A Study on Organizational Stress of Non-Medical Staff in Healthcare Industry in Kemaman Terengganu

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Abstract
Organizational stress, including workplace bullying, is a prevalent phenomenon in modern work environments. This study aimed to achieve two primary objectives: (1) to investigate the factors contributing to organizational stress, specifically leadership quality, organizational culture, job insecurity, and workload; and (2) to determine which of these factors had the most significant impact on organizational stress. A cross-sectional study was conducted within the healthcare industry in Terengganu, Malaysia. Using convenience sampling, 92 non-medical staff members at Kemaman Hospital were surveyed from a total population of 120 non-medical employees. Data were subjected to reliability and validity tests before being analysed using multiple regression analysis. The findings revealed that all variables under investigation were statistically significant, with jo b insecurity emerging as the most influential factor. This research suggests that future studies should consider expanding the sample size and employing triangulation methods to further validate and extend these findings.
Keywords: Organizational Stress, Workload, Organizational Culture, Leadership, Job Security, Work-Bullying.

Introduction
In the modern era, rapid technological advancements have led to significant changes in the workplace, often resulting in increased workloads without commensurate salary increases. This disparity has contributed to heightened stress levels among workers, particularly in the healthcare industry, where financial concerns are a major contributing factor to employee stress.

The healthcare sector presents a uniquely challenging work environment. The need for swift action, shift work, and the requirement for various professionals (such as surgeons, anesthetists, and nurses) to work cohesively as a team creates numerous risks and stressors that can lead to interpersonal conflicts. Healthcare services often involve complex and intense environments where performance heavily relies on the continuous flow of information.

Stress factors in healthcare industries are generally related to technical performance, time pressure, personal relationships, increased workloads, and occasionally poor communication with co-workers (Riduan et al., 2024). Work-related stress and poor working conditions are among the primary reasons why health professionals prematurely leave their profession (Pattali et al., 2024). Recent studies have shown that the COVID-19 pandemic has further exacerbated stress and poor working conditions among health professionals across various countries and work areas (Tai, Ng & Lim, 2019; Petjersen et al., 2010; Pattali et al., 2024).

Work-related stress can be defined as "a pattern of reactions that occur when workers are confronted with demands or pressures that are not matched to their knowledge, abilities and skills, and which challenge their ability to cope" (Tai, Ng & Lim, 2019; Pattali et al., 2024). Organizational stress, more broadly, refers to any aspect of an organizational role that produces unwanted consequences for individuals. It generally arises due to work attribution, relationships between colleagues and customers, hierarchical situations, and workplace bullying (Devi & Rani, 2016; Sathasivam, Malek & Abdullah, 2015).

Employee health and performance are directly affected by job stress, with stress levels typically being high for workers in healthcare industries (Choi & Kim, 2020). Increased stress negatively impacts team performance. In healthcare settings, factors such as high expectations for patient safety, productivity demands, potential health risks from long-term exposure to anesthetic agents, working in closed environments, and the need for constant attention during work all contribute to work-related stress.

Stress in healthcare industries is not limited to medical emergencies or unexpected situations. Negative relationships, disruptive behaviours from surgeons, workplace bullying, and a tense atmosphere also result in stress for both medical and non-medical staff (Choi & Kim, 2020). These multifaceted stressors underscore the complex nature of organizational stress in healthcare settings and highlight the need for comprehensive strategies to address and mitigate these issues.

To ensure the best performance, team members must cooperate, communicate, and be suitably coordinated. However, although it is reported in the literature that organizational stress has a negative effect on team performance as a whole, limited study can be found that examines the relationship between organizational stress levels in staff in healthcare industries and its connection to organizational culture, job security, workload and quality of leadership (Pattali et al., 2024; Riduan et al., 2024; Batool et al., 2024; An et al., 2023; Divayani & Darmawan, 2024; Febrian & Nurhalisah, 2024; Akgul & Aksoy, 2021; Vadi, Alik & Realo, 2002; Pratama, Nurlaila & Nasution,2023; Sakti et al., 2024). Even though most of the study being conducted focusing more on medical staff performance, non-medical staff also had their own trial and tribulation that increase their stress level in handling their job especially after COVID19 (Pattali et al., 2024; Akgul & Aksoy, 2021; Tremblay et al., 2024).

Taking these reasons into consideration, the aims of this study are:
1. To determine the relationship between organizational stress levels and job security, workload, quality of leadership and organizational culture for non-medical staff in healthcare industries.
2. To examine which independent variables contribute more to organizational stress.

The research questions related to this aim include:
1. Is there a difference in organizational stress levels in relation to leadership quality, job security, workload and organizational culture for non-medical staff in healthcare industries?
2. Is there a statistically significant effect of organizational stress with regards to leadership quality, job security, workload and organizational culture for non-medical staff in healthcare industries and which one of the independent variables contribute more to organizational stress?

Literature Review
Stress is a normal phenomenon that occurs whenever someone feel pressure on something. Organizational stress usually being associated with pressure with the current work that occurs at workplace and usually is decremental to health issues of the workers.

Organizational Stress
Stress is a ubiquitous phenomenon that manifests when an individual experiences pressure in various contexts. In organizational settings, stress is predominantly associated with work-related pressures and is often detrimental to employees' health and well-being.

Organizational Stress: Conceptual Framework
Stress is a multifaceted construct encompassing stressors, appraisals, coping mechanisms, and emotional responses as key components of stress transactions. Makhbul & Idrus (2009) define stress as "a relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being." In the context of organizational stress, numerous theoretical models have been proposed to elucidate its nature and impact.

Nuraini, Marliani & Yuliati (2024), conceptualize organizational stress as "an ongoing transaction between an individual and the environmental demands associated primarily and directly with the organization within which he or she is operating." This definition underscores the dynamic interplay between the individual and their work environment.

Stressors, which serve as the initial stimuli in stress transactions, are defined as "environmental demands encountered by an individual" (Akgul & Aksoy, 2021). These stressors are characterized by situational properties such as imminence and novelty, which influence the potential for a stressful appraisal. The appraisal process refers to an individual's cognitive evaluation of the significance, relevance, and meaning of a perceived stressor in relation to their well-being and goals.

The appraisal process comprises two stages: primary and secondary appraisal. Primary appraisal involves evaluating a stressor according to its relevance for the individual and its

potential to influence emotions, coping mechanisms, and various stress-related outcomes (Akgul & Aksoy, 2021). During this process, individuals categorize situations as threats, challenges, harm/loss, or potential benefits. Secondary appraisal entails an assessment of available coping resources to manage the encountered stressor(s) (Akgul & Aksoy, 2021; Omar et al., 2020). This comprehensive framework of organizational stress provides a nuanced understanding of the complex interplay between environmental demands, individual perceptions, and coping mechanisms in the workplace context.

Coping is defined as 'constantly changing cognitive and behavioural efforts to manage specific external and/or internal demands that are appraised as taxing or exceeding the resources of the person (Makhbul & Idrus, 2009). Emotions are entwined within stress transactions and can be defined as 'an organized psychophysiological reaction to ongoing relationships with the environment, most often, but not always, interpersonal or social (Akgul & Aksoy, 2021). To encompass the concepts of appraising and emotion (Agul & Aksoy, 2021) proposed the cognitive-motivational-relational theory of emotions (CMRT). This suggests that certain characteristics of emotions (e.g. duration, intensity, quality) are dependent on the appraisals made of the relevance and significance of the stressful encounter and its potential outcomes for well-being.

Work stress or organizational stress can be considered as one of the major issues in the occupational safety and health aspect and organizational wellbeing since stress can be considered in some serious cases fatal to employees' health and if the employees is sick, it will affect the organizational success as well (Makhbul & Idris, 2009, Bakhla et al., 2019; Nasrul, Zainal, & Hakim, 2023; Riduan et al., 2024). When someone experienced work stress, it will make him or her felt vulnerable either physiologically or psychologically and the stress issues could lead to more problematic health diseases like cardiovascular, depression and burnout among the few diseases that could occur and even worse stress could lead to mental health problems or could cause cancer (Makhbul & Idris, 2009; Bakhla et al., 2019).

Past research also showed that the stress level at the workplace today is higher than what was experienced by their co-workers in the past due to the fact that nowadays, current job required workers to stand in for a longer period of time, low ergonomic awareness, exposure to chemical substance, dust, and psychological work stress such as being bullied at work, poor social interaction at the workplace and bad relationship with the superiors (Bakhla et al., 2019; Riduan et al., 2024). Thus, evaluation on stress among the workers in the healthcare industry is really significant and important. All the negative forces and health issues onto the individual as well as organizations show us that something has to be done in order to minimize work stress. Extreme and continuous exposure to stress would reduce an individual capacity to perform at work. Based on this reason, this study has to be undertaken. Moreover, literature reviews shown that study in this field is very few. For example, how organizational stress impacted the non-medical staff at healthcare industries studies are very limited (Makhbul & Idris, 2009; Bakhla et al., 2019; Nasrul et al., 2023; Riduan et al., 2024)

Workload
Workload can be defined as number of activities that must be completed by an employee or organizational unit in a certain period of time (Nasrul, Zainal & Hakim, 2023). Workloads also could be considered as tasks given to employees and need to be carried out at a certain time

by using the skills and potential of the workforce which can be further divided into categories: workload quality and workload quantities (Nasrul et al., 2023). Workload could also be defined as a condition for processing job descriptions that must complete within a certain period of time or tasks assigned to workers or employees to be completed at a certain time by using the skills and potential of the workforce (Riduan et al., 2024). Based on some definition above, in essence, workload can be defined as a number of activities/tasks that assigned and must be completed by an employee or organizational unit in a certain period using their knowledge and skill.

Job Insecurity

Job insecurity refers to "perceived powerlessness to maintain desired continuity in threatened job situation" and also could be defined as an individual's overall concern regarding their job and its continued existence in the future (Darvishmotevali & Ali, 2020). Later job insecurity being considered as qualitative and quantitative aspects. Qualitative job insecurity is described as concern regarding the future of a job situation, whereas the quantitative aspect of job insecurity refers to the consequences of losing a job and its valued features, such as the lack of job opportunities, the loss of insurance or a reduction in wages (An et al., 2023). Both quantitative and qualitative aspects of job insecurity significantly impact on employees' attitudes and performance (Darvishmotevali & Ali, 2020). Sverke and Hellgren (2002), explained job insecurity from different perspectives: cognitive and affective. They believe that cognitive insecurity is related to the employees' perception of the organization; on the other hand, affective insecurity refers to the individual-level assessment of the situation. The importance of distinguishing between cognitive and affective aspects of job insecurity refers to their consequences. Affective insecurity is correlated with psychological strain, while cognitive insecurity is more associated with job attitudes such as engagement, commitment or satisfaction (An et al., 2023). In this study, we aim to examine the consequences of job insecurity from the cognitive perspective.

Employees experiencing job insecurity are less emotionally invested in organizations due to financial concerns and limited opportunities for career advancements. The potential of losing monetary and nonmonetary benefits increases anxiety and reduces organizational commitment. Uncertainty is further propelled by organizational restructuring, failures and bankruptcies, as these factors intensify the threat perception. Such negative appraisal induces work stress and may lead to increased turnover intention. Furthermore, job stress is increased by underlying fear and insecurity concerning the prospect of realizing future career goals, increasing autonomy, self-efficacy, and achieving personal growth. It encompasses a prominent worry over losing social support, status, performance feedback, and acquisition of additional resources. The impact of job stress on employee well-being has been widely recognized, and emerging evidence points to a potential link between this stress Psychosocial stress that arises as a consequence of job insecurity leads to a reduction in proactivity and the depletion of employees' essential resources (Sverke & Hellgren, 2002). When employees perceive that their current job is threatened and that their future employment opportunities are reduced, they engage in self-doubt, feel anxious, depressed, exhausted, drained, and stressed (An et al., 2023). Job stress and exhaustion significantly affect job performance, as they lower employees' job satisfaction and deprive workers of valuable resources, thus diminishing their productivity and effectiveness.

Feeling of job insecurity had impacted on anxiety that has been linked to depression, work-family conflict, and other negative outcomes that may result in severe illness45 or adverse actions such as violence and suicide (An et al., 2023). In the organizational context, it arises when employees perceive a lack of resources to meet the prescribed job requirements. An et al (2023), also explained that how job uncertainty leads to emotional exhaustion, fear, and anxiety. Job insecurity acts as a significant stressor when employees perceive the environment as being threatening to their well-being. When employment is considered uncertain, individuals feel uneasy as they begin to expect their resources for coping with the demands of their work role are insufficient.

This leads to a struggle to manage the threat and maladaptive coping, such as excessive worry, depression, and anxiousness. Consequently, all these factors contribute to an overarching climate of insecurity. Therefore, we conclude, there is a significant positive relationship between job insecurity and organizational stress levels among individuals (Sverke & Hellgren, 2002;Darvishmotevali & Ali, 2020; An et al., 2023)

Organizational Culture
The organizational culture of an organization, including the culture of their workers and often influenced by various factors. It encompasses the shared values, beliefs, practices, and behaviours within the community. With the increasing number of institutions worldwide, it becomes crucial to understand the importance of focusing on workers well-being within their respective institutions. The quality and functioning of these institutions, as perceived by stakeholders, significantly impact the organization's overall well-being. (Lubis, Lubis & Effendi, 2024)) also emphasize the employees' physical and mental wellness and overall enjoyment, all associated with 'job satisfaction and thus decrease the stress.

It is difficult to define culture as one concept, since it can be defined variously according to perspective or purpose, but culture can be referred to as a collective term of all the things acquired by acquired learning. Accordingly, organizational culture means a culture formed in accordance with organizational goals by sharing the things acquired by learning, and comprises all the values, activities, philosophy, ideals, etc of an organization. Once formed, it does not change easily and affects the values and behaviours of organization members and organization performances greatly. Indeed, organizational culture can be seen as one culture represented as a summary of individual cultures in macroscopic terms, but it is not the same as the culture of each member.

Organizational culture, as the norms, values and beliefs held within an organization, plays a role in shaping individual work experiences (Divayani & Darmawan, 2024). Organizational culture can act as another factor that can reduce risk If employees feel alignment between their personal values and the values is acknowledged by the organization, they are more likely to feel engaged and committed, reducing their stress and desire to leave the company. On the other hand, when the value is not recognized by the organization or can be inculcate as organizational culture, it can increase the stress level of employees and lead to dissatisfaction, discomfort, and ultimately encourage intentions to change jobs.

Organizational culture is an important component in a company, because it is a value that will determine the behaviour of all employees in the company and is a component that can

differentiate between one organization and another (Divayani & Darmawan, 2024). According to Lubis, Lubis & Effendi (2024) organizational culture is an invisible social force, which can move people in an organization to carry out work activities If an organization's values and norms align with an employee's individual values, this can create a strong emotional bond between the employee and the organization and reducing stress. Conversely, if there is a value mismatch, employees may feel dissatisfied and have the desire to move resulting from the amount of stress they received. A culture that encourages social support and collaboration between employees can create a pleasant work environment. Employees who feel supported and have good relationships with their coworkers tend to be more satisfied and have less pressure to take. By understanding and managing organizational culture well, organizations can create an environment that supports employees, reduces organizational stress and reducing their intention to leave the organization (Divayani & Darmawati, 2024; Lubis, Lubis & Effendi, 2024)

Leadership Quality
Leadership is part of management process, and it is defined as an act of directing the employees in an organization. Usually, leaders ought to encourage employees and allocate duties to personnel or groups toward overall goal attainment (Pattali et al., 2024). As leaders is an individual with different personalities, their leadership will also be different according to their personalities, mentality and their personal view. The manager employs different leadership styles to bring workplace changes (Trembley et al., 2024). To withstand in the globally competitive world, leaders experiment with varying types of leadership to achieve organizational goals and motivate employees (Pattali et al., 2024; Tremblay et al., 2024). Leadership in hospitals is aligning the employees with the leaders' view in achieving organizational goals (Pattali et al., 2024). In hospitals, nurses are directly involved in the patient's care, so there is a need to create a manager-friendly environment to enhance the nurses' commitment (Pattali et al., 2024). In this case, leadership style determines whether the nurses stay in the same hospital, request transfer to other units, or seek jobs elsewhere (Batool et al., 2024). Non-medical staff also required the same concern of their leaders. The leaders can create an enjoyable work environment that enhances management transparency, information disclosure, internalizing moral ideals, and encourage positive working environment (Pattali et al., 2024). When an organization values employees' work, workers' well-being and socioemotional needs are met. Perceived Organizational Support (POS) will make employees feel the organization considers their values (Trembely et al., 2024). In healthcare organizations, employees (administrators, doctors, and nurses) play a vital role in ensuring the social system. Recently, the scarcity of healthcare workers has become a significant concern (Batool et al., 2024).

Relationship between Organizational Stress, Workload, Job Insecurity, Organizational Culture and Leadership Quality
Even though there are many factors influencing organizational stress but, in this study, we will only focus on four variables, workload, job insecurity, organizational culture and leadership quality. Transformational leadership has been shown to have a positive significant impact on hospital staff and the overall hospital environment thus reducing stress. It is recommended that the transformational leadership style be universally adopted in hospitals to enhance organizational commitment and job satisfaction among medical staff and non-medical staff thus reducing stress (Batool et al., 2024).

Workload is another factor that influencing organizational stress in our study. When staff is burdened with heavy workload, their stress level will be increased and could be reduced when workload is justified with the salary that had been given and the workload among all staff are fairly being distributed (Febrian & Nurhalisah, 2024; Lubis, Lubis & Effendi, 2024).

Job insecurity also play an important role in organizational stress. When workers feel insecure about their job, whether they will terminate or not (their work contract), it will increase their stress level, however, if they feel secure about their job, if the workers feel that they can work longer in the organization, it will reduce their stress level (An et al., 2023; Darvishmotevali & Ali, 2020).

Lastly, organizational culture also significantly impacts organizational stress in our study. If the culture promoted by the company is toxic, promoting individual work style instead of promoting positive values as culture of the company, employees will feel suffocated thus resulting in higher stress level. However, if the company value teamwork and promoting teamwork culture and make employees believe that the company will support them in worse scenario, their stress level will be reduced (Lubis, Lubis & Effendi, 2024; Pratama, Nurlaila & Nasution, 2023).

Methodology

Primary data was used as measurement tools in this research. A survey questionnaire was conducted using self-administrated questionnaire to non-medical staff in Kemaman Hospital, Terengganu using non-probability sampling before COVID19. This research was based on cross sectional study. Items in survey questionnaire were demographic profiles and questions on organizational stress, workload, job insecurity, leadership and organizational culture adapted from various previous literature (Pejtersen et al., 2010; Vadi, Allik & Realo, 2002). Out of 120 population of non-medical staff at Kemaman Hospital Terengganu, only 92 were distributed using convenience sampling to non-medical staff and returned to be analysed.

Table 1
Data Analysis Used

Items	Analysis Used
Demographic Profile	Descriptive Analysis
Variables in Questionnaire	To test hypotheses, using multiple regression analysis
others	Reliability and validity test

Table 1 shows the analysis test that had been used to determine the results. For simple questions like demographic profile, descriptive analysis was used and for objective 1 and objective 2, multiple regression analysis was used to obtain its results. Other tests such as reliability test and validity test were used to validate the questions in the survey questionnaire.

Results Analysis

The researchers used multiple regression analysis to determine the relationship between variables, organizational stress as the main study and its independent variables, namely leadership quality, workload, job security and organizational culture, the results are as follows:

Table 2

Model Summary on Organizational Stress and Job Insecurity, Organizational Culture, Workload and Leadership Quality

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796[a]	.634	.617	.45715

a. Predictors: (Constant), Job Insecurity, Organizational Culture, Workload, Leadership
b. Organizational stress

Table 3

Summary of Multiple Regression Analysis on Organizational Stress

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	31.514	4	7.878	37.699	.000[b]
Residual	18.181	87	.209		
Total	49.695	91			

a. Dependent Variable: Organizational Stress
b. Predictors: (Constant), Job Insecurity, Organizational Culture, Workload, Leadership

Table 2 and Table 3 shows Multiple Regression Analysis on this research that is organizational stress and all the independent variables namely job insecurity, organizational culture, workload and leadership quality. The results shows that all the independent variables are connected to organizational stress which contributed to 61.7 percent whereas another portion might be cause by something else. The analysis of variance also shows that all independent variables are significant to dependent variable i.e. organizational stress therefore objective one of this research that is to find the relationship between organizational stress and job insecurity, workload, leadership quality and organizational culture is achieved as all the independent variables is significant to organizational stress.

Table 4

The t value and Collinearity Test on Organizational Stress

				Collinearity Statistics	
Model		t	Significant.	Tolerance	VIF
1	(Constant)	3.456	.001		
	Leadership	2.418	.018	.367	2.724
	Organizational Culture	.402	.688	.419	2.386
	Workload	4.513	.000	.762	1.313
	Job Insecurity	5.408	.000	.772	1.296

Table 4 shows the different value of t value and its significant value when compared to organizational stress. The table also shows that only three variables, namely leadership quality, workload and job security make unique statistically significant contributions (P<0.05) to organizational stress prediction with t-values of 2.418. 4.513 and 5.408, respectively. Therefore, it can be concluded that only hypotheses of leadership quality, workload and job insecurity is significant to organizational stress are supported. Organizational culture in our study does not contribute significantly to organizational stress. From the table also, this study

has no multi-collinearity issue since the tolerance value is not less than 0.1 and the VIF value is less than 10 (Pallant, 2016). From this table, it can be concluded that objective two of this research is achieved also as the highest t value is job insecurity with 5.408 therefore shows the stronger connection between job insecurity and organizational stress.

Discussion
Our study investigated the contribution of four independent variables—workload, job insecurity, organizational culture, and leadership quality—to organizational stress among non-medical staff at Kemaman Hospital. The findings reveal that these factors collectively account for 61.9% of organizational stress. However, when analysed individually, only three variables—leadership quality, job insecurity, and workload—showed significant contributions, while organizational culture did not demonstrate a significant impact.

These results partially align with previous research, with the notable exception of organizational culture's role. This divergence may be attributed to the homogeneity of our sample, which primarily consisted of Malay staff members sharing similar cultural backgrounds and beliefs. The limited sample size and geographical scope of our study (focused on a single hospital) may have influenced this outcome. We posit that a broader study encompassing diverse regions of Malaysia might yield different results regarding the impact of organizational culture.

Our research successfully addressed both objectives, with job insecurity emerging as the most significant contributor to organizational stress. This finding likely reflects the current global economic climate, where even qualified individuals struggle to secure suitable employment. The pervasive sense of job insecurity, coupled with concerns about financial stability due to modest salaries, appears to be a primary source of stress for non-medical staff in this healthcare setting.

Conclusions and Recommendations
This study on organizational stress among non-medical staff at Kemaman Hospital yields several key conclusions:
1. Workload, job insecurity, and leadership quality significantly contribute to organizational stress.
2. Contrary to some previous findings, organizational culture did not show a significant impact in this specific context.
3. Job insecurity emerged as the most influential factor in organizational stress.

These findings highlight the need for targeted interventions to address the primary stressors identified. Healthcare administrators should focus on:
1. Implementing strategies to enhance job security and career development opportunities.
2. Optimizing workload distribution and management.
3. Improving leadership quality through training and development programs.

For future research, we recommend:
1. Expanding the sample size to include multiple hospitals or healthcare facilities across different regions of Malaysia.

2. Employing a mixed-methods approach, combining quantitative surveys with qualitative interviews or focus groups, to gain deeper insights into the nuances of organizational stress in healthcare settings.
3. Investigating the potential moderating effects of demographic factors such as age, gender, and tenure on the relationship between the identified variables and organizational stress.
4. Conducting longitudinal studies to assess how organizational stress factors may evolve over time, particularly in response to broader societal and economic changes.

By addressing these recommendations, future studies can provide a more comprehensive understanding of organizational stress among non-medical staff in healthcare settings, ultimately contributing to more effective stress management strategies and improved workplace well-being.

Contribution of the Research
This study made a significant contribution to the existing body of knowledge by affirming the importance of job insecurity, workload, and leadership quality with regards to organizational stress. The findings in this study provide practical implementation for key stakeholders including hospital administrators who can leverage these findings to better improve working condition. Furthermore, government authorities can utilize this study as a guide to improve their strategies to better facilitate the workers and to outline the policies so that organizational stress at the workplace could be minimized, thereby fostering a healthier work environment.

Acknowledgements

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