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# Employee Stress Based on Intrinsic and Extrinsic Stress Factors and their Connection to Job Satisfaction

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## Abstract

**Purpose:** This study explores the intrinsic and extrinsic stress factors that affect employees' job satisfaction. The study reviews the literature on three intrinsic and three extrinsic stress factors that influence the job satisfaction level of employees, establishing the various research findings on the factors and finding the relevant links that such findings have to current research. **Research design, data and methodology:** The present researcher collected the relevant prior studies via literature content approach that was used by numerous previous works. The researcher transcribed the data gathered from the participants. The next analyst would code the different features of data systematically across the entire set of data, thereby collecting the relevant data for each of the codes. **Results:** The investigation suggests six stress factors to be connected to job satisfaction, such as Hours of Work Employee Job Satisfaction, Communication and Employee Job Satisfaction, Leadership Style Employee Job Satisfaction, Competition Employee Job Satisfaction, Career Development Opportunities Employee Job Satisfaction, Strikes and employee Job Satisfaction. **Conclusions:** This research concludes that organizations with proper communication channels will certainly influence their employees positively and hence give them job satisfaction. Overall, this qualitative research has found that intrinsic and extrinsic factors influence the job satisfaction level of employees in a workplace.

**Keywords :** Employee Consultation, Stress Factor, Psychological Consultation, Job Satisfaction

**JEL Classification Code:** D91, O15, L16, J53

## 1. Introduction

Job stress and job satisfaction are key elements that every serious employer would want to consider when looking at the organization's overall performance (Adamopoulos & Syrou, 2022). For employees to perform the way they want, every element within and outside the organization that affects them must be of concern to the employer. One of the major determinants of the effectiveness of every employee, especially these days, is

stress. Employees would undergo sites from different sources as a result of the factors that they face that are, in most cases, out of their control. Generally, the causes of stress to employees can be classified as intrinsic and extrinsic factors (Ghani et al., 2022).

The intrinsic factor that causes stress to the employees in an organization is those factors directly associated with the employees' work. The intrinsic factors would make the work that the employees do challenging to have a safe environment to deliver what is expected (Vuong et al., 2021). The intrinsic factors influence how the employees view the

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work that they do. As such, the extent of the factor causing intrinsic stress will vastly increase the job satisfaction level of the employees. This is because the increased factors will give the employees a better attitude than they need for the job. On the other hand, extrinsic factors would influence the employees' working environment externally. They do not directly have a relationship with the work that the employees do, not will affect the employees' job performance all the same (Bajrami et al., 2020).

This study aims to explore the intrinsic and extrinsic stress factors that affect employees' job satisfaction. The study shall achieve this objective by dividing the discussions into the following major sections: the introduction section, the literature review, the methods section, the implications of the study, and finally, the conclusion sections. In the literature review, the study shall have an overview of what past literature has considered as the subject of discussion. The study shall review the literature on at least three intrinsic and three extrinsic stress factors that influence the job satisfaction level of employees (Prasetio et al., 2019). The study shall establish the various research findings on the factors and find the relevant links that such findings have to current research.

The following section will be the methodology section. In the methods section, the study shall discuss the specific research approach that will enhance the generation of research findings used for this study. The finding section will follow the methods section and discuss the results generated from the discussion of relevant literature on the subject (Battaglio et al., 2021). The study's implications will highlight how the results can be applied in different contexts. The study shall conclude by having a short summative overview of all that shall have been discussed.

## **2. Literature Review**

Employees can undergo two broad categories of stress in the workplace. The two categories are intrinsic stress factors and extrinsic stress factors. The intrinsic stress factors are the elements within the tasks or jobs the employees perform that cause them to have stress. On the other hand, extrinsic stress factors are the elements within the external environment of the workplace that causes employees to have stress (Kriegsmann-Rabe et al., 2023). Past research studies have revealed that both intrinsic and extrinsic stress factors would affect job satisfaction would have at the workplace. Some researchers have also stated that there is little difference regarding employees' job satisfaction regarding whether the stress factors are instance or extrinsic.

### **2.1. Long Hours of Work**

Past research literature has indicated that having long hours of duty would have some effects on employees' general satisfaction at work. Hsu et al. (2019) investigated the effects of long work hours on employees' work-life balance and satisfaction levels. The researcher's analysis indicated a significant correlation between long work hours and the occupational stress employees undergo and their job satisfaction level. Also, the researcher found that the relationship between occupational stress and working hours exhibited a positively significant relationship with the perceived control of time. The result of the study revealed that there is great importance in giving employees greater control over the hours that they give in for the jobs that they do (Yu & Wu, 2021). Also, Zheng et al. (2023) investigated the link between employees' working hours and job satisfaction.

The results that the researchers found revealed that working more than 9 hours a day would reduce the employees' job satisfaction level. The reduction in the level of satisfaction would be further if employees work more than 12 hours a day. The heterogeneous analysis that the researchers carried out also indicated that working long hours reduces job satisfaction among female employees more than male employees. The job satisfaction of individuals who are not married would not be so much affected by the number of specific hours that they would work (Kumar et al., 2021). However, the job satisfaction of married workers would reduce when they work longer hours.

### **2.2. Communication**

The other factor that causes stress within the workplace is the communication patterns and effectiveness that the workplace has. Vermeir et al. (2018) sought to determine the link between communication and the satisfaction that critical care nurses should have and the impact that the associated stress would have on their level of burnout. The results that the researchers found indicated that there is indeed a link between the level of communication within an organization and the satisfaction they would have in the end. In the instances where the employees have communication challenges, they need help managing what they do effectively. As such, their level of satisfaction would reduce significantly (Wang et al., 2021).

The authors wanted to establish whether there were differences between generations concerning their expectations of communication and whether that would, in turn, affect their satisfaction level at the workplace. The researchers found that communication among adult workers was not a significant element in reducing their satisfaction level for the younger generation. However, their perception

of the communication levels and challenges in the organization primarily affect their satisfaction level with the organization.

### 2.3. Personal Interests

Past studies have also indicated that the type of leadership in the workplace affects employees' satisfaction levels. Babalola (2016) sought to establish whether there is a link between the leadership style in an organization, job satisfaction, and the relationship between the supervisors and the employees on the job satisfaction level of employees. The study indicated that an employee's performance level and commitment would be primarily determined by their relationship with the supervisors, influencing their satisfaction. According to the study, the perceived type of leadership would determine the job satisfaction level of employees in a workplace.

### 2.4. Competition

Dluhosch and Horgos (2018) found out that there is a link between the international competition existing in an organization and the job satisfaction that the employees would have. According to the study, the competition in the type of industry employees work will largely influence their satisfaction level. Employees in highly competitive industries will be forced to deliver so highly, leading to stress. In such environments, the study notes, employees would not be satisfied with their work. Also, Jermsttiparsert (2020) found out that an organization's competition level influences the employees' satisfaction. Firms with a higher level of competitive advantage will have their employees enjoying high success and hence being satisfied with their work. However, in firms with no competitive advantage in the market, employees tend to be pushed to do more to match the leading firms.

### 2.5. Development Opportunities.

Wau and Purwanto (2021) sought to study the link between employee motivation, job satisfaction, and career development practices in the workplace. The research study results indicated that career development positively affected employees' performance and satisfaction. According to the study results, career development would increase employee work motivation.

Also, Chen et al. (2004) determined the link between career development programs: professional development, productivity, and job satisfaction of employees. The results of the analysis indicated that there is a link between the satisfaction level of employees and the research and development programs that are available in the workplace.

Overall, employees would increase their productivity level due to the career opportunity development opportunities they get, leading to higher satisfaction.

### 2.6. Employee Union Strikes.

Hammer and Avgar (2005) found out that there is a link between unions and the job satisfaction of employees. Whenever the unions organize strikes, the study notes a potential loss of income, affecting employee satisfaction on the job. Also, Tomažević et al. (2014) supports the idea that strikes that go for long would affect the satisfaction of employees. Employees who love what they do will find it hard to stay away from their workplace during strikes. As such, their satisfaction will reduce during the days when the strikes occur.

**Table 1:** Results of the Investigation of Literature

Main Theme	Past Resources
Broad Categories of Stress in the Workplace.	Kriegsmann-Rabe et al. (2023), Hsu et al. (2019), Yu and Wu (2021), Zheng et al. (2023), Kumar et al. (2021), Vermeir et al. (2018), Wang et al. (2021), Babalola (2016), Dluhosch and Horgos (2018), Jermsttiparsert (2020), Wau and Purwanto (2021), Chen et al. (2004), Hammer and Avgar (2005), Tomažević et al. (2014)

## 3. Study Design

This study uses the 'Literature Content Analysis approach' (Kim & Kang, 2022; Woo & Kang, 2020). The first step is familiarization. In this stage, the researcher will transcribe the data gathered from the participants. The step will also involve reading and re-reading the data that has been gathered. After clearly understanding the data gathered, the researcher gets to note down all the initial codes. The major ideas are then highlighted and written down for each transcript. The second step in the process is the generation of initial codes. The analyst at this stage would code the different features of data systematically across the entire set of data, thereby collecting the relevant data for each of the codes (Rashid et al., 2019). While transcribing and translating, the features from the data will be coded as a keyword or a small phrase representing a particular idea. The researcher would then search for themes from the information set. The codes will then be analyzed and

grouped into different central themes, as discussed in the fourth step of the thematic analysis process (Abusaada & Elshater, 2022; Woo & Kang, 2021).

The fifth step in the process is reviewing the identified themes. The analyst will confirm whether the identified themes are relevant and consistent. The process will generate a thematic map of the analysis. The fifth step will involve defining the themes. The complete data review will be re-read to validate the different codes. Also, different patterns within the data will be identified at the definition stage, which will facilitate the interpretation of the given data (Regona et al., 2022; Phommahaxay et al., 2019).

The sixth and last step in the process will be producing the reports or a write-up of the defined themes. The step involves the selection of compelling and vivid extract examples and the final analysis of the extracts selected that relate to the search questions and literature. The report would also indicate visual representation drawn using the codes' interconnection.

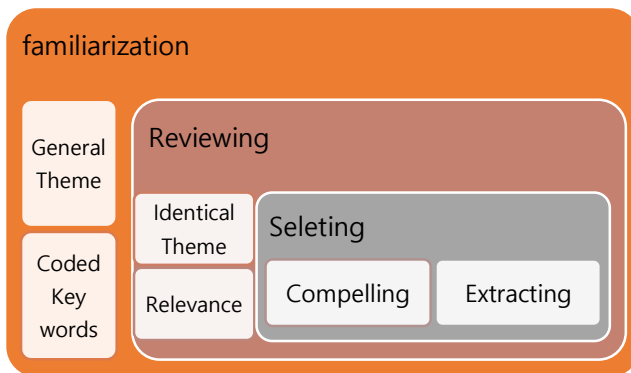


Figure 1: Study Design to Screen Resources

## 4. Findings

It has become increasingly vital to have employees that perform well, especially with the growing competition due to many emerging automobile firms. Several factors have influenced the performance of employees. As such, employers want their employees to be satisfied. Key of the reasons why employees would be satisfied or not is based on the level of stress they get in their work.

### 4.1. Hours of Work Employee Job Satisfaction

Employees' work-life balance would also go a long way in determining their level of satisfaction. Employees with a balance between their personal lives and their jobs would be happier than those that do not have a work-life balance

(Sharkey & Caska, 2020). Lack of work-life balance may make employees experience burnout, leading to dissatisfaction with their work. Employees' work-life balance would also be affected by the stress level they may experience when their personal lives do not balance with their work. Employees with a poor work-life balance would find it challenging to manage time properly, affecting their satisfaction and performance.

Also, the number of hours employers design for the employees will determine whether the employees will be happy. Having employees work more than the regular hours will make them exhausted and show dissatisfaction. Having long hours of work will affect how the employees can balance their other aspects of life aside from work (Van der Lippe & Lippényi, 2019). When the employees cannot attend to their social needs due to long hours spent working, they will definitely be dissatisfied with their whole lives and even the work they do for the organization (Hjálmsdóttir & Bjarnadóttir, 2020).

### 4.2. Communication and Employee Job Satisfaction

The different levels that an organization puts in communication will also influence the job satisfaction levels that employees in an organization will have. When there is so much bureaucracy concerning the specific information that an employee may need to fulfill the duties that they have been given, it becomes sometimes difficult for such employees to get the information that they need at the right time that they need them (Størkersen et al., 2020). As such, information in an organization can only be enhanced through having channels that facilitate proper flow.

In an organization where the flow of information is proper and uninterrupted by different systems, it is often more difficult to organize the work that employees do, and, as such, would make it easier for them to perform their duties more effectively. Also, the use of technology in enhancing the flow of information will affect the effectiveness of information reaching everyone at the right time. Employees with modern technologies such as smartphones and emails will find it easier to adapt to the various demands of their jobs. As such, they get good at what they do and also enjoy doing them (Manokha, 2020).

Therefore, the effectiveness of communication in an organization will influence employees' job satisfaction by influencing their level of effectiveness. The personal interest that an employee may have will determine the level of effort that they put into what they do. Employees passionate about a particular duty will find it easier to put more effort into it (Raza et al., 2021). As such, those employees given duties that match their skills and passions will find it easier to be effective. By being effective, they will enjoy the results they

produce and become satisfied as they should be.

**4.3. Leadership Style Employee Job Satisfaction**

According to the results that this study has gathered, the other determinant of the satisfaction level of employees is the leadership style within an organization. Employees want a leader that can understand them. They find it easier in most cases to submit to a leadership that is democratic in style. Those leaders who tend to misuse authority over their juniors would make them lose the morale needed to perform their duties. Employees will lose interest and the passion needed to get the job done if they lose the morale for work. Transformational leadership positively and ultimately predicts job performance (Manzoor et al., 2019).

Also, the perception of employees concerning certain leaders would make them love their jobs or hate them, thereby influencing their satisfaction level. Employers perceived to be authoritative and unfair will have their employees lose the morale they need to perform their designated duties (Dziuba et al., 2020). On the other hand, when employees perceive their employers to be fair and kind to them, they will easily follow them and enjoy the work that they have been given to do.

**4.4. Competition Employee Job Satisfaction**

Also, competition within an organization will affect an employee's job satisfaction level. What competition does in the organization is exerting pressure and making managers demand so much employee performance (Yukongdi & Shrestha, 2020). In industries where the level of competition is so stiff, it becomes comparatively more difficult for new employees to adapt to such demands. They will thus become frustrated at their jobs, even to the point of wanting to leave such an organization (Kang & Hwang, 2022).

**4.5. Career Development Opportunities Employee Job Satisfaction**

Employees with an opportunity for career development will want to work hard to get such opportunities. They will devote all their efforts to fulfilling their career goals (Babapour et al., 2021). In the process, they will be satisfied since they are working with the hope that their lives will be changed after some time when the opportunities come.

The case is different for employees not motivated by the prospects of career development (Fana et al., 2020). They will find it hard to be satisfied with their work as there are fewer chances of excelling in their careers than their colleagues.

**4.6. Strikes and employee Job Satisfaction**

The culture within an organization will determine employees' satisfaction level with their work, thereby influencing their performance level (Guzak & Kang, 2018). The environments that the organization provides largely influence the satisfaction level that the employees would have and would influence their behaviors (Kang, 2021). Also, the leadership being provided in an organization will largely determine whether the employees are behaving well and avoid strikes. The strikes that the organization has experienced also influence the interactions between employees and hence increase their level of satisfaction (Alshaabani et al., 2021).

**Table 2:** Findings to Achieve the Purpose of the Research

Main Theme	Findings	Resources
Intrinsic Stress Factors	<ul style="list-style-type: none"> <li>* Hours of Work Employee Job Satisfaction</li> <li>* Communication and Employee job Satisfaction</li> <li>* Leadership Style Employee Job Satisfaction</li> </ul>	Sharkey and Caska (2020). Van der Lippe and Lippényi (2019), Hjálmsdóttir and Bjarnadóttir (2020), Størkersen et al. (2020), Manokha (2020), Raza et al. (2021), Manzoor et al. (2019). Dziuba et al. (2020)
Extrinsic Stress Factors	<ul style="list-style-type: none"> <li>* Competition Employee Job Satisfaction</li> <li>* Career Development Opportunities Employee Job Satisfaction</li> <li>* Strikes and employee Job Satisfaction</li> </ul>	Yukongdi and Shrestha (2020), Kang and Hwang (2022), Babapour et al. (2021), Fana et al. (2020), Guzak and Kang (2018); Kang (2022), Alshaabani et al. (2021)

**5. Discussions**

There are various implications that this study will have for practitioners. First, the study will inform the managers of various organizations of the different stressors in the workplace. The senior managers will be able to know the ways in which their employees have lower satisfaction levels as a result of stressors. As such, they can adjust and improvements in the areas that cause stress to their



employees. The organizations, in general, will be able to tailor their resources towards ensuring that the employees do not under stressors so that their general productivity will improve.

Also, knowing that employees' stress impacts their job satisfaction, employees will be keen to alleviate stressors (Xu et al., 2023). This is because there is a link between job satisfaction and the performance level of employees. Since employers are more concerned with the performance of employees, they will easily want them to be satisfied, and one of the ways of doing so will be removing the stressors. The other implication of this research is for the employees themselves. Understanding that there is a link between intrinsic stress and job satisfaction, employees will be able to avoid the causes that they can avoid (Adamopoulos, 2022). They will be keener to note the areas where they easily fall into the stress trap. As such, their satisfaction level will improve after identifying such areas.

The other implication of this study is regarding the various unions the employees belong to. The labor unions will be able to have talks with the organization to put in place policies that will better the stay of employees in the organization (Anner, 2020). Such policies will be implemented to ensure less stress within and outside the organization. The labor unions will hence be able to fight for the rights of the employees in the workplace. The union leaders will also be able to initiate labor laws that will inform the employers on how they treat their employees. The labor laws will be binding to both the employers and the employees so that they will understand even as the employees perform their specific duties. Such policies will inveigle things like ensuring a well-laid plan of working with the employees so that their stress level is not raised. There will be regulations on the number of hours the employees would work in the organization so they do not suffer stress (Hayes et al., 2021). As a result of the findings of this study, employers will be able to know their limits concerning the work they give to their employees.

Just like every other study, this study has got certain limitations. One of the most obvious limitations of the study is the number of stressors that can cause employees not to be satisfied with their work. This study has only focused on the intrinsic and three extrinsic factors that cause stress to employers. There are many other factors, both internal and external, that would make employees stressed and, as such, become dissatisfied with the work that they do. As such, this study has only covered some segments of the whole problem.

The other limitation that this study has is who regards the methodology. The review of the literature approach is more qualitative. However, if the study used the quantitative approach, there could be a measure of the extent of employees' job satisfaction without the stressors. Using the qualitative methods of reviewing the literature to generate

results would not give the different degrees to which the job satisfaction level of employees is affected by the specific stressors under investigation in this study (Rahman, 2016). The other limitation that this study has is the bias of some of the views that have been presented. For example, the findings on women being more affected by stress than their male counterparts at work are based on some people's and certain researchers' opinions. There are better ways of generalizing the link between job satisfaction and the level of stress that employees would have in the organization than having such standings.

Also, this research has been limited by the access to materials that can be used for finding the links between the six stressors and their influence on employees' job satisfaction. Most studies that the researchers came across would only link individual stressors to the issue of job satisfaction in different contexts (Ni et al., 2020). Not much literature has been conducted on the link between job satisfaction and intrinsic and extrinsic stress elements.

## **6. Conclusion**

In conclusion, this study investigated the link between the intrinsic and extrinsic stress factors on the job satisfaction level of employees. The study adopted the literature content approach to review past literature on the subject. Using the different themes that the researcher was able to draw from the analyzed literature pieces, the researcher was able to come up with various findings and generalizations on the subject. It was found that stressful factors would influence job satisfaction. For example, a factor like the leadership style used in an organization was found to influence the motivation and inspiration of employees as they seek to look up to their leaders.

Also, external factors such as the strikes that the union leaders can organize could determine employees' satisfaction level as they work there. Employees would also be affected by their interests as they seek only to enjoy the things that are already interesting to them. Also, the study has found that the number of hours will determine the level of effectiveness that employees have as it affects the work-life balance and, as such, will influence their job satisfaction levels. The study has also found that highly competitive industries will have their employees working under constant pressure and, as such, will determine their level of satisfaction. Organizations with proper communication channels will certainly influence their employees positively and hence give them job satisfaction. Overall, this qualitative research study has found that intrinsic and extrinsic factors will influence the job satisfaction level of employees in a workplace.

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