Research Article

The Impact of Work Stress on Employee Performance, Mental Health, and Well Being: *A Systematic Literature Review*

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Abstract: Occupational stress is a growing phenomenon due to the complexity of work demands, digitalization, and changes in the organizational environment. It significantly impacts employee performance, mental health, and well-being. Numerous studies have addressed occupational stress from diverse perspectives, but these findings are scattered and not yet comprehensively integrated. Therefore, this study aims to synthesize the development of occupational stress research and identify trends, gaps, and future research agendas. The method used was a Systematic Literature Review (SLR) with reference to the PRISMA 2020 guidelines. Articles were searched through the ScienceDirect and Google Scholar databases, covering publications from 2019–2024. A total of 30 reputable international articles that met the inclusion criteria were systematically and descriptively analyzed and mapped using bibliometric analysis. The study results indicate that occupational stress consistently negatively impacts employee performance and psychological well-being, but under certain conditions can function as eustress that boosts performance. The study also uncovered theoretical, methodological, and contextual gaps. The implications of this study emphasize the importance of a multidimensional approach to occupational stress management and the need to develop longitudinal and contextual research to support employee well-being and productivity.

Keywords: Job Stress; Employee Performance; Mental Health; Employee Well being

1. Introduction

In modern times, stress has become an increasingly important issue, especially given the increasingly complex demands of life. In the hustle and bustle of modern life, stress has become an integral part of the human experience. Stress has a broad and significant impact on mental health, personal performance, and social well-being. Stress occurs as a natural response to the challenges we face every day, from the academic pressures faced by students to the professional demands faced by working adults. However, as life becomes more complex and societal expectations increase, so too do individual stress levels. According to the World Health Organization (WHO), more than 350 million people worldwide suffer from stress, making it a pressing mental health issue that needs to be addressed. Stress is more than just a feeling of fear or pressure. It can have serious consequences for physical and mental health. The effects range from sleep disturbances and decreased productivity to more serious health problems such as depression and heart disease. In educational settings, stress often hinders students' learning and academic performance, creating a negative cycle that is difficult to break. Recent studies from 2019 to 2024 indicate that stress has a significant impact on mental and physical health. High levels of job stress are often associated with an increased risk of mental health problems such as anxiety, depression, and insomnia. Among healthcare workers, job stress significantly impacts anxiety, depression, and overall stress levels (Hasin et al., 2023). These findings echo other research showing that stress from high work demands and a lack of social support can lead to mental exhaustion and burnout, which are common among healthcare workers and workers in the technology sector.

Stress has become a significant topic in current research, as it is increasingly prevalent in modern society, with increasing demands on life, digitalization, and social isolation playing a major role. Researchers are focusing on understanding the biological and psychological mechanisms behind stress and its long-term impact on mental and physical health. Studies also highlight the importance of stress management approaches such as mindfulness, meditation, and cognitive behavioral therapy, which have been shown to be effective in reducing the negative effects of everyday stress (Chen et al., 2022). Recent research indicates that stress impacts not only individuals but also entire groups and communities, affecting productivity, relationship quality, and social patterns. These findings encourage the development of community-based interventions and public policies that support overall psychological well-being while addressing the stressors of everyday life (Lemke et al., 2023).

Discussing stress is also important for developing effective coping strategies. Identifying the causes of stress and using appropriate coping strategies can help people better manage stress, improve their quality of life, and maintain healthy interpersonal relationships (Dinter et al., 2024). Discussing stress goes beyond simply understanding psychological phenomena. It is also a crucial step toward creating a healthier and more productive environment for individuals and society as a whole.

Hans Sayle introduced the modern science that evolved from the term stress. This is because stress has both negative (pain) and positive (eustress) sides. He is known as the father of modern stress. People are said to be stressed when they experience a common reaction to demands or obstacles, such as being in danger, exposed to danger, or having limited resources (Wolf & Goodell, 1981). Tension or suffering due to difficult situations is called stress (Lopes et al., 2010). According to (Geijerstam et al., 2024), stress refers to an employee's inability to adapt to work and therefore encompasses several natural psychological reactions. According to (Phanniphong et al., 2024), stress is the body's non-specific reaction or response to an event or stimulus. "It is a physical and emotional response that scares, irritates, confuses, hurts, excites, and demands our bodies" (Haradhan, 2013). One of the most frightening obstacles employees face in the workplace is stress. Stress in the workplace is also called job stress. Workplace stress is more likely to occur when employees are unable to meet the demands of their jobs. Currently, the main causes of workplace stress are poor organizational management, poor job design, poor leadership and management, poor working conditions, and an abusive work culture (Chen et al., 2022).

Therefore, 30 research publications published between 2019 and 2024 attempted to analyze the concept of stress, such as work or occupational stress, academic stress, or medical stress. These studies covered various definitions of stress and their impact on the physical and mental health of employees across various industries/research sectors.

Objective

The following are some of the main objectives of Systematic Literature Review (SLR) research, namely:

a. Conducting a synthesis of various existing research results
b. Identifying areas where further research is needed (Research Gaps)
c. Analyze theories that are relevant to the phenomena being studied.
d. Developing a future research agenda

2. Literature Review

Concept and Definition of Job Stress

Occupational stress is an individual's physical and psychological response when work demands exceed their adaptive abilities, resources, and personal capacities. The concept of stress was

scientifically introduced by Hans Selye, who distinguished stress into distress (negative stress) and eustress (positive stress) (Wolf & Goodell, 1981). In the context of modern organizations, occupational stress arises from excessive workload, role ambiguity, time pressure, work-life conflict, and weak organizational support (Chen et al., 2022; Haradhan, 2013). Occupational stress is also understood as an individual's inability to adapt to work demands, which triggers certain psychological and physiological reactions (Geijerstam et al., 2024).

Job Stress and Employee Performance

The literature shows that job stress has a significant relationship with employee performance. High job stress tends to decrease productivity, work quality, and decision-making effectiveness (Peasley et al., 2020; Devi & Lahkar, 2021). However, not all stress is negative. Several studies distinguish between challenge stress and hindrance stress, where challenge stress can increase motivation and performance, while hindrance stress decreases work performance (Zheng et al., 2022; Jia et al., 2022). This suggests that an individual's perception of stress plays a significant role in determining its impact on performance.

Work Stress and Mental Health

Work stress is closely linked to mental health issues, including anxiety, depression, emotional exhaustion, and sleep disturbances. Research shows that prolonged work stress can exacerbate psychological conditions and reduce employees' mental well-being (Hasin et al., 2023; Sun et al., 2022). This impact is even stronger in sectors with high emotional demands, such as healthcare and education. Protective factors such as social support, resilience, and healthy working conditions have been shown to moderate the negative impact of stress on mental health (Ifdil et al., 2023; Lemke et al., 2023).

Work Stress and Employee Well-Being

Employee well-being reflects an individual's physical, psychological, and social well-being at work. Job stress is a major determinant of employee well-being, characterized by decreased job satisfaction and increased intention to leave the organization (Trakaniqi et al., 2022; Tu et al., 2022). Conversely, a supportive work environment, work flexibility, and stress management interventions such as mindfulness and exposure to natural environments can improve well-being and reduce work stress levels (Menardo et al., 2022).

Research Gaps in the Study of Occupational Stress

Despite the rapid growth of work stress research, theoretical, methodological, and contextual gaps remain. Most studies use cross-sectional designs, thus failing to explain the long-term impact of work stress (Yang et al., 2019). Furthermore, the literature places more emphasis on distress than on eustress, which has the potential to improve performance (Winter et al., 2024). Methodologically, simple quantitative approaches remain dominant, while longitudinal methods, SEM, and physiological measurements are limited (Masri et al., 2023).

3. Method

Search Strategy

This Systematic Literature Review (SLR) is prepared based on the Preferred Reporting Items for Systematic Review and Meta Analysis (PRISMA) 2020 to ensure a transparent, replicable, and scientifically adequate systematic literature review.(Haddaway et al., 2022). The search for journal articles was conducted using the Science Direct and Google Scholar search databases. The keywords in the journal search were stress and work stress. The inclusion criteria for selected journals were a) English language journal articles published between 2019 and 2024; (b) Research discussing stress from all aspects; c) Articles selected based on articles that were still relevant to the research title using quantitative and qualitative research methods; d) Articles selected that were relevant to the research

title and in accordance with the inclusion criteria. Meanwhile, exclusion criteria included articles in Indonesian which would not be included in the analysis, as well as articles that could not be downloaded in full (full text) would be excluded.

Article Selection Process

The selection process in PRISMA involves four stages: identification, screening, eligibility, and inclusion. Figure 1 below shows a flowchart of the PRISMA 2020 search method, as follows:
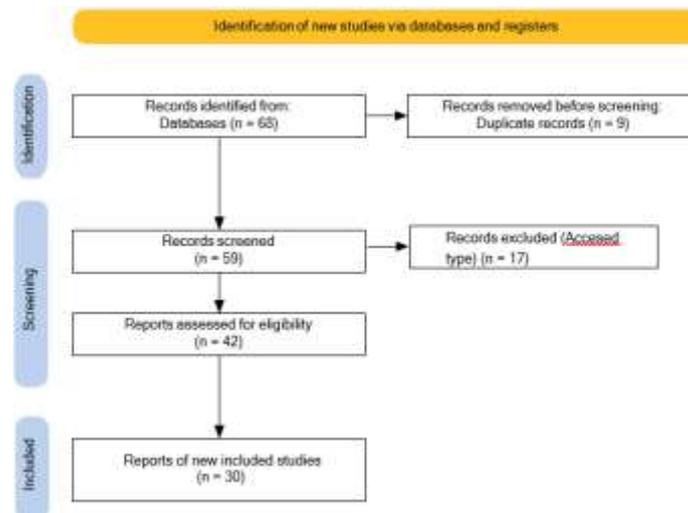

Figure 1. Flowchart of the PRISMA search method (2020)

At the identification stage, there were 68 articles obtained using the Science Direct and Google Scholar search databases. The keyword used is "stress". At the screening stage, there were 59 articles published in the 2019-2024 period. At the eligibility stage, there were 42 articles relevant to the research title. In the included stage, there were 30 research articles on stress that met the inclusion criteria.

4. Results and Discussion

Descriptive Analysis

The data generated from this study were obtained from the analysis and summary of articles related to stress. A search using Science Direct and Google Scholar based on four stages: identification, screening, eligibility, and inclusion yielded 30 articles relevant to the research title and meeting the inclusion criteria, worthy of systematic review. The research results were categorized based on four characteristics: year of publication, journal index, research material, and research results on the topic of stress. The data obtained on stress based on the research inclusion criteria are presented in Table 1 below.

Table 1. Analysis Results

Characteristics	Criteria	Frequency
Publication Year	2019	3
	2020	4
	2021	2
	2022	10
	2023	7
	2024	4
Journal Index	Q1	15
	Q2	5

	Q3	9
	Q4	1
Author's Country	China, South Africa, Pakistan, Germany, Indonesia, Saudi Arabia, United States, India, Peru, Turkey, Spain, Hong Kong, Romania, Kosovo, Italy, Portugal, Taiwan, Thailand, United Kingdom, Poland, Czech Republic, Russia, Netherland	

The articles in this study were selected based on articles published from 2019 to 2024 based on inclusion criteria. Table 1 shows that the frequency of stress-related studies published from 2019 to 2024 decreased. Stress studies were most frequently researched in 2022, which is understandable considering that year was the time of the Covid-19 outbreak, leading many researchers to conduct stress-related research related to the conditions at that time. Stress research decreased in 2024. Details of stress-related articles were mostly researched using quantitative and qualitative research methods based on the journal index in Table 1. It can be seen that the results of studies related to stress were mostly published in reputable international journals (Scopus) from Q4 to Q1. These articles came from several countries, from China to the Netherlands, both as the first author and as a subsequent author.

This study aims to further examine its relationship to stress. In this study, researchers used the VOS viewer to construct and visualize bibliometric networks. These networks can include journals, researchers, or individual publications, for example, and can be constructed based on citations, bibliographic merges, co-citations, or co-author relationships.(Sofyan et al., 2022). Overlay Visualization explains the renewability based on color, meaning the brighter the color, the higher the level of renewability.(Merig et al., 2024).
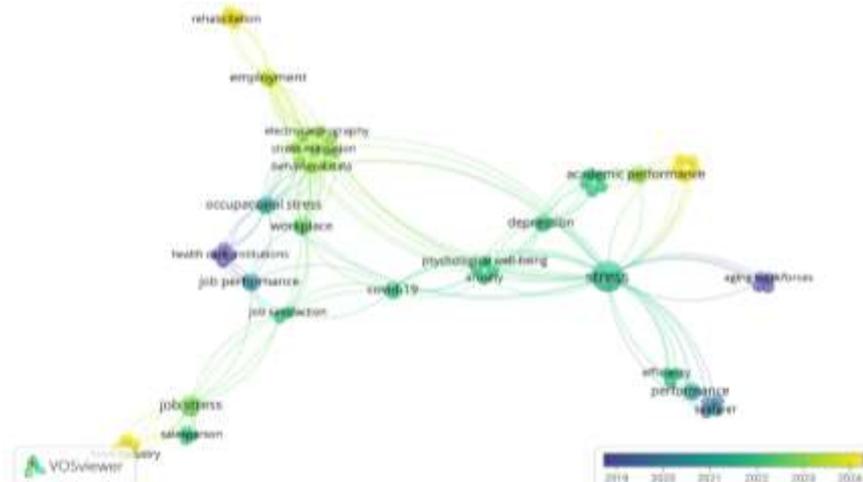

Figure 2. Results of Mapping and Clustering of Research Articles on Stress

The figure demonstrates the extensive research network on stress, demonstrating its significant impact on various aspects of life, particularly performance, mental health, and the work environment. Stress has been a focal point of research, with various topics interconnected and influencing one another. In the work context, stress is often associated with occupational stress, job performance, and the workplace. Stress is linked to topics such as depression, academic achievement, and workplace stress, indicating its widespread impact. The COVID-19 pandemic has further intensified the focus on stress research. Beyond its impact, stress mitigation and rehabilitation efforts have also been highlighted. The colors on this map indicate research developments from 2019 to 2024, with a recent focus on employment and the aging workforce. The relationships between topics are indicated by lines, with thicker lines indicating stronger relationships. This map emphasizes the importance of understanding and managing stress across contexts to improve well-being and productivity. Overall, this visualization illustrates the pervasive impact of stress on various aspects of human life.

Table 2. List of Most Citations

No	Publication Year	Writer	Journal	Number of Citations
1	2020	Michael C. Peasley	*Journal of Business Research*	125
2	2022	Yuwei Deng	*Frontiers in Psychiatry*	177
3	2020	Ji An	*International Journal of Environmental Research and Public Health*	152
4	2022	Zhenjing Gu	*Frontiers in Public Health*	254

Based on Table 2, there are 4 articles out of 30 articles reviewed that have the highest number of citations. The most cited article is the article entitled "Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model" with a total of 254 citations. The results of the article state that employee commitment and ability to achieve mediate the relationship between the workplace environment and employee performance, so that a positive workplace environment can increase commitment and ability to achieve, which in turn can improve employee performance (Zhenjing et al., 2022).

Key Findings and Trends

Research on stress has evolved significantly over time, as evidenced by the various studies listed in the appendix. Based on this systematic literature, stress has been found to have a significant impact on employee performance and well-being across various industries. Initially, research tended to focus on the direct relationship between stress and performance. However, over time, attention shifted to mediating and moderating factors that might influence the relationship, such as health and job satisfaction. Research on stress has expanded significantly, particularly in recent decades, and encompasses various domains of life and work. The primary focus of current research is not only on identifying the causes of stress, but also on understanding how certain factors increase or decrease its impact and finding ways to manage stress effectively.

Early research on stress focused on identifying specific sources of stress, such as health, financial, and relationship stress, as well as work-life conflict. Research consistently shows that stress, whether stemming from personal or work-related issues, negatively impacts work performance. A study by Peasley et al. showed that personal stress caused by health, relationships, and finances negatively impacts productivity and increases employee burnout (Peasley et al., 2020). The results of this study also show that personal stress not only affects individual well-being but also their work performance. Similarly, Devi & Lahkar stated that work stress has a negative relationship with the performance of librarians at a university in Northeast India, where librarians who experience higher levels of stress tend to have lower performance (Devi & Lahkar, 2021).

This provides evidence that stress has a consistent impact on a wide range of professions, from medical professionals to librarians, and suggests that stress management solutions need to be tailored to the specific needs of each field. Organizational stress has been found to be a significant deterrent to managerial performance, particularly for middle- and upper-level managers who experience time pressure, demands for success, and inability to manage time effectively. Symptoms such as anxiety and tension increase with this pressure, ultimately reducing their productivity even outside of work hours (Cotos-Gamarra et al., 2023). Studies have shown that work environment and organizational factors such as flexible working hours, social support, and workload influence stress levels (Tu et al., 2022) For example, Wushe & Shenje found that excessive workload and an inflexible work

environment were associated with increased stress levels and decreased performance in a public hospital (Wushe & Shenje, 2019) This study highlights the importance of supportive organizational structures in reducing stress levels.

In addition, neuroscience-based approaches are also trending in modern stress research, particularly to understand the impact of stress on cognitive function. For example, Almarzouki studied how stress affects students' working memory and academic performance.(Almarzouki, 2024)This research shows that stress can disrupt the function of the prefrontal cortex and hippocampus in the brain, which are important for learning and memory. This provides insight into the biological effects of excessive stress on academic performance.Research has also identified various effective stress management strategies, such as mindfulness and exposure to natural elements. A study by Menardo et al. showed that using mindfulness and natural elements in the workplace can improve well-being and reduce stress (Menardo et al., 2022). This approach is known as Mindfulness-in-Nature-Based Intervention (MiNBI) which has shown positive results in improving well-being in stressful work environments..

Differences, Contradictions, or Debates in This Field (theory, method)

Although many studies show consistent results regarding the negative impact of stress, there are some studies that report different results or find certain positive impacts of stress in certain conditions. Some studies distinguish between types of stress called challenge stress and hindrance stress (Jia et al., 2022). Challenge stress typically involves pressures that can push individuals to develop their abilities and achieve goals, such as challenging deadlines or targets, which can sometimes actually improve performance. For example, a study by Zheng et al. on university teachers in Western China found that challenge stress had a significant positive correlation with job performance, while hindrance stress showed a negative correlation (Zheng et al., 2022). In many situations, Selye stated that challenge stress can increase motivation and focus to achieve a particular goal, while obstacle stress which is perceived as a barrier or burden without direct benefit tends to impair performance (Winter et al., 2024). This suggests that the type of stress and how individuals perceive that stress play a significant role in its impact on performance.

A study conducted by Chen et al found that in some populations, such as the Czech Republic, Poland, and Russia, overcommitment personality can increase stress without increasing alcohol consumption or reducing mental health (Chen et al., 2022). Cultural factors and personality traits may be key reasons for these differences. In certain cultures, high levels of commitment and resilience under pressure are seen as positive values, making individuals better able to cope with stress without compromising mental well-being (Ifdil et al., 2023). Additionally, these differences may reflect the influence of social norms and cultural expectations on how stress is assessed and responded to. In this case, individuals with overcommitment traits tend to remain motivated under high stress, even though this stress might be perceived negatively in other populations (Gottschalk et al., 2020).

Methodological Approach Used by Researchers

From the research data presented, the most frequently used methods to study the impact of stress include quantitative approaches using questionnaire surveys, regression analysis, experimental methods or computational simulations, as well as several qualitative approaches and literature reviews. Questionnaire surveys are the most common method used in stress research. Through these surveys, data is collected directly from respondents using structured questions that allow for quantitative analysis. This research often uses validated instruments, such as questionnaires on stress levels, well-being, or work performance. For example, a study by (Peasley et al., 2020) and (Devi & Lahkar, 2021) using a questionnaire to measure the effect of stress on the performance of workers and librarians. Many studies on stress use regression analysis to understand the relationship between

stress-related variables and their impact. For example, research by (Yang et al., 2019) and (Zheng et al., 2022) using regression analysis to examine the mediating and moderating effects of health or job satisfaction in the relationship between stress and performance.

Several studies have adopted experimental models or computational simulations to understand the long-term impact of stress on health. Studies by (Grave et al., 2022) for example, developing computational models that simulate how the distribution of working hours affects the long-term health of the workforce.This model is used to predict the possible effects of excessive stress or certain work patterns on disease development. Qualitative methods such as in-depth interviews and narrative analysis are used in research that seeks to understand the subjective experiences of individuals. For example, a study by (Haug et al., 2024) explores Instagram users' coping strategies in dealing with stress on social media, which provides insight into the influence of stress on aspects of social life.. Some studies on stress use literature reviews or systematic reviews to summarize and synthesize findings from previous research (Menardo et al., 2022). using narrative review methods to summarize research related to work stress and the benefits of mindfulness and nature exposure in reducing stress.

Several studies have used path analysis to study the complex relationships between stress-related variables, taking into account both mediating and moderating factors. For example, a study by (Yang & Pitafi, 2023) And (Zhenjing et al., 2022) using path models to assess how factors such as health or work commitment mediate or moderate the relationship between stress and performance. Structural Equation Modeling (SEM) is used in some studies to evaluate the causal relationship between stress and other factors simultaneously. For example, research by (Deng et al., 2022) using SEM to analyze how stress from academic and family environments affects depression and academic performance in students.

Theoretical Framework and Model

The main concept in the theoretical framework is stress, where stress is a central variable that influences various other aspects, including job performance, employment, and psychological well-being. Factors associated with increasing or decreasing stress include: a) Work and Workplace: Occupational stress and job stress; b) Mental Health: Depression and anxiety; and Physical Health: The use of electrocardiography as a tool to measure physical condition.

The theoretical model can be described as a causal relationship between the following variables: Stress as an Independent Variable, where stress serves as a trigger for various other conditions, both at the individual level (psychological well-being, depression) and organizational level (performance, efficiency). Stress influences derived variables, such as work performance, psychological well-being, and academic achievement. Variables such as stress mitigation, physical health, and workplace support can function as moderators, weakening or strengthening the impact of stress on the dependent variable. For clarity, this can be described as follows:
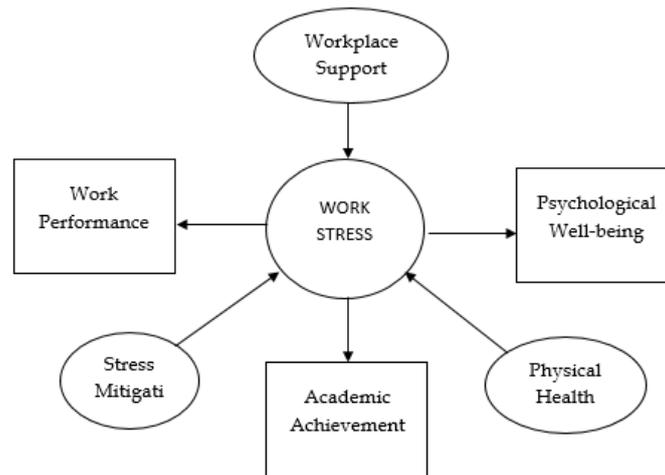
Figure 3. Theoretical Framework

Discussion

Theoretical Gap

There are still many theoretical gaps in research on workplace stress. Current understanding is fragmented and requires further development from various perspectives. How stress interacts across industries and whether the same coping strategies can be effectively applied across industries remains unclear. Much research focuses on stress in specific work environments, such as healthcare workers, salespeople, and university staff. However, each sector has its own stress characteristics and cannot be simply equated with other sectors. For example, healthcare workers often experience stress due to the high physical demands and intense emotions of dealing with emergency and critically ill patients. Meanwhile, sales employees feel pressured by high sales targets and intense market competition.

Most existing research uses a cross-sectional design. This means we only examine the relationship between stress and performance at a single point in time. As a result, the long-term impact of stress remains poorly understood, including whether long-term stress can impact a person's mental and physical health, and even their career. Furthermore, it remains unclear how prolonged stress contributes to chronic health problems such as depression, heart disease, and burnout, and how it impacts long-term performance and employees' decisions to leave their jobs. Furthermore, many studies have not adequately investigated how stress experiences differ across populations. For example, men and women may react differently to stress, or younger and older workers may have different coping strategies for workplace stress. This gap highlights the importance of more integrative research approaches that are sensitive to demographic factors to provide a more comprehensive picture of how stress affects performance across different environments and groups.

Research has shown that stress refers to specific types of stress (e.g., physical, emotional, and psychological stress) and their effects on various aspects of performance (e.g., productivity, work quality, and job satisfaction). These terms are often used interchangeably. In fact, different types of stress can affect different aspects of performance. For example, emotional stress can significantly impact interpersonal relationships and job satisfaction, while physical stress can significantly impact daily productivity and physical fitness in the workplace. Occupational stress is often studied solely from a psychological or social perspective, and the biological effects of stress, such as hormonal changes and effects on the central nervous system, are often overlooked in the workplace stress management literature (Burk & Wiese, 2021). A new theory that integrates psychosocial factors and biological mechanisms explains how stress affects overall employee performance, including its potential impact on long-term health and productivity.

The majority of existing literature focuses on stress reduction aimed at improving individual well-being. However, there is no theory that explicitly examines how stress management interventions have immediate impacts and improve long-term performance. For example, theory development exploring how mindfulness training programs, coaching, or healthier workplace designs can improve productivity, creativity, or adaptability in the workplace is still very limited. Much research examines workplace stress from a more negative perspective (distress), specifically how stress affects performance and health. However, the concept of eustress (positive stress), which increases motivation and enhances performance, remains poorly defined in the literature. A theory that clearly distinguishes between eustress and distress provides deeper insight into how specific types of stress can be used as motivational tools or drivers of performance improvement.

Methodological Gaps

In many studies, there are still shortcomings or differences in the approaches used, which can make the results less accurate or less understandable. For example, some studies use only quantitative or qualitative approaches, even though combining both approaches can provide more comprehensive insights. For example, questionnaire surveys can provide useful data, but they sometimes fail to capture the in-depth stories or experiences of respondents. Meanwhile, in-depth interviews can better help us understand the human side of a phenomenon.

Many studies also only collect data once (cross-sectional), so they cannot examine changes in variables over time. However, if we want to understand the long-term impact of stress on work performance, we need to see how it develops and changes over time. This allows us to gain a clearer picture of its long-term effects. Many studies on stress management or the interventions implemented often lack clear information. For example, we often don't know what type of intervention was used, how long it lasted, or how it actually worked. This makes it difficult to assess whether the strategy is truly effective or merely a formality. Furthermore, measuring abstract or subjective factors, such as stress, anxiety, or mental health, is challenging. Without clear and standardized measurement methods, research results often feel unclear and unreliable. Furthermore, some studies fail to explain the context in which the results are found. Cultural, social, or economic factors can significantly influence the results. Without understanding this context, it's difficult to gain a complete picture of why and how these results occur.

Contextual Gap

Contextual gaps refer to specific factors that may influence outcomes, such as geographic location, industry, demographic group, or socioeconomic circumstances, that are not represented or reported in research. Much research on stress still fails to fully consider the realities faced by workers in developing countries. Most research focuses on developed countries like the United States, Western Europe, and China, with regions like Southeast Asia, Africa, and Latin America receiving less attention. This means that survey results often do not accurately reflect the actual conditions and challenges faced by workers in these countries. Furthermore, research on stress typically focuses on specific sectors like education, healthcare, and services. Other sectors, such as agriculture, manufacturing, and construction, receive less attention, even though they face different challenges. For example, workers in these industries often face poor environmental conditions, physically demanding work, and long hours, all of which can contribute to varying levels of stress.

Most research on workplace stress still focuses on middle-aged workers, leaving other groups such as younger workers, older adults, and pregnant women often overlooked. In reality, each group has its own unique story and challenges. For example, younger workers may feel stressed about finding

their identity and pursuing a career, while older workers may be more concerned about their health or the burden of family responsibilities. Similarly, pregnant women are exposed not only to physical stress but also to equally significant mental stress. Workplace diversity remains underrepresented in stress research. For example, women may experience additional stress due to gender bias, workplace harassment, and the pressure to balance their roles as workers and homemakers. Furthermore, many studies only examine formal work environments, such as offices or educational institutions. In fact, workers in non-traditional industries, such as freelancers, remote workers, and those in the gig economy, also experience stress in diverse ways (Davies, 2022). They often face income insecurity and loneliness due to a lack of social interaction.

5. Conclusion

Stress has a broad impact on various aspects of employee life, including work performance and mental well-being. Studies show that stress not only impacts productivity but can also trigger serious health problems such as depression and other physical ailments. In the workplace, organizational stress is a major cause of decreased productivity, particularly in the healthcare and education sectors. The COVID-19 pandemic has strengthened the link between stress and decreased performance, particularly in the healthcare sector. Employees are experiencing increased stress due to significant changes in work practices and global health conditions. The literature emphasizes that stress needs to be understood from multiple dimensions, including physical, emotional, psychological, and biological aspects. The combination of these factors allows for a deeper understanding of how stress affects the individual as a whole.

Several key gaps in the research have been identified. Most studies use cross-sectional designs, which provide only a snapshot of the relationship between stress and performance. This gap is significant because it fails to address long-term impacts, such as whether prolonged stress can trigger burnout or chronic depression. Current literature tends to focus more on distress and its negative impacts, while eustress, which can enhance performance and motivation, remains underexplored. Further research is needed to examine how eustress can be facilitated through a supportive work environment. Research on stress is limited in exploring variations based on demographics such as age, gender, or socioeconomic background. Research needs to include more diverse groups to gain a more complete picture of the impact of stress. Methodologies used are often overly simplistic, such as linear regression or ANOVA, which are less able to capture the complex relationships between variables. Using methods such as Structural Equation Modeling (SEM) could provide more in-depth and accurate results.

Several future research agendas are proposed. Future research is proposed to focus on the long-term impact of stress, not only distress (negative stress) but also eustress (positive stress), which can increase motivation and psychological resilience. Further research is needed to explore how demographic factors such as age, gender, and work experience influence stress responses. The use of technologies such as FMRI, EEG, and wearable devices is recommended to measure physiological responses to stress in real time. Combining quantitative and qualitative approaches in future research will provide a deeper understanding.

Further research is essential to address identified gaps in knowledge advancement in the field. Addressing these gaps is crucial for developing more effective and relevant stress management strategies. A deeper understanding of stress mechanisms can improve employee well-being and productivity, creating a healthier and more inclusive work environment. Developing a multidimensional approach that considers physical, emotional, and biological factors can provide more comprehensive insights into stress management.

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