



The Impact of Work Stress on Employee Performance in Public Administration A Case Study of the Directorate of Employment in Bordj Bou Arreridj

DJAIZ Karim^{1*}

¹ Economic Studies Laboratory on Industrial Zones in Light of the New Role of the University (LEZINRU), University of Mohamed el-Bachir el-Ibrahimi Bordj Bou Arreridj, (Algeria),
Karim.djaiz@univ-bba.dz

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Abstract:

This study aims to investigate the impact of work stress and its internal dimensions on employee performance in public administration, by examining the nature of the relationship between these two variables. This objective is pursued through the application of theoretical findings to a case study conducted within a public administration institution, namely the Directorate of Employment in the Wilaya of Bordj Bou Arreridj.

A questionnaire was employed as the primary data collection instrument, which was distributed to all thirty employees and staff members of the aforementioned Directorate. The findings revealed a statistically significant negative impact of work stress on employee performance. The strongest negative effect was associated with the physical work environment dimension, followed by role overload and role conflict, respectively. However, the results indicated that role ambiguity did not exert a statistically significant negative impact on job performance.

Keywords: Work Stress; Job Performance; Human Resource Management; Internal Environment; Public Administration.

JEL Classification Codes: J24; M12; M54.

***Corresponding author:** DJAIZ Karim

1. Introduction

Employees constitute the cornerstone of success and sustainability for any administration or institution through the quality of the work they perform and the effort they exert. As they are primarily responsible for managing and enhancing the performance of other organizational resources, this reality necessitates comprehensive attention to employees across material, psychological, and physical dimensions, all of which significantly influence organizational productivity.

A thorough examination of employees' work environment and the factors to which they may be exposed particularly under inappropriate conditions or at levels exceeding normal limits can greatly contribute to preventing numerous organizational problems and facilitating the achievement of objectives for both employees and the organization.

Problematic: Work stress, whether internal or external, represents a pervasive phenomenon within any administration or institution, regardless of whether its activities are productive or service-oriented. Accordingly, this research seeks to examine the impact of internal work stress on employee performance within the Directorate of Employment in Bordj Bou Arreridj, which leads us to formulate the following principal research question: **What is the impact of work-related stress on employee performance at the Directorate of Employment in Bordj Bou Arreridj?**

From this principal research question, the following sub-questions can be formulated:

- Does role overload have a negative impact on employee performance at the Directorate of Employment in Bordj Bou Arreridj?
- Does role conflict have a negative impact on employee performance at the Directorate of Employment in Bordj Bou Arreridj?
- Does role ambiguity have a negative impact on employee performance at the Directorate of Employment in Bordj Bou Arreridj?

➤ Does the material work environment have a negative impact on employee performance at the Directorate of Employment in Bordj Bou Arreridj?

Hypotheses: Based on the main research question and the sub-questions raised above, the following hypotheses have been formulated:

Main Hypothesis: There is a statistically significant negative impact of work-related stress on employee performance at the Directorate of Employment in Bordj Bou Arreridj.

Sub-Hypotheses:

➤ There is a statistically significant negative impact of role overload on employee performance at the Directorate of Employment in Bordj Bou Arreridj.

➤ There is a statistically significant negative impact of role conflict on employee performance at the Directorate of Employment in Bordj Bou Arreridj.

➤ There is a statistically significant negative impact of role ambiguity on employee performance at the Directorate of Employment in Bordj Bou Arreridj.

➤ There is a statistically significant negative impact of the material work environment on employee performance at the Directorate of Employment in Bordj Bou Arreridj.

Importance and objectives: The significance of this study lies in examining work stress among employees at the Directorate of Employment in Bordj Bou Arreridj by identifying its main sources and analyzing its impact on job performance. It also aims to provide the administration with objective indicators to assess the internal work environment and its effects on employees. Ultimately, the study proposes practical recommendations to help reduce work stressors and enhance employee performance and productivity.

2. Theoretical Framework of the Study

Throughout time, most individuals experience various forms of work-related stress, whether stemming from the nature of the job itself

or from external factors. Many employees face difficulties in adapting to the demands and conditions of their work, organizational policies, and prevailing leadership and supervisory styles, among other contributing factors.

2.1 Work-related stress

Work-related stress refers to the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. It represents an imbalance between job demands and the employee's ability to cope with those demands.

The concept of work-related stress has been defined in various ways by different scholars. Among these definitions:

- Work stress as “a type of psychological or material impact on an individual in a given situation that places them in a state of psychological, emotional, physiological, cognitive, social, or performance imbalance, thereby affecting their behavior toward the stressful situations they encounter.” (David, 2010, p. 52)
- Work stress refers to “the set of situations or conditions to which an individual is exposed in their work domain, leading to physical and psychological changes as a result of reactive responses. These situations may be highly threatening, causing exhaustion, fatigue, and anxiety, thereby generating a degree of discomfort.” (S.Greenberg, 2006, p. 04)
- An endocrinologist at the University of Montreal and the first to introduce the concept of stress into practical life, stated that stress plays a significant role in inducing high levels of exhaustion and emotional arousal affecting the body. Any physical injury or unpleasant emotional state, such as anxiety, frustration, or fatigue, is related to these stressors. (Marc, 2012, p. 09)
- Work stress as “any characteristics present in the work environment that pose a threat to the individual.” (Brown, 2006, p. 156)
- Work stress as “a set of external factors and influences that cause physical and psychological fatigue and exhaustion, leading to

difficulties in work and decreased performance levels.” (Maund, 2001, p. 282)

From these definitions, it is evident that there is no universal agreement among researcher on a single, precise definition of work-related stress. Some scholars focus on the external environment as the primary source of stress, while others view it as the result of negative situations encountered within the internal work environment.

2.2 Models Explaining Work-Related Stress

To gain a deeper understanding of work-related stress and to develop a comprehensive conceptual framework elucidating this phenomenon, it is essential to examine the theoretical models that have addressed stress from various perspectives. These models have significantly contributed to clarifying and interpreting work-related stress. Accordingly, this section reviews several key theories and models:

- **Hans Selye's Model (General Adaptation Syndrome, 1974)**

This model is considered one of the most important and earliest frameworks for understanding stress. It is based on Hans Selye's studies examining individuals' physiological and psychological responses to stressors. Selye posited that physiological response symptoms serve to preserve the organism and maintain life. His research revealed a predictable sequence of responses, which he termed the General Adaptation Syndrome (GAS). (Iman, 2018, p. 11)

- **The Michigan Model (Person-Environment Fit, 1974)**

Originating from studies conducted by the Institute for Social Research at the University of Michigan, this model illustrates how the environment influences the individual, particularly their perceptions, which in turn affect their responses to situations. As an individual's perception of a situation changes, their response to that situation correspondingly changes, ultimately impacting their health.

- **Lieber and Newman's Model (1978)**

This model posits that there are two primary sources of stress affecting the individual: the individual themselves and the organization. These two elements interact over time, producing stress that impacts both the individual and the organization, prompting each to respond appropriately to these stressors. (Donald, 2006, p. 109)

- **Gibson et al. Model (1982)**

Gibson's model resembles the previous framework in its classification of stress sources and in considering individual differences as influential factors in perceiving stressful situations. This model elucidates the relationship between various sources of work-related stress and their impact on organizational outcomes. (James L. Gibson, 2012, p. 197)

- **Szilagyi and Wallace's Model (1987)**

This model suggests that work-related stress originates from two primary sources: the organizational environment and individual factors. These combined sources generate various forms of stress, the intensity of which varies according to individual differences. Such stress negatively affects the individual (including their psychological state, behavior, and health) and also exerts detrimental effects on organizational performance. (Iman, 2018, p. 13)

2.3 The Relationship Between Work-Related Stress and Job Performance

The relationship between work-related stress and job performance represents a central theme in organizational behavior research, with significant implications for human resource management and organizational effectiveness. This section examines the nature of this relationship, its underlying mechanisms, and the factors that moderate its intensity and direction. (Meier, 2004, p. 98)

2.3.1 The Concept of Job Performance: It should be noted at the outset that the conceptualization of job performance varies considerably depending on the researcher's disciplinary orientation

and the specific dimensions under investigation. Among the most widely cited definitions are the following:

- job performance as "the means through which an individual fulfills the requirements and demands of their job." From this perspective, performance refers to the degree of achievement and completion of the tasks that constitute the job, reflecting how effectively the individual meets or satisfies job requirements.

- job performance as "the execution by an employee of the tasks and responsibilities assigned to them by the organization or entity to which their position is affiliated, encompassing the results achieved by the employee within the organizational context." (Michael, 2006, p. 51)

- job performance as "the actions and activities undertaken by an employee or manager in relation to a specific position, which vary according to role characteristics, even when certain common elements transcend positional boundaries." (William, 2003, p. 139)

- Job performance is also defined as "the degree of completion and achievement of the tasks comprising an individual's job, reflecting how effectively the individual fulfills job requirements. A critical distinction must be drawn between performance and effort: while effort denotes the energy expended in task engagement, performance is evaluated based on the outcomes achieved." (Kwor-bun, 2007, p. 207)

Job performance is the execution of tasks assigned to an employee, involving the transformation of productive process inputs into outputs that align with organizational objectives, through the application of optimal methods contingent upon the employee's capabilities and competencies, as well as the resources and facilities provided by the organization.

2.3.2 Implications of Work Stress on Job Performance

Employee behavior generally manifests in three primary forms: positive behavior, aligned with organizational objectives and contributing to the achievement of goals; negative behavior, which conflicts with organizational directions and may lead to failure; and neutral behavior, representing the minimal level of cooperation an

employee exhibits without leaning toward either positivity or negativity. The risk of neutral behavior lies in its potential to evolve into negative behavior, particularly when the work environment is unsupportive. (Teodor, 2003, pp. 68-69)

- **Implications of Role Overload on Job Performance**

Role overload refers to workload that involves either an excess or a deficit in the role assigned to an employee. Quantitative overload occurs when employees are required to perform numerous tasks that cannot be completed within the timeframe specified by management. Qualitative overload refers to assignment of tasks requiring advanced physical capabilities or specialized skills that the employee does not possess. (James, 1997, p. 05)

Conversely, role underload arises when employees have insufficient work to fully engage their energies, capacities, and interests, possessing potential that exceeds the tasks assigned. Both overload and underload generate discomfort, boredom, monotony, irritability, and criticism, ultimately creating work stress that may result in deteriorated health, reduced job performance, recurrent errors due to lack of opportunity to demonstrate competence, insufficient rest periods, assignment of complex tasks to inadequately skilled personnel, or premature decision-making without sufficient capacity. Role underload may also fail to stimulate motivation, leading employees to feel insignificant within the organization.

- **Implications of Role Ambiguity on Job Performance**

Role ambiguity refers to the lack of necessary information for employees to perform specific tasks, uncertainty about assigned duties or authority limits, or insufficient knowledge about expected outcomes directly related to organizational goals and policies. This ambiguity prevents employees from fully integrating into their work, generating stress from fear of making mistakes that could result in accountability.

Research shows that newly graduated employees entering the workforce experience higher levels of stress due to role ambiguity, whereas stress tends to diminish at higher organizational levels due to

acquired experience. Therefore, providing a well-defined job description and ensuring employee familiarity with it at the start of employment greatly enhances role clarity and addresses employees' questions and uncertainties. (Soufi, 2018, p. 147)

- **Implications of Role Conflict on Job Performance**

Role conflict arises when duties, responsibilities, or directives issued simultaneously by one or multiple supervisors contradict each other, causing instability and continuous pressure requiring reconciliation to alleviate stress. Key manifestations include:

- Conflict Among Work Demand Priorities Employees.
- Conflict Between Individual Needs and Organizational Requirements.
- Conflict Between Colleague Demands and Organizational Instructions.
- Conflict Between Individual Values and Organizational Value.

Quick & Quick note that role conflict can manifest in two forms:

- When an employee is supervised by multiple managers with contradictory expectations.
- When an employee occupies two simultaneous positions (one permanent, one temporary), each demanding priority and attention.

- **Physical Work Environment and Its Impact on Job Performance**

The physical work environment encompasses material working conditions, including office design, lighting, temperature, support services, and health and safety measures to prevent occupational hazards or diseases. Inadequate conditions generate stress, reduce motivation, and negatively affect performance and work satisfaction.

Quick & Quick that individuals differ in temperature tolerance based on environmental background and physiological and psychological responses. Some employees adapt better to hot environments, while others are more resilient in cold conditions, reflecting individual differences in moderating the impact of physical stressors on job performance. (Robbins, 2005, p. 215)

3. The Applied Framework of the Study

This empirical component constitutes the practical application of the study's theoretical framework, through which the impact of work stress manifested in the principal dimensions of the internal work environment (role overload, role conflict, role ambiguity, and the physical work environment) on employee performance is examined. This investigation was conducted using a questionnaire developed in accordance with rigorous scientific and methodological principles.

3.1 Presentation of the Institution of Study

The Employment Directorate of the Wilaya of Bordj Bou Arreridj was established pursuant to Executive Decree No. 02-50 dated 7 Dhu al-Qa'dah 1422 AH (corresponding to January 21, 2002), which sets forth the rules governing the organization and operation of employment services in the Wilaya of Bordj Bou Arreridj. This decree was subsequently amended and supplemented by Executive Decree No. 03-267 dated August 5, 2003.

The Employment Directorate replaced the former Employment Delegation and constitutes the body responsible for managing the local labour market, as well as coordinating among the various institutions involved in the development and promotion of employment within the wilaya.

The Employment Directorate of the Wilaya of Bordj Bou Arreridj operates within the framework of the national strategy for the promotion of employment and the fight against unemployment. It seeks to activate and develop all measures aimed at promoting employment and to implement programmes introduced by the sector at the local level. Within this framework.

3.2 Research Instrument

The questionnaire was employed as the principal data collection instrument to capture participants' opinions and attitudes. It represents a fundamental tool in field research, enabling the researcher to control both the questions and the information gathered. The instrument comprised two main sections: the first collected participants' personal

and professional data, while the second addressed work stress and job performance. The overall structure of the questionnaire is outlined in the following table:

Table 1: Questionnaire Dimensions

No.	Dimension	Number of Items
First	Characteristics of the Study Sample	06
Second	Work-Related Stress	20
Third	Job Performance	15
Total		41

Source: Prepared by the researcher based on the questionnaire.

Reliability and Validity of the Study Instrument

Table 2: Reliability of the Study

Section	Section Title	Number of Items	Cronbach's Alpha (Section)	Overall Score
First Section	Work Stress	20	0.921	0.938
Second Section	Job Performance	15	0.943	

Source: Prepared by the researcher based on **SPSS V.25 outputs**.

As shown in the table above, the study instrument demonstrates a high level of internal consistency reliability, as Cronbach's alpha coefficients for both sections exceeded the commonly accepted threshold of 0.60. The reliability coefficient for the first section (Work Stress) was 0.921, whereas the second section (Job Performance) recorded 0.943. The overall reliability coefficient (total score) reached 0.938, confirming that the study instrument possesses a very high level of reliability.

The validity of the study instrument was assessed by calculating the square root of the Cronbach's alpha reliability coefficient, a procedure commonly used to estimate instrument validity. With an overall reliability coefficient of 0.938, the resulting validity coefficient equals 0.968. Since this value is very close to 1, it indicates that the questionnaire demonstrates a high level of validity, thereby supporting

the continuation of the statistical analyses and confirming the suitability of the instrument for achieving the objectives of the study.

3.3 Statistical Analysis of the Questionnaire Dimensions

Descriptive statistical measures, including range, mean, and standard deviation, were employed for each questionnaire item related to the two dimensions of work stress and job performance in order to determine the relative importance and level of acceptance. To interpret the mean scores of the statements measured using the Likert scale, the following equation was used to determine the interval limits corresponding to each response category.

First Branch: Analysis of the Work Stress Dimension

The following section presents the responses of the study sample to each dimension of work stress, namely: role overload, role conflict, role ambiguity, and the physical work environment.

Role Overload Dimension:

Table 3: Means and Standard Deviations for the Role Overload Dimension

No	Statement	Mean	Std.Deviation	Rank	Evaluation
1	The time allocated for work is insufficient to complete the required tasks	4.43	0.81	1	Strongly Agree
2	I feel fatigue and exhaustion due to the large number of duties and tasks	4.16	1.14	2	Agree
3	I find difficulty in the tasks assigned to me	2.33	0.92	5	Disagree
4	I bear responsibility for performing tasks that differ from one another	4.16	1.34	3	Agree
5	The workload does not provide me with the opportunity to rest	3.86	1.47	4	Agree
Role Overload Dimension		3.79	1.14		Agree

Source: Prepared by the researcher based on SPSS V.25 outputs.

The results presented in **Table 4** indicate that the mean scores of the statements related to the role overload dimension ranged between 2.33 and 4.43, with an overall mean of 3.79.

This suggests that the responses of the study sample tend toward agreement regarding the presence of work stress associated with role overload.

Role Conflict Dimension:

Table 4: Means and Standard Deviations for the Role Conflict Dimension

No.	Statement	Mean	Std.Deviation	Rank	Evaluation
01	I deal with more than one person while performing my work	4.70	0.65	1	Strongly Agree
02	I receive orders from several responsible parties	4.06	1.38	4	Agree
03	I am forced to engage in behaviors at work that conflict with my personal principles	3.23	1.38	5	Neutral
04	My supervisor expects more effort from me than I can provide	4.1	1.34	2	Agree
05	My success at work often comes at the expense of my personal life	4.06	1.36	3	Agree
Dimension: Role Conflict		4.03	1.91		Agree

Source: Prepared by the researcher based on SPSS V.25 outputs.

The results indicate that the mean scores ranged between 3.23 and 4.70, with an overall mean of 4.03, suggesting that respondents agree on the presence of work stress associated with role conflict.

The highest-ranked statement was: ***"I deal with more than one person while performing my work"*** with a mean of 4.70 and a standard deviation of 0.65, indicating strong agreement that employees interact with multiple individuals while performing their duties. The relatively low standard deviation indicates a strong level of agreement among respondents.

Role Ambiguity Dimension**Table 5: Means and Standard Deviations for the Role Ambiguity Dimension**

No.	Statement	Mean	Std.Deviation	Rank	Evaluation
01	My job responsibilities are unclear	1.93	0.25	4	Disagree
02	I do not know the proper way to perform what I am assigned to do	1.86	0.34	5	Disagree
03	I need to exert considerable effort to understand new developments related to my position	2.23	1.00	3	Disagree
04	I suffer from a lack of information related to my work	2.23	1.00	2	Disagree
05	The lack of clarity regarding the goals expected of me bothers me	4.03	1.44	1	Agree
Dimension: Role Ambiguity		2.46	0.81	Disagree	

Source: Prepared by the researcher based on SPSS V.25 outputs.

The results indicate that the mean scores ranged between 1.86 and 4.03, with an overall mean of 2.46. This suggests that respondents generally disagree with the existence of work stress related to role ambiguity, except for the item concerning the lack of clarity regarding expected goals.

This finding may be attributed to the clear definition of duties and responsibilities characteristic of positions in public administration, where job roles are typically well structured and formally specified.

Physical Work Environment Dimension**Table 6: Means and Standard Deviations for the Physical Work Environment Dimension**

No.	Statement	Mean	Std.Deviation	Rank	Evaluation
01	My workplace is not suitable for the job I perform	4.03	1.35	5	Agree
02	I suffer from poor lighting, noise, and dust in the workplace	4.5	1.04	1	Strongly Agree
03	The necessary occupational health and safety equipment is unavailable	4.5	0.93	2	Strongly Agree
04	I suffer from poor design of my workplace	4.46	1.04	3	Strongly Agree
05	There is a shortage of equipment and tools for my work	4.46	0.86	4	Strongly Agree
Dimension: Physical Work Environment		4.39	1.04	Strongly Agree	

Source: Prepared by the researcher based on SPSS V.25 outputs.

The results indicate that the mean scores ranged between 4.03 and 4.50, with an overall mean of 4.39, reflecting strong agreement among respondents regarding the presence of work stress associated with the physical work environment.

The highest-ranked statements were related to poor lighting, noise, dust in the workplace, and the lack of occupational health and safety equipment. These factors collectively demonstrate that the physical work environment represents a significant source of work stress for employees.

Based on the analysis of the items comprising the work stress dimension, the results indicate that the surveyed sample confirms the existence of work stress associated with role overload, role conflict, and the physical work environment. However, respondents did not perceive role ambiguity as a major source of work stress. This may be

explained by the nature of work in public administration, which is characterized by clearly defined job descriptions and responsibilities.

Second Branch: Analysis of the Job Performance Dimension

Table 7: Means and Standard Deviations for the Job Performance Dimension

No.	Statement	Mean	Std.Deviation	Rank	Evaluation
01	I exert sufficient effort to accomplish my work accurately	4.66	0.66	5	Strongly Agree
02	I plan my work well before starting it	4.66	0.54	4	Strongly Agree
03	I attempt to accomplish all tasks and duties related to my job	4.66	0.80	6	Strongly Agree
04	I adhere to the specified time for completing assigned work	4.7	0.53	2	Strongly Agree
05	I am keen to make appropriate decisions for my job	4.7	0.53	3	Strongly Agree
06	I perform my assigned tasks and adhere to their implementation with great accuracy	4.8	0.40	1	Strongly Agree
07	My ability to accomplish work is good because I work with all my capabilities	4.5	0.86	12	Strongly Agree
08	My academic qualifications are commensurate with the tasks assigned to me	4.53	0.97	11	Strongly Agree
09	I enjoy a spirit of teamwork and sharing my ideas with colleagues	4.6	0.85	9	Strongly Agree
10	I have the ability to adapt and accomplish work in emergency situations	4.53	0.93	10	Strongly Agree
11	I am always concerned with achieving the general goals of my institution	4.50	1.04	13	Strongly Agree
12	I realize the importance of implementing orders and instructions issued by my	4.60	0.81	8	Strongly Agree

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	supervisors				
13	I adhere to official working hours	4.63	0.76	7	Strongly Agree
14	I feel the importance of cooperating with the work team to accomplish required tasks	4.43	1.04	14	Strongly Agree
15	I realize the importance of dialogue, discussion, and communication with colleagues	3.96	0.76	15	Agree
Dimension: Job Performance		4.56	0.76	Strongly Agree	

Source: Prepared by the researcher based on SPSS V.25 outputs.

The results show that the mean scores ranged between 3.96 and 4.80, with an overall mean of 4.56, indicating strong agreement among respondents that the level of job performance among employees of the Directorate of Employment in the Wilaya of Bordj Bou Arreridj is high.

The highest-ranked statement was: “*I perform my assigned tasks and adhere to their implementation with great accuracy*” with a mean of 4.80 and a standard deviation of 0.40, reflecting a very high level of commitment and precision in task performance among employees.

Overall, the consistently high mean scores across most statements indicate a positive evaluation of employee performance, encompassing several aspects such as task execution, planning, decision-making, teamwork, adaptability to emergency situations, and adherence to organizational regulations.

3.4. Hypothesis Testing and Analysis of Results

3.4.1 Measuring the Correlational Relationship Between Variables

To analyze the relationship between the study variables, Spearman’s rank correlation coefficient was applied to determine the strength and direction of the association between work stress and its dimensions (independent variable) and job performance (dependent variable). The correlation analysis was conducted in accordance with

the proposed research hypotheses:

Null Hypothesis (H₀): There is no statistically significant correlation between the variables at the significance level ($\alpha \leq 0.05$).

Alternative Hypothesis (H₁): There is a statistically significant correlation between the variables at the significance level ($\alpha \leq 0.05$).

The correlation coefficients between the variables are presented in the following table.

Table 8: Correlation Between Work Stress Dimensions and Job Performance

Variables	Job Performance Dimension			
	Correlation Coefficient (R)	N	Sig.	Statistical Significance
Role Overload	-0.769	30	0.045	Statistically Significant
Role Conflict	-0.687	30	0.024	Statistically Significant
Role Ambiguity	0.347	30	0.060	Not Statistically Significant
Physical Work Environment	-0.892	30	0.029	Statistically Significant
Work Stress Dimension	-0.788	30	0.046	Statistically Significant

Source: Prepared by the researcher based on SPSS V.25 outputs.

The correlation matrix presented in the table above indicates the existence of a negative (inverse) relationship between most dimensions of work stress and job performance. The correlation coefficient reached -0.769 for the role overload dimension and -0.687 for the role conflict dimension, indicating a moderately strong negative relationship between these dimensions and job performance. In addition, the physical work environment dimension recorded a correlation coefficient of -0.892, reflecting a very strong negative relationship with job performance.

However, the role ambiguity dimension exhibited a positive (direct) correlation with job performance, with a coefficient of 0.347.

Nevertheless, this relationship is not statistically significant, as the significance level (Sig. = 0.060) exceeds the adopted threshold of $\alpha \leq 0.05$. Therefore, the null hypothesis cannot be rejected for this dimension.

Regarding the overall work stress dimension, the correlation coefficient with job performance reached -0.788, indicating a strong negative relationship between the two variables. This result confirms that higher levels of work stress are associated with lower levels of job performance. Accordingly, these findings provide empirical evidence that work stress exerts a significant negative effect on job performance among employees at the Directorate of Employment in Bordj Bou Arreridj.

3.4.2 Subsection One: Testing the Main Hypothesis

- **Null Hypothesis (H_0):** There is no statistically significant negative effect of work stress on employee performance at the Directorate of Employment in Bordj Bou Arreridj at the significance level ($\alpha \leq 0.05$).

- **Alternative Hypothesis (H_1):** There is a statistically significant negative effect of work stress on employee performance at the Directorate of Employment in Bordj Bou Arreridj at the significance level ($\alpha \leq 0.05$).

Table 9: Regression Analysis Work Stress and Job Performance

Independent Variable	Dependent Variable	Spearman R	R ²	F	Sig.	B	T	Sig.
Work Stress	Job Performance	-0.788	0.621	23.062	0.046	0.544	4.248	0.046

Source: Prepared by the researcher based on SPSS V.25 outputs.

The regression equation is expressed as: **$Y = 4.443 - 0.544X$**

The calculated F-value ($F_{cal} = 23.062$) is statistically significant (Sig = $0.046 \leq 0.05$), indicating that the regression model is statistically significant and demonstrates a good fit to the data.

The T-test result ($T_{cal} = -4.248$) is statistically significant (Sig = $0.046 \leq 0.05$), confirming that work stress exerts a statistically

significant negative effect on job performance.

The Spearman correlation coefficient ($R = -0.788$) indicates a strong negative (inverse) relationship between the variables, meaning that higher levels of work stress are associated with lower levels of job performance.

The coefficient of determination ($R^2 = 0.621$) reveals that work stress explains 62.10% of the variation in employee performance at the Directorate of Employment in Bordj Bou Arreridj.

The regression coefficient ($B = -0.544$) indicates that for every one-unit increase in work stress, there is a corresponding decrease of 0.544 units in employee performance.

Decision: Reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1). Work stress has a statistically significant negative effect on employee performance at the Directorate of Employment in Bordj Bou Arreridj.

3.4.3 Subsection Two: Testing the Sub-Hypotheses

First Sub-Hypothesis: Role Overload

- **Null Hypothesis (H_0):** Role overload has no statistically significant negative effect on job performance at the significance level ($\alpha \leq 0.05$).
- **Alternative Hypothesis (H_1):** Role overload has a statistically significant negative effect on job performance at the significance level ($\alpha \leq 0.05$).

Table 10: Regression Analysis Role Overload and Job Performance

Independent Variable	Dependent Variable	R	R ²	F	Sig.	B	T	Sig.
Role Overload (X_1)	Job Performance	-0.769	0.591	21.621	0.045	-0.208	-3.273	0.045

Source: Prepared by the researcher based on SPSS V.25 outputs.

Regression equation: $Y = 3.771 - 0.208X_1$

The results indicate that role overload explains 59.10% of the variation in employee performance. The negative regression coefficient ($B = -0.208$) indicates that each one-unit increase in role

overload decreases job performance by 0.208 units.

Decision: Reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a). Role overload has a statistically significant negative effect on employee performance.

Second Sub-Hypothesis: Role Conflict

Table 11: Regression Analysis Role Conflict and Job Performance

Independent Variable	Dependent Variable	R	R ²	F	Sig.	B	T	Sig.
Role Conflict (X_1)	Job Performance	-0.687	0.472	19.094	0.024	-0.344	-5.306	0.024

Source: Prepared by the researcher based on SPSS V.25 outputs.

Regression equation: $Y = 4.181 - 0.344X_1$

The results indicate that role conflict explains 47.20% of the variation in employee performance. The negative regression coefficient ($B = -0.344$) indicates that each one-unit increase in role conflict decreases job performance by 0.344 units.

Decision: Reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a). Role conflict has a statistically significant negative effect on employee performance.

Third Sub-Hypothesis: Role Ambiguity

Table 12: Regression Analysis Role Ambiguity and Job Performance

Independent Variable	Dependent Variable	R	R ²	F	Sig.	B	T	Sig.
Role Ambiguity (X_2)	Job Performance	0.347	0.120	2.727	0.060	0.169	1.651	0.060

Source: Prepared by the researcher based on SPSS V.25 outputs.

Regression equation: $Y = 4.712 + 0.169X_2$

The calculated F-value ($F_{cal} = 2.727$) is not statistically significant ($Sig = 0.060 \geq 0.05$), indicating that the regression model does not demonstrate statistical significance. The model explains only 12.00% of the variation in employee performance. The positive coefficient ($B = 0.169$) suggests a slight increase in performance with

role ambiguity; however, this relationship is not statistically significant.

Decision: Accept the null hypothesis (H_0) and reject the alternative hypothesis (H_a). Role ambiguity does not have a statistically significant effect on employee performance.

Fourth Sub-Hypothesis: Physical Work Environment

Table 13: Regression Analysis Physical Work Environment and Job Performance

Independent Variable	Dependent Variable	R	R ²	F	Sig.	B	T	Sig.
Physical Work Environment (X_1)	Job Performance	-0.892	0.796	18.003	0.029	-0.207	-2.054	0.029

Source: Prepared by the researcher based on SPSS V.25 outputs.

$$\text{Regression equation: } Y = 4.340 - 0.207X_1$$

The results indicate that the physical work environment explains 79.60% of the variation in employee performance. The negative regression coefficient ($B = -0.207$) indicates that each one-unit increase in physical work environment stress decreases job performance by 0.207 units.

Decision: Reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a). The physical work environment has a statistically significant negative effect on employee performance.

Table 14 : Summary of Hypothesis Testing Results

Hypothesis	Variable	Result	Decision
Main Hypothesis	Work Stress	Significant Negative Effect	Accept H_0
Sub-Hypothesis 1	Role Overload	Significant Negative Effect	Accept H_0
Sub-Hypothesis 2	Role Conflict	Significant Negative Effect	Accept H_0
Sub-Hypothesis 3	Role Ambiguity	No Significant Effect	Accept H_0
Sub-Hypothesis 4	Physical Work Environment	Significant Negative Effect	Accept H_a

Source: Prepared by the researcher based on SPSS V.25 outputs.

These findings provide empirical evidence that work stress,

particularly through role overload, role conflict, and the physical work environment, exerts a significant negative impact on employee performance at the Directorate of Employment in Bordj Bou Arreridj. Role ambiguity, however, does not emerge as a significant stressor in this context, likely due to the clearly defined job descriptions and responsibilities characteristic of public administration positions.

4. Conclusion

This study concludes that the internal work environment of contemporary public administration is marked by substantial difficulties and challenges that compel employees to exceed their functional capacities and contend with adverse conditions in pursuit of high-performance standards and the avoidance of negative outcomes. These circumstances generate occupational stress, and the cumulative effect of such stress leads to reduced motivation and declining job performance, ultimately undermining the overall organizational effectiveness of the administration.

Based on the theoretical and empirical investigation undertaken, the following conclusions were drawn:

The concept of work stress has received significant attention in both administrative literature and social research, due to its complex and intertwined dimensions, which necessitate comprehensive study from multiple perspectives.

High and sustained levels of work stress lead to serious consequences for individual health, career progression, and work performance.

It was observed that public administration does not consistently accord sufficient priority to its internal environment in a manner that effectively motivates employees to perform their duties optimally.

This includes providing a suitable workspace, adequate tools, and necessary equipment. Such shortcomings are attributed to insufficient financial allocations from the central administration, as well as the absence of appropriate facilities for the Directorate.

As a final outcome, we found that work stress related to the internal environment negatively affects employee performance in public administration, as exemplified by the Directorate of Employment in Bordj Bou Arreridj.

Furthermore, it became evident that employee performance in public administration generally, and specifically within the Directorate of Employment in Bordj Bou Arreridj, can be improved by managing both internal and external work stress. This can be achieved through updating laws and regulatory decrees, providing a suitable work environment with necessary resources, and clearly defining each employee's responsibilities particularly within individual departments or offices to avoid work-related conflicts.

Based on the findings of this study, several recommendations can be proposed to reduce work stress and mitigate its impact on employee performance:

Enhancing central administration's awareness of the importance of employees and the necessity of minimizing work pressures, given their negative impact on performance.

Reducing role overload stress by decreasing work intensity, particularly at the Directorate of Employment in Bordj Bou Arreridj. This includes redistributing staff across departments, allocating greater resources to departments experiencing high stress levels, and implementing technologies that streamline procedures, reduce paperwork, and accelerate workflow, alongside training employees in their use. Additionally, adopting job rotation can reduce feelings of boredom and perceived inequity.

Reducing role conflict stress by precisely defining the tasks and responsibilities of each employee, ensuring that employees report to a single supervisor and avoid receiving instructions from multiple sources, while refraining from imposing behaviors that conflict with employees' personal principles.

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