, which include conflict with clients and beneficiaries when providing communication services, the sector has experienced significant expansion and development and faces a variety of obstacles. Additionally, a variety of additional circumstances may in some manner result in work pressure for employees in these companies. These factors translate into various responses that have an impact on their performance and the interaction necessary for those businesses to succeed, which has led to a requirement for all workers to carry out the fundamental construction process for them in a setting of bidirectional relationships. Determining the immediate and long-term impacts of work stress on employee performance in Jordanian telecommunications enterprises is the goal of the study.

Theoretical framework

The tasks, responsibilities, and activities that make up a person's work and which he is obligated to complete in accordance with the rates at which a competent and trained worker can do them are referred to as performance (Zwick, 2016, P: 715). The manner the person performs their duties demonstrates that they have a firm grasp of the company's fundamental objectives. It has been demonstrated that a number of factors, including workplace stress, have an impact on how well employees perform at work. Work performance can be significantly impacted by

employee pressure (Bruggen, 2015). Because its effects can result in significant losses for businesses and employees, workplace stress has become a significant issue (Barling et al., 2005). Numerous specialist research has shown that the stresses that employees frequently encounter at work have an impact on their physical and mental well-being. Their performance levels also mirror their feelings of anxiety, frustration, and anger (Bakker et al., 2014; Sidhu et al., 2020), which makes it harder for businesses to accomplish their objectives (Bjaalid et al., 2019; Gilboa et al., 2008). High levels of stress can impair employee performance and encourage unethical and undesirable conduct (Urien Angulo and Osca, 2012). Stress happens when a significant amount of stress is applied during the learning process, claims Karasek (1979). The model categorizes workplace stress into two categories: job control and job requirements. Workload and time constraints make up the two components of a job requirement, whereas estimation of skills and decision-making make up job control. According to a study by Lopes et al. (2014), job performance declines as workload increases. Work can be completed earlier than the anticipated completion date because it has been demonstrated that teamwork requires fewer time constraints. According to a study by Viotti & Converso (2016), highly skilled workers do their jobs more effectively. The findings demonstrated that having a good effect on employees increased their self-assurance, which in turn improved their effectiveness at work.

Due to this, studies in this area started to focus on identifying employees' attitudes, and feelings, and revealing the effects of those positive and negative feelings on them, their capacity to accomplish the objectives of the organization in which they work, and their attitudes toward their jobs. In addition to working conditions in order to improve the caliber of production in any organization (Gagné, 2014; Fernet and Austin, 2014).

Work stresses and its impact on job performance

Work strains an employee's ability to respond to organizational circumstances to the point where it may result in a sort of psychological stress or an individual imbalance that is challenging to adapt to, leading to rapid sensations of tension, irritation, and boredom from work (Kashif et al., 2017). High work demands, inadequate health care, unstable employment, a lack of working relationships, an imbalance between work and personal life, a lack of support, role-blending, overtime, and unreachable ambitions are just a few examples of the stresses that come with the job (Rothmann, et al. ., 2006; Sharma and Singh, 2016). Through an employee's physiological, emotional, behavioral, and cognitive processes, these pressures are known to have an impact on fatigue, job satisfaction, and health outcomes (Young, et al., 2013).

High amounts of stress have a negative impact on one's health, causing conditions like depression, hypertension, weight gain, and insomnia (Tyagi and Dhar, 2014). Workplace stress has a variety of effects on one's health, including headaches, eating disorders, insomnia, weariness, and lack of vitality (Kirkcaldy et al., 2002). The intensity of fury is also increased by ongoing stress (Aytac, 2015). Additionally to a higher rate of employment turnover (Boyar et al., 2012).

Work stress is mostly caused by the weight of the workload and a lack of organizational support (Udod et al., 2017). Additionally, stressed-out workers disclosed that they missed work due to illness (Ray et al., 2017). According to (Ahmed & Ramzen, 2013), when employees are given more work, they experience higher pressure and perform poorly. (Bjaalid et al., 2019; Wushe & Shenje, 2019) indicated a negative relationship between workload and job performance. While there was no statistically significant correlation between workload and job performance, according to Ameen and Faraj (2019).

Although (Qadoos Zafar et al., 2015) discovered an average positive relationship between workload and job performance, this is referred to as positive stress and is necessary for the Pakistani context to enhance employee performance because guiding leadership always plays a crucial role in employee performance. Managers continue to apply some pressure on staff members to improve their productivity and effectiveness. According to the conservation of resources theory, people want to protect, replenish, and improve their resources but are unable to, leading to stress. In other words, stress happens when people perceive their resources as unstable, threatened, or lost, or when they are unable to gain or conserve their resources using the methods that are accessible to them (Hobfoll, 2001; Tziner et al., 2015).

Every job has elements and traits that can be divided into job needs and resources, according to the Job Demand Resource Model. Limited staff resources and more unusual job requirements may have an impact on employees' well-being, engagement, and motivation (Schaufeli and Taris, 2014). The physical, psychological, social, or organizational components of the job that come with a financial or psychological cost are referred to as job needs. High workloads, unfavorable working conditions, conflicting job requirements, and mental stress are a few examples of employment requirements (Schaufeli and Bakker, 2004). The definition of job resources is "the material, psychological, social, and organizational components that contribute to attaining the business goals, minimizing work needs and the related physiological and psychological expenses, as well as promoting growth and self-development." A good work environment with peer support, a high degree of career clarity together with meaningful work assignments, and a healthy work environment are a few examples of job resources. The second premise of the JD-R model is that excessive chronic job demands or poorly planned occupations can exhaust an employee's mental and physical resources, which will then result in a lack of energy and health issues (Bakker et al., 2014)

Work stress is used to imply two separate scenarios, the first of which refers to the environmental factors surrounding the individual in the work environment and contributing to his stress and tension (external sources of pressure) (Sharma & Singh, 2016). The second example illustrates the internal responses that result from these manifestations. Some people think that stress results from the relationship between an employee and the world around him. This is because stressors happen as a result of stimulus interaction and response, or between the employee and the environment. Owners of this trend see that an employee's reaction to stresses varies based on personal traits such as personality type, cultural background, and social milieu (Schaufeli and Taris, 2014; Schaufeli and Bakker, 2004). Men worked greater hours than women did in Korea, according to a study by (Cho et al., 2018), which found that

employees there put in more than 52 hours per week. The findings indicated that working longer hours had a negative effect on employees since it required them to put in more time to finish their tasks. Longer work hours cause fatigue in workers, which affects how well they do their duties. Employee performance and health could be harmed by this situation.

Job satisfaction, employee performance, and work stress

Job satisfaction is the good attitude that results from an employee's thorough evaluation of all aspects of their employment, including working conditions, career advancement, and coworkers (Diestel et al. 2014). A skilled workforce can be attracted and kept by paying them well. The association between employee satisfaction, customer satisfaction, and business performance is supported by scientific research (Huang et al., 2015; Stamolampros et al., 2019). This connection is stronger in highly interconnected service sectors that necessitate extensive customer-provider communication (Yee et al., 2008). Job satisfaction is easily impacted by work stress, and it is associated with some outcomes including minimal staff turnover, enhanced job performance, and organizational civic behavior (Kawai and Mohr, 2015; Wang et al., 2020).

Researchers at Cornell University conducted a sizable study involving 1800 managers and discovered that various workplace pressures had a detrimental effect on organizational performance. High workload, time constraints, and high responsibility issues affect performance and motivation (Rahman, 2013). Employees performed better when they had more time to make decisions.

High job demands and a lack of control were identified to be potential contributors to a number of undesirable job outcomes (Useche et al., 2018; Heo et al., 2015). Higher levels of stress can have a detrimental impact on employee performance and result in unethical behavior (Barling et al., 2008). It's interesting to note that recent research has demonstrated how prolonged stress at work decreases luxury by making one feel as though they are using too much energy. This happens when employee capabilities exceed company requirements (Urien Angulo, and Osca, 2012). According to Noor et al., (2020), workload and time constraints have a significant impact on job performance. Job discontent is one of the crucial factors that the business should consider because it is likely to result in a greater turnover rate, which will impact the success of the firm overall (Ton & Huckman, 2008; Esmaeilifar et al., 2020). According to a thorough review of 301 research with a total sample size of 54471, there is a 0.30 correlation between job satisfaction and performance (Judge et al., 2001). Additionally, it was determined by (Bouckenooghe et al., 2013) that job satisfaction is probably a facilitator of job performance. According to (Roberts & David, 2020), job performance is positively impacted by job satisfaction.

Studies by (Iranmanesh et al., 2012; Diaz et al., 2012) demonstrated a relationship between high levels of work stress and low levels of job satisfaction. Workplace stress also increases the likelihood that an employee would leave the company, according to research by Cummins (1990). This indicates that job satisfaction is related with how an individual perceives and

assesses their work, which is based on their circumstances, including their needs, expectations, and values.

Previous studies suggested a conflict between job happiness and occupational stress (Diaz et al., 2012; Kumar and Varma, 2017; Kunte et al., 2017; Yehya et al., 2020). While research by Agbozo et al. (2017) and Ayupp & Nguok (2011) found a link between job satisfaction and work stress.

STUDY HYPOTHESES

H1: There is no statistically significant direct impact of workload on employee performance.

H2: There is no statistically significant direct impact of time pressures on employee performance.

H3: There is no statistically significant direct impact of weak compensation on employee performance.

H4: There is no statistically significant direct impact of job satisfaction on employee performance.

H5: There is no statistically significant indirect impact of workload on employee performance.

H6: There is no statistically significant indirect impact of time pressures on employee performance.

H7: There is no statistically significant indirect impact of weak compensation on employee performance.

SAMPLING AND DATA COLLECTION

We evaluated our concept in three Jordanian telecoms firms, Zain, Orange, and Umniah, to see if it could be used to collect and analyze quantitative data to better understand workplace stress, job satisfaction, and employee performance. Surveys were used to collect the data. To request permission to include their employees in the study, a formal letter was written to each of the human resource managers of the chosen telecommunication businesses. Employees in some divisions of the telecommunications companies were contacted using an internal mailing system with the knowledge and agreement of the human resource management of the company. Employees who expressed interest in taking part in the study were given an informed consent form. Employees who were interested in participating in the study and gave their agreement received the surveys. The questionnaires have to be completed by the staff. After repeated trips to the telecommunications companies' branches, the employees turned in their completed surveys. Each employee received one of the (240) questionnaires. 183 questionnaires, or 76.25% of the total disseminated questionnaires, were recovered. 9 questionnaires were ignored owing to incompleteness, and as a result, the sample was reduced to 174 respondents

who worked for the research's target companies. Of the total number of questionnaires issued in those companies, 72.5% were evaluated.

Measurement Items

A thorough literature analysis was conducted in order to determine the most acceptable measuring items for a survey instrument. A five-point scale was used to rate statements on how the various constructs were operationalized (Strongly Disagree – Strongly Agree).

Employee Performance: Employee performance was gauged using a six-factor scale created by (Bjaalid et al., 2020; Setiaji and Lo, 2020; Soomro et al., 2020). Employee self-evaluations of their work performance are included in this metric. The ability to solve difficulties at work is one of the topics covered, along with completing tasks as quickly as feasible, meeting client needs, lowering expenses, and enhancing the quality of services.

Job Satisfaction: Based on research by (Sidhu et al., 2020: Spector, 1985; Tziner et al., 2015; Yehya et al., 2020), a six-component scale that took into account the nature of the work, good interactions with the boss, working environment, and relationships with coworkers was used to gauge job satisfaction.

Work Stress: To quantify work stress, thirteen factors were employed. These included three dimensions, workload, which included workload, and work difficulty. There was a time crunch that involved accommodating work schedules, putting in long hours, and attending to the employees' humanitarian needs. Poorly paid with low morale, health insurance, and material rewards. Considering studies (Cooper, 1981; Bjaalid, 2020; Rothmann et al., 2006; Cohen et al, 1983).

Model measurement

Two procedures were used to test the created model. The measuring model's validity and reliability were examined in the first step utilizing guidelines provided by (Hair et al., 2019). The generated study's hypotheses were then put to the test. Cronbach's alpha must be higher than the suggested cutoff point of 0.70, factor loadings must be higher than 0.50, average variance extracted (AVE) values must be higher than 0.50, and composite reliability (CR) values must be higher than 0.70 in order to measure the study model. In accordance with the results derived in Table 1, Cronbach's alpha values range from 0.71 to 0.87, factor loading values are higher than 0.50, average variance extracted (AVE) values are higher than.05, and composite reliability (CR) values are higher than 0.70.

The heterotrait-monotrait ratio of correlations (HTMT) was used in the second stage to test the discriminant validity in accordance with the criteria outlined by Henseler et al. (2015), who contend that (HTMT) values should be less than 0.85. According to Table 2's values, every value is less than 0.85. As a result, it can be said that the five structures were each understood differently by the respondents. Validity tests as a whole demonstrate the reliability and validity of the research tool's components.

Table 1: Arithmetic averages and standard deviations for the study variables

Variable	α	AVE	CR	mean
Work Load	0.87	0.72	0.91	2.95
Time Pressure	0.84	0.61	0.88	3.09
Weak Compensation	0.83	0.68	0.88	2.48
Job Performance	0.72	0.66	0.84	3.82
Job Satisfaction	0.71	0.62	0.82	3.79

Table 2: Discriminant validity (HTMT)

	Work Load	Time Pressure	Weak Compensations	Job Satisfaction
Work Load				
Time Pressure	0.58			
Weak Compensations	0.68	0.77		
Job Satisfaction	0.62	0.46	0.59	
Employee Performance	0.84	0.57	0.65	0.63

DATA ANALYSIS AND HYPOTHESIS TESTING

The information in table 2 makes it evident that the employee performs more labor than is necessary and that when at work, he or she does not feel like a member of the family. He believes that the labor he/she conducts does not adequately compensate for the cash gain. The sample's replies centered on the passages that discussed the performance of workers as a variable, in particular the sentence that read: "Work stress limits the prospects for the fulfillment of work and responsibilities in a manner. Stress at work raises the price of the supplies and tools required to do the work and deliver the service.

The employee's level of job happiness is indicated by sample answers to the paragraphs of the job satisfaction variable.

Hypotheses testing

Path Analysis was utilized with Amos Ver. 18 to confirm the direct and indirect effects of work stress (workload, time pressure, and weak compensation) on employee performance in Jordan Telecommunication firms. This was done to test the study's hypothesis.

The model fit was evaluated in AMOS using the following metrics: root mean square approximation error (RMSEA), goodness-of-fit index (GFI), and comparative fit index (CFI). Root mean residual, adjusted goodness-of-fit index (AGFI), and comparative fit index (CFI). With the exception of RMSEA, where the requirement was set at less than 0.8, acceptable fit criteria were defined as thresholds equal to or greater than 0.90 (Hair et al., 2019; Hu & Bentler 2000). We conducted bootstrap analyses for the models to evaluate the indirect impacts of work stress on job performance (Hayes, 2013). Table 3 shows the overall fit indices of the structural model showed a good model fit, ($\chi2$ /df= 2.36; GFI = 0.95; AGFI = 0.93; RMR = 0.025; RMSEA = 0.044; CFI = 0.97).

Table 3: The overall fit indices

Hypotheses	Path	Direct Impact	Indirect Impact
H1	WL→JP	-0.502***	
H2	TP→JP	-0.648***	
H3	WC→JP	-0.776***	
H4	JS→ EP	0.860***	
H5	WL→EP		-0.432**
H6	TP→ EP		-0.557**
H7	WC→ EP		-0.667**
χ^2 /df= 2.36; GFI = 0.95; AGFI = 0.93; RMR = 0.025; RMSEA = 0.044; CFI = 0.97			
Note: *$p < 0.05$; **$p < 0.01$; ***$p < 0.001$			

According to the statistical analysis's findings, employee performance is negatively impacted by workload (-0.502). This backs up H1. The direct effect of job satisfaction on employee performance in this situation is (0.860), indicating that job contentment has an impact on employee performance. This works with H4. Job happiness may be somewhat mediated by the influence of the high workload on employee performance, according to the indirect impact of workload on employee performance, which was (-0.432). This backs H5.

Results indicated that working under time constraints has a negative effect on employee performance (-0.648), this backs H2. Job satisfaction appears to partially mediate the influence of time pressure on employee performance, as evidenced by the indirect effect of time pressure on employee performance reaching (-0.557). This backs H6.

According to table No. 3's findings, low pay has a negative impact on job satisfaction (-0.776) which backs H3. Job satisfaction appears to partially mediate the influence of low pay on staff performance, as seen by the indirect effect of low pay on employee performance (-0.667). This backs H7.

DISCUSSION AND IMPLICATIONS

The findings of this study confirm that the main causes of stress among workers are workload, incompatible roles, insufficient monetary rewards, and bad interpersonal relationships. Additionally, the employees' meager pay does not adequately reflect the amount of labor they do, and the meager pay at the company does not cover the necessities of life.

The findings revealed a detrimental effect of work stress on employee performance, and this finding is consistent with the research of (Olsen et al., 2017; Bruggen, 2015; Sidhu et al., 2020; Urien Angulo and Osca, 2012; Cho et al., 2020). The relevance of employee physical and mental health has been highlighted in the research in order to maintain the organization's profitable operations. Care in the workplace is crucial from a business standpoint as well as from a human and ethical perspective. The findings indicated that working longer hours had a negative effect on employees since it required them to put in more time to finish their tasks. Longer work hours cause fatigue in workers, which affects how well they do their duties. This circumstance could be detrimental to an employee's health and performance, according to a study by (Cho et al., 2018).

The study's most significant ramification is that managers and other leaders should look into more ways to lessen the stress that people feel at work. As a result of this study, managers and leaders may be better equipped to prevent excessive levels of institutional stress by putting a clear emphasis on employee involvement, transparency, and useful participation in organizational decision-making and goal-setting processes. Leaders have greater tools for arranging collaboration and business activities in ways that lessen the negative effects of institutional pressure because of increased knowledge about how the perception of institutional stress influences personnel. This knowledge alone may assist to lower levels of work stress. It highlights beneficial effects and enhances worker welfare and corporate performance to encourage employers, managers, and employees to collaborate in order to minimize workplace stress and build a healthy workplace. This study's conclusions can be put into practice by having leaders concentrate on empowering staff members with high levels of freedom. The chance to improve and use their competence at work.

Job satisfaction was found to somewhat partially mediate the effect of work stress on employee performance in the study, and this finding is similar to the findings of (Fried et. al., 2008; Paillé; 2011; Ferdian et al., 2020). Stress at work is a barrier that inhibits people from having productive work environments (i.e. job satisfaction). The pressure to produce negative feelings that are reflected in lower worker satisfaction does not directly influence someone's intention to leave work; rather, it reflects that person's intention to leave work as an effort to cope with these negative feelings (which drain his resources) through psychological withdrawal methods. This interpretation is reinforced by Lazarus's (1999) method for managing workplace stress, which states that a stressed person works, Basic assessment: The person recognizes the value of managing stresses as damaging, threatening, or challenging; Secondary assessment: The person considers alternatives for responding to harm, threat, or reprisal. As a result, those who experience ongoing resource depletion view the possibility of change as small. Due to exhaustion, the employee's assessment of reaction possibilities becomes constrained, which elevates unfavorable emotions and causes dissatisfaction. As a result, the person decides that rather than changing the pressure; a relevant action needs to be made and makes the choice to quit their current job in order to look for a new one. The findings emphasize how crucial job happiness is for workers in demanding work contexts.

According to the findings, work stress has a detrimental effect on job satisfaction, which is consistent with research findings (Esmaeilifar et al., 2020; Lopes et al., 2014; Hagen & Bogaerts, 2014; Dartey-Baah et al., 2020; Kunte et al., 2017; Kumar & Varma, 2017; Malik et al., 2010). Additionally, according to Gemmill & Heisler (1972), employees report less job satisfaction the more stressed out they are at work. In other words, less stress at work results in higher job satisfaction. Therefore, it is essential to pay particular attention to employees' work-related stress. It is crucial to comprehend how work stress negatively affects employee job satisfaction since low job satisfaction can result in high employee turnover, which can have a detrimental impact on business operations. Managers at companies need to focus more on procedures that increase job satisfaction. Since employees can adequately balance their job and personal lives without feeling overwhelmed, management can better the relationship between the two. Because a balanced worker may be satisfied and less stressed.

The findings showed that job satisfaction has a positive impact on job performance. This is consistent with the theory of reasoned action, which contends that when a person has a strong intention to engage in a particular behavior, doing so provides an incentive to exert more effort in that direction, increasing the likelihood that the behavior will occur (Fishbein & Ajzen, 1975). Job satisfaction may be positively correlated with higher levels of performance in the workplace if this reasoning holds. This discovery is compatible with research findings (Roberts and David, 2020; Bouckenooghe et al., 2013).

CONCLUSION

Stress at work is a widespread phenomenon that has an impact on both employees and the company. When a worker has a lot of duties to complete that are beyond their capacity, stress results. The negative effects of stress, which include despair, depression, low self-esteem, reduced employee productivity, low motivation, and lower job satisfaction, are a part of modern life and are fairly frequent. All of the aforementioned effects could lead to less commitment from employees to their employers, more absenteeism, higher work turnover, low morale, and poor physical and mental health. Stress is something we can manage but not avoid. Not all stress is negative. However, if it occurs when we are at work, it will have an impact on how we perform there. The study finds that stress in the workplace affects both male and female employees.

LIMITATIONS

Although the current research has produced some significant findings, there are still several determinants. First off, because this study was restricted to the telecommunications industry, generalization of the findings is not possible. If the findings of the current study can be applied to other industries and sectors, they can be further investigated. Second, questionnaires were used to collect data on all study variables. This indicates that questions were all answered in a particular way by every participant, which may have an amplifying effect on the findings. Open-ended research questions or interviewing techniques may be used in future studies with recommendations.

RECOMMENDATIONS

To improve workers' productivity and efficiency, managers in Jordanian telecommunications firms must maintain a specific level of workload. Employee productivity will be impacted if stress is not adequately managed because it will be detrimental to both the organization and the workers. Therefore, stress management is crucial for the organization's success in lowering stress. This can be done by redesigning occupations to lessen employees' workloads, allocating work fairly, minimizing role conflicts, and paying workers a fair wage. In order to deal with the stress issue, employers can also counsel their staff to acquire stress management practices. Instead of communicating at the last minute, which forces workers to spend long hours at the office to finish numerous duties, there is a need to establish effective communication channels so that information reaches employees in a timely manner to arrange their work. Indeed,

regulatory regulations that will loosen up communication between various levels must be implemented. In order to uncover any recruitment gaps, it is more necessary than ever to undertake skills analyses and job evaluations, as doing so will boost employee productivity and satisfaction. To reduce the amount of work that employees have to do, telecommunications businesses should aim to expand their workforce.

By involving workers in decisions that have an impact on their professional and social lives, by holding seminars and workshops with a focus on enhancing positive work practices for employees to support the company's goals and plans, and by turning on the company's incentive and reward system, communications companies in Jordan help their employees feel more satisfied with their jobs. To increase the efficiency of employee performance and the caliber of their output, managers must enhance the workplace environment. Communications firms in Jordan assist their employees to feel more content with their jobs by involving them in decisions that have an impact on their professional and social lives, holding seminars and workshops with a focus on enhancing positive work practices for employees to support the company's goals and plans, and activating the company's incentive and reward system. Managers must improve the workplace environment in order to improve employee performance and the quality of their output.

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