

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

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**ASIA e UNIVERSITY
2024**

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AND EMPLOYEE PERFORMANCE AMONG HOSPITAL EMPLOYEES
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MOHAMMAD SOHAIL JAN

A Thesis Submitted to Asia e University in
Fulfilment of the Requirements for the
Degree of Doctor of Philosophy

June 2024

ABSTRACT

This thesis 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

APPROVAL

This is to certify that this thesis conforms to acceptable standards of scholarly presentation and is fully adequate, in quality and scope, for the fulfillment of the requirements for the degree of Doctor of Philosophy

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Professor Dr Siow Heng Loke
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(15 June 2023)

DECLARATION

I hereby declare that the thesis submitted in fulfillment of the Ph.D. degree is my own work and that all contributions from any other persons or sources are properly and duly cited. I further declare that the material has not been submitted either in whole or in part, for a degree at this or any other university. In making this declaration, I understand and acknowledge any breaches in this declaration constitute academic misconduct, which may result in my expulsion from the program and/or exclusion from the award of the degree.

Name: Mohammad Sohail Jan



Signature of Candidate

Date: 15 June 2023

ACKNOWLEDGEMENTS

First of all, my sincere, wholehearted thanks go to ALMIGHTY ALLAH for the grace and blessing and for granting me his protection and knowledge in fulfilling this important Research Study.

I would like to express my deepest and heartiest gratitude to my worthy Supervisor, Prof. Dr. Haji Ibrahim who unfortunately took his last breath in the final phase of my Ph.D. I have no words to acknowledge his kindness, methodology of guidance and positiveness. His extensive knowledge and logical method of thinking have been a great contribution to this thesis. His understanding, encouragement, and personal guidance enabled me to prepare this thesis. I want to further thank my 2nd Supervisor Prof. Dr. Illham Sentosa for his kind supervision and, for imparting knowledge to me in a diverse way and for sharing their expertise and providing insightful suggestions that helped me to strengthen my knowledge during classes.

I am also thankful to the Hospital Administrator of the Public-Private Partnership Model Hospitals for giving me the necessary approval and the needed support for providing vital information for this work. I am further thankful to the staff of the hospital who cooperated in sharing their views through interviews.

May ALMIGHTY ALLAH richly bless all including those who played diverse roles relating to the completion of this study, whose names did not come up for mentioning.

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LIST OF ABBREVIATION

RQ	Research Question
KPK	Khyber Pakhtunkhwa
SPSS	Statistical Package for the Social Sciences
PLS-SEM	Partial Least Squares Structural Equation Modelling
FCPS	Fellowship of the College of Physicians and Surgeons
MBBS	Bachelor of Medicine, Bachelor of Surgery
DMA	Decision Making Authority
EP	Employee Performance
JS	Job Stress
JS	Job Satisfaction
MR	Monetary Reward
WE	Work Environment
WL	Workload
SEM	Structural Equation Modelling
VIF	Variance Inflation Factor
CFI	Comparative Fit Index
TLI	Tucker-Lewis Index
RMSEA	Root Mean Square Error of Approximation
AVE	Average Variance Extracted

CHAPTER 1

INTRODUCTION

By expanding access to quality medical treatment and encouraging healthy lifestyles, the healthcare sector is crucial to the success of any society. Staff members in the healthcare sector are indispensable, as they devote their skills, knowledge, time, and hearts to helping patients. However, due to the demanding nature of their work, they are often exposed to high levels of stress on the job, which can have an adverse effect on their wellbeing, morale, and efficiency. If you want to create a great environment for healthcare employees, you need to understand how their health, happiness at work, and efficiency are all interconnected. The purpose of this study is to examine the relationship between stress, job satisfaction, and job performance among healthcare workers in Pakistan's South Waziristan Tribal District. South Waziristan's varied cultural and sociological qualities create a one-of-a-kind environment for the region's healthcare providers. Identifying the factors that contribute to their stress, work satisfaction, and performance is the first step in comprehending the challenges they face and the room for improvement in the healthcare system in this region. The term "stress" was popularized by Dr. Hans Selye to describe the body's and mind's reactions to a variety of stressful events and circumstances. When an individual's skills fall short of the requirements of their job, stress is an inevitable result. Rarely are there truly enormous risks, responsibilities, or outcomes, but when they do arise, they can have a major impact. Workers in the healthcare sector, like workers in any other sector or culture, are vulnerable to stress because of the demands of their jobs. Although there is no way to completely eradicate stress from our culture, there are ways to lessen its impact on health and productivity.

Workplace stress is associated with lower levels of job satisfaction and productivity. When people are under a lot of pressure, they tend to be less satisfied with their professions. Improvements in job satisfaction have been linked to lower rates of absenteeism and staff turnover as well as higher levels of productivity (Fairbrother & Warn, 2003). Therefore, creating a positive work environment, lowering work-related stress, and increasing job satisfaction can greatly aid in enhancing employee performance in the healthcare profession. Teaching healthcare workers stress management and coping skills is crucial if they are to be able to meet the challenges posed by occupational stress. Stress in the workplace can be reduced among healthcare professionals through strengthening working relationships, providing social support to health workers, and eliminating toxic leadership practices. Employee productivity can be negatively impacted by stress in a number of ways, including but not limited to: poor work performance, drunkenness, anxiety, hypertension, discontentment, and absenteeism. But it has been shown that stress management programs can reduce these and other negative effects. The likelihood of further unfavourable results is diminished.

It has been shown that high levels of occupational stress can negatively affect the mental, physical, and social health of healthcare practitioners. When businesses fail to address the issue of stress in the workplace, productivity drops and employee turnover rises. Therefore, stress management in the workplace needs to be a top priority if we want to see an increase in productivity. Workplace stress and its effects on productivity are a worldwide problem that necessitates solutions at both the individual and societal levels. The results of this study suggest that healthcare providers in Pakistan's South Waziristan Tribal District could benefit from learning more about the causes and treatments of occupational stress.

Healthcare organizations may be able to improve their care for staff and output if they can reduce workplace stress and boost workers' contentment with their jobs. This has a snowball effect on the standard of care available to the public. Numerous factors influence the effectiveness and efficiency of healthcare workers throughout time. The recognition of the need of a balanced work and home life, the adoption of supportive policies, and the encouragement of a positive work environment all play a part.

1.0 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 unfavorable 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 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. When a business owner's talents, skills, or goals aren't reached, or when an individual employee or team's knowledge or capabilities aren't up to scratch with those of the firm, all of these factors can lead to stress (Manzoor et al., 2011). The work environment, labor relations, and channels of communication can all be contributors to stress. This is yet another conceivable event that can occur when a company's goals are not accomplished.

According to the findings of a study that was conducted by Arif et al., in 2020, those who work in Pakistan's Lahore District have significant rates of burnout as a result of the specific pressures that are associated with working in the healthcare business. Having a high number of patients, working long hours, being forced to make difficult decisions, witnessing or experiencing horrific events, and having few resources and support networks to rely on are all potential causes of

burnout. As a result of the rural and underdeveloped nature of the district, healthcare workers in this region face a diverse array of challenges on a daily basis, each of which has the potential to increase the amount of stress they experience on the job. Because of the high expectations that are placed on workers in the healthcare profession and the emotional toll that the work takes on them, this sector is known for having a reputation for being particularly stressful. Work-related stress can have a negative impact on a person's mental and physical health, which in turn can lead to tiredness, unhappiness with one's employment, and burnout (Lee et al., 2015).

It has been demonstrated that an individual's ability to find meaning in their work has a substantial impact not only on their personal performance but also on the outcomes achieved by healthcare organizations (Bright, 2008). Workers in the healthcare industry who enjoy their work and feel a sense of pride in what they accomplish are directly responsible for improved patient care as well as higher levels of productivity. A person's level of happiness in their employment can be affected by a variety of factors, including their capacity for decision-making, the frequency with which they receive positive feedback, the degree to which they are able to maintain a healthy work-life balance, and their access to various resources. In the field of healthcare, an employee's level of job satisfaction is positively connected with their feeling of being respected and rewarded for their efforts. This is especially true in the case of those working in the nursing and medical fields. According to research carried out by Al Sabei et al., (2020), dissatisfied professionals are less productive, pay less attention to their patients, and are more likely to consider quitting their professions. Additionally, dissatisfied workers are more prone to consider leaving their positions.

Numerous studies have been conducted to investigate the extent to which workers in the healthcare industry experience a correlation between their levels of stress and the degree of job satisfaction they report. According to Dwaikat in 2023's research, when workers are subjected to an excessive amount of pressure at work, they experience a decrease in job satisfaction. This, in turn, leads to a rise in feelings of burnout and a reduction in their commitment to the organization. There is a correlation between high job expectations, a lack of control, and insufficient resources and lower levels of job satisfaction among healthcare employees. These factors all contribute to an already stressful work environment. Stress in the workplace can amplify a variety of negative emotions, including rage, weariness, and a general sense of powerlessness. As a consequence, one's level of contentment while at work may decline. It is likely that the negative impacts of stress on job satisfaction will be more obvious in high-stress areas, such as healthcare, where stress can have disastrous repercussions on both personnel and patients. Reducing the amount of stress that healthcare employees are subjected to, as indicated by studies (Shahzad et al., 2017), can reportedly improve both their health and their productivity.

Researchers have also investigated how contentment in one's work life can act as a buffer between the negative effects of stress and the positive effects of increased productivity. According to the findings of Alfes et al., (2018), one of the most important factors in the transition of occupational stress into measurable performance outcomes is job satisfaction. Low levels of job satisfaction are linked to elevated levels of stress among those working in the healthcare industry. This might bring to a drop in their motivation, engagement, and devotion to the work at hand, all of which would have a detrimental influence on their production. When a

person works in the healthcare industry and reports having a high level of enjoyment from their work, all aspects of their motivation, engagement, and productivity are improved. It has been demonstrated that increases in job satisfaction are beneficial not only to the financial line of a firm but also to the engagement, productivity, and health of its employees.

In Pakistan's healthcare research community, stress, job happiness, and productivity are all subjects that have received a significant amount of attention and investigation. The same negative association between workplace stress and discontent with employment has been found to hold true across a wide variety of cities in Pakistan, according to studies that were carried out in those areas. For instance, Hussain et al., (2016) found that healthcare workers in Lahore, Pakistan, who reported higher levels of stress in the workplace also reported lower levels of job satisfaction in their positions. According to the findings of research conducted in Karachi by Abbas et al., (2019), work satisfaction was found to be a moderating factor in the association between job stress experienced by nurses and their participation in organizational citizenship activities. According to the findings presented here, it is abundantly obvious that healthcare professionals in Pakistan, especially those working in the South Waziristan Tribal District, would considerably benefit from the implementation of policies that aim to lower occupational stress and increase job satisfaction.

High levels of stress and discontent are experienced by healthcare personnel in the South Waziristan Tribal District. These issues need to be addressed if the South Waziristan Tribal District as a whole is to benefit from improved health outcomes. It has been established that using a number of different approaches is an effective way to cut down on stress connected to working conditions and increase

job satisfaction among healthcare personnel. One strategy is making sufficient resources and support systems available. According to Bakker, (2021), staffing levels should be appropriate to provide equitable patient loads, and managers and coworkers should be present to reply to questions and lend a helping hand. If companies offer their employees with the resources and assistance they require, it is possible that the workers in the healthcare industry may experience less stress and a higher level of job satisfaction.

Strong leadership among healthcare staff has been connected to a number of positive outcomes, some of the most important of which are the reduction of stress and the increase in job satisfaction. (Manzoor et al., 2009) found a correlation between workers in the healthcare industry who report lower levels of stress and higher levels of job satisfaction and leaders who use supportive and transformative leadership styles. It is extremely beneficial for a company to have compassionate managers who are familiar with the challenges that exist in the healthcare industry and who are able to provide their employees with both direction and encouragement. It is feasible for personnel in the healthcare industry to see increases in both their morale and their level of job satisfaction through the adoption of leadership development programs and other training initiatives. The support provided by the policies and procedures of a healthcare organization can help minimize stress in the workplace and raise morale at the same time. According to Alrobai, (2020), workload management tactics that offer employees the opportunity for learning and growth, that advertise and recognize excellent achievement, and that establish a happy work atmosphere have been demonstrated to increase job satisfaction and lower stress levels. There are many different kinds of advantages that may be provided to employees to demonstrate to them that their employer cares

about them, some examples of which include flexible scheduling, promotions, and public expressions of thanks. These precautions contribute to a supportive working environment that places a priority on the safety and well-being of the staff members. According to a recent study (Mills et al., 2013) carried out in the healthcare business, employees who participated in employee assistance programs (EAPs) reported lower levels of stress and greater overall job satisfaction. Employee assistance programs (EAPs) are designed to assist workers in coping with the mental and emotional issues they confront on the workplace by offering counseling, stress management strategies, and other forms of assistance. Problems in the workplace can be caused by a variety of factors, including being overly critical of one's colleagues and being unable to keep up with the requirements of one's employment. Employee assistance programs, often known as EAPs, offer healthcare workers the opportunity to receive confidential assistance from trained professionals, allowing them to better manage stress and confront challenging situations head-on. Because of this, there is a possibility that the mental and emotional health of those who work in the healthcare industry will improve. Mentoring programs and peer support networks, both of which are popular in the workplace, have been shown to have a good effect on job satisfaction and reduce stress, according to research that was carried out by Karaalioğlu et al., (2019) on healthcare professionals. Employees who make advantage of these services report experiencing lower levels of stress as well as increased feelings of community and belonging while working. It is possible that healthcare organizations could benefit from participating in programs that pair more seasoned professionals with less experienced staff members who can learn from their mentors. When healthcare employees are aware that their coworkers can provide them with direction, support,

and an awareness of where they are in their careers, they are more likely to be resilient in their employment and to like their work. According to the findings of a study conducted by Clari et al., (2022), the environment in which healthcare professionals perform their jobs can have a significant impact on the levels of stress they experience and the degree to which they like their work. The health of employees and their level of enjoyment on the job may be influenced by environmental aspects like as noise and lighting levels, as well as the arrangement of individual workstations and the proximity of amenities. It is of the utmost importance to provide those working in healthcare with an environment that promotes a positive attitude and urges them to perform their very best. Employers have the ability to do more for the well-being of their staff members by, for instance, offering ergonomic tools, constructing soothing break spaces, and keeping enough lighting and ventilation. Workers in the healthcare industry have reported experiencing less stress and more joy in their work as a direct result of the improvements that have been made. According to the findings of research conducted by Nawaz et al., (2021) in the field of healthcare, the levels of job satisfaction and stress experienced by workers were found to be favourably impacted by collaborative decision-making and employee involvement in the decision-making process. When employees in the healthcare industry are given the opportunity to provide input on significant matters, they develop a stronger feeling of agency and a deeper appreciation for the work that they do. As a consequence of this, one's level of job satisfaction increases, and the stress that they feel while working drops. Incorporating the ideas and input of employees into the decision-making processes and recognizing employees for their efforts go a long way toward developing a culture at work in which employees feel respected and valued. When

employees in the healthcare profession collaborate with one another, they develop a stronger sense of both purpose and belonging. Opportunities for professional progress and training are extremely beneficial for employees in the healthcare industry since they boost job satisfaction and reduce stress. According to the research by Huang et al., (2022) providing employees with opportunities for career growth, training, and continuing education has been found to increase job satisfaction and minimize stress in the workplace. After participating in a variety of different types of continuing education, those who provide medical care report feeling more satisfaction in their work and having improved efficacy. This has a favorable influence on their job satisfaction and minimizes the tension that is brought on by emotions of inadequacy while they are on the job. Employees in the healthcare industry may experience greater job satisfaction if their employers make an investment in their futures as professionals and cultivate an environment that is amenable to learning. According to the findings of a study conducted in 2020 by Arif et al., one method to decrease the negative effects of work and boost happiness on the job is to support healthcare personnel in obtaining a decent work-life balance for themselves. People who work in the healthcare industry generally have busy schedules that leave them with little time for relaxation. It is possible to dramatically lower stress levels in the office and greatly enhance morale by implementing rules and practices that foster a good work-life balance. If an employer offers flexible work choices to their employees, such as decreased hours or the ability to telecommute, it may be easier for those employees to maintain a healthy work-life balance. 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." Malik et al., (2023) conducted research in private hospitals in Karachi, Pakistan, to investigate the effects of workplace stress on healthcare employees. They discovered that workplace stress was substantially associated with burnout and emotional weariness. Our research leads us to believe that healthcare workers in Pakistan, and notably in the South Waziristan Tribal District, are subjected to a significant amount of stress on the job. The condition of experiencing happiness and fulfillment in one's work is known as job satisfaction. When medical staff members are happy, they tend to provide better care for patients, have higher levels of productivity, and have fewer plans to leave their jobs. 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., (2020) in private hospitals in the city of Lahore in the Pakistani province of Punjab. These findings highlight the necessity of building a favorable 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