IJCRT.ORG ISSN : 2320-2882

INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS (IJCRT)

An International Open Access, Peer-reviewed, Refereed Journal

A SYSTEMATIC REVIEW OF JOB STRESS AND JOB SATISFACTION IN THE PHARMACEUTICAL INDUSTRY AND OTHER KEY SECTORS

[1]Kavita Pratap Patil, [2]Dr. Yogita Vasant Patil

[1]Assistant Professor, [2]Assistant Professor

[1]Department of Management,

[1]G H Raisoni College of Engineering and Management, Jalgaon, India

Abstract: This article examines prior studies on job stress and job satisfaction in the pharmaceutical industry as well as other key industry sectors. The review investigates the impact of stress and satisfaction on employee performance, turnover intention, and organizational outcomes, using secondary data from journals and research articles. Research findings consistently show a significant inverse relationship between job stress and job satisfaction. In the pharmaceutical sector, particularly among medical representatives, stress is generated by factors such as sales targets, role ambiguity, long working hours, and performance pressure. Conversely, satisfaction is shaped by compensation, organizational support, and work–life balance. The review pinpoints essential deficiencies, such as dependence on cross-sectional designs, a scarcity of integrated models, and studies with limited geographical scopes. It wraps up by stressing the necessity of thorough, sector-specific studies to gain a deeper insight into stress–satisfaction dynamics and enhance employee well-being and retention

Keywords: Medical Representatives, Job stress, job Satisfaction, Pharmaceutical Industry, survey

I. INTRODUCTION

A literature review involves a systematic and analytical investigation of prior research and constitutes the foundational step in Primary Research. A literature review serves to contextualize the research, demonstrate the author's familiarity with earlier academic works, and bolster the case for the proposed study's necessity. A literature review has been conducted as the initial step of the research, utilizing relevant papers from review journals, articles, and proposed theories related to the research topic.This section provides a brief overview of the Review studies concerning job stress and job satisfaction among individuals employed in Pharmaceutical Companies as well as those in various other fields at different levels. The relevant studies are categorized into Four heads for the purpose of discussion

1.1 Studies on Job Satisfaction
1.2 Studies on Job stress
1.3 Studies in Pharmaceutical Sector:
1.4 Studies on Co-relation of Job Stress and Job Satisfaction

II. Objectives of the Study:

The present review is undertaken with the following objectives:

1. To examine and condense current research regarding job stress and job satisfaction in the pharmaceutical sector as well as other primary industries.
2. In order to scrutinize the theories, research methodologies, and study designs employed in previous studies.
3. To identify research gaps and suggest areas for future studies, especially for medical representatives and regional Indian contexts.

III. Research Methodology: The research relies solely on secondary data. Data has been collected from various published materials, including academic journals, books, research articles, and pertinent online platforms. To achieve this, research articles cataloged in different databases were pinpointed and reviewed systematically.

IV. Review of Literature:

- **Studies on Job Satisfaction:**

Mohan and Shoba Rani (2025) intended to determine the elements affecting job satisfaction of medical representatives in Thiruvananthapuram District, India. The research discovered that the work environment, remuneration, and opportunities for career progression have a considerable impact on satisfaction levels. It also indicated that performance and organizational outcomes are positively influenced by job satisfaction. Nevertheless, the research concentrated exclusively on satisfaction and did not include job stress variables. This limitation affects a thorough understanding of employee well-being.

Singh, Lamba, and Arora (2025) investigated the connection between job satisfaction and happiness in male employees from both public and private sectors. The results indicated a robust positive correlation between satisfaction and happiness, with employees in the public sector reporting greater levels of both. While the study underscores differences between sectors, it is constrained by its focus on gender and its cross-sectional design.

Moldabekov et al. (2025) conducted a comparison of job satisfaction levels among employees in the private sector and those in government. According to the research, the main factors influencing satisfaction include salary, quality of leadership, job content, and working conditions; public sector workers indicated a higher level of satisfaction. The research offers sectoral insights, but it does not include occupation-specific analysis.

Pinheiro and Palma-Moreira (2025) investigated the effect of job satisfaction on performance and the influence of work regimes (face-to-face, hybrid, remote). The results showed that job satisfaction is a positive predictor of performance and serves as a mediator between work regime and performance. The study, while contributing to contemporary work models, is limited to a European context and does not investigate stress factors

Kalaivani and Nirmala Devi (2025) conducted a comparison of job satisfaction levels among employees in the public and private sectors in Tamil Nadu. Due to job stability and recognition, public sector employees reported greater satisfaction. While the study validates sectoral differences, it does not provide a deeper examination of psychological or organizational stressors.

Divya and Bhavikatti (2024) examined internal and external factors influencing job satisfaction through a mixed-method approach. It was determined that key predictors included recognition, work–life balance, compensation, and organizational culture. The study stresses the need for policy adaptation, but it does not investigate how stress and satisfaction interact with one another.

Sidhu (2024) examined the link between quality of life, work motivation, and job satisfaction. The results verified that these variables were strongly positively correlated. The study, however, is constrained by a relatively small sample size and purposive sampling.

Gazi et al. (2024) examined how job satisfaction affects performance in Bangladesh's industrial workforce. The results showed that job satisfaction has a significant positive effect on job performance, and that job-related factors have a greater impact than personal traits. The constraint is its concentration on industry-specific sectors without a comparative analysis.

Arifin (2024) examined employee engagement, job satisfaction, and performance using PLS analysis. The study found that job satisfaction mediates the relationship between engagement and performance. Nevertheless, it does not consider external stress variables..

Abdullah, Ali, and Sabten (2024) examined job satisfaction levels of teachers in private and public colleges. Teachers in the public sector reported greater satisfaction owing to autonomy and recognition. The research emphasizes the importance of organizational support, but it is limited in scope geographically.

Prasad (2024) carried out a comparative analysis of public and private sector employees, discovering minimal differences in motivation and job satisfaction. The results contradict previous beliefs about significant sectoral variation, but broader sampling is needed for confirmation.

Arora, Verma, and Sharma (2024) investigated the link between mental health and job satisfaction in higher education. The research demonstrated a robust positive connection between psychological well-being and satisfaction. It was mainly qualitative and based on literature, which limited empirical generalization.

Chawla, Agrawal, and Tiwari (2024) utilized mixed methods to examine factors influencing job satisfaction in Madhya Pradesh. Key predictors included the work environment, compensation, and career growth. The study does not include stress-related analysis.

Caoagdan et al. (2023) compared employees in public and private administration and discovered that both sectors exhibit high satisfaction levels, influenced by factors such as teamwork and compensation. The small number of samples restricts the applicability to a wider context.

Aggarwal et al. (2023) examined literature regarding the work environment and job satisfaction, validating a positive link between a supportive work culture and satisfaction. It does not offer primary empirical evidence, as it is a secondary study.

Adamopoulos et al. (2022) examined literature regarding the work environment and job satisfaction, validating a positive link between a supportive work culture and satisfaction. It does not offer primary empirical evidence, as it is a secondary study.

Vohra, Ozyesil, and Esin (2022) identified a considerable positive connection between work atmosphere and job satisfaction. The research indicates that a collaborative culture boosts satisfaction, but it does not investigate the integration of stress.

Gayathri and Muthu Kumar (2021) investigated the link between job stress and job satisfaction in Kerala, with a focus on regional perspectives. It recognized the connection between stress and satisfaction but urged for research tailored to specific occupations, particularly among medical representatives.

Mgaiwa (2021) recognized academic freedom, oversight, and collaboration as major predictors of job satisfaction among Tanzanian academicians. The effect of demographic factors was limited. The context is still limited to higher education.

Inayat and Khan (2021) identified a robust positive correlation between job satisfaction and employee performance in the private sector of Pakistan. The research emphasizes performance implications while omitting stress variables.

Felmban and Khan (2021) investigated stress, job satisfaction, and performance within the context of Saudi Arabia. The findings indicated a significant relationship between stress and satisfaction, highlighting the complexity of their interaction. The cross-sectional design restricts causal interpretation.

Jaafar, Hassan, and Zamb (2021) discovered an inverse correlation between stress and job satisfaction among lecturers, verifying that reduced stress enhances satisfaction. A small sample size constrains the study.

Nagori and Singh (2019) determined that job-related stress has a detrimental impact on satisfaction and productivity, with a focus on work–life conflict. Nevertheless, it does not include details specific to the sector.

Rana and Soodan (2019) indicated that occupational stress has a considerable effect on burnout and job satisfaction among faculty members. While the study advocates for policy reforms, it does not cover non-academic sectors.

Achary (2018) investigated the job satisfaction of primary teachers and discovered that factors linked to compensation can be both satisfying and stressful. The research emphasizes the financial structure as a dual factor, yet it is confined to education.

Studies on Job stress:

Sales Sector

Thakre and Jadhav (2022) examined how personality traits (such as extraversion) affect occupational stress in sales personnel. The results showed that stress levels varied significantly according to personality type. The research indicates that individual differences are important, but it does not provide a contextual analysis specific to the sector.

Ari (2025) examined the link between work-related stress and job performance among healthcare workers in Türkiye. The results showed a slight but adverse correlation between stress and performance, with nurses indicating greater levels of stress. While the study highlighted managerial interventions, it was confined to the context of one hospital.

Dilekçi, Kaya, and Çiçek (2025) examined how occupational stress, burnout, and change fatigue impact teachers' quiet quitting. Findings indicated that stress is a significant predictor of quiet quitting behavior, accounting for 35% of the variance. The cross-sectional design, however, restricts causal interpretation.

Heming et al. (2024) investigated psychosocial stressors in Ph.D. students through the lens of effort–reward imbalance theory. The findings indicated robust links between stressors and mental health issues. The study underscored supervisory relationships, yet it was limited to academic contexts.

Riyajoddin (2024) examined stress levels in private hospital healthcare staff. The findings showed that high stress impacts mental health and quality of life, with variations across demographics. The restriction is due to the small sample size and localized focus.

Albelbeisi et al. (2024) evaluated work-related stress in nurses working at Palestinian government hospitals. The main sources of stress were excessive workload, lack of staff, and insufficient acknowledgment. The research pinpointed organizational determinants, but it did not provide longitudinal insight.

Banking and Financial Sector

Lin et al. (2024) examined job-related stress, satisfaction levels, and employee turnover amid the COVID-19 pandemic. The findings confirmed that stress has a negative impact on satisfaction and serves as a positive predictor of turnover intention. The research pointed out demographic moderators, but it was specific to the crisis.

Vinod and Ambatipudi (2024) investigated burnout in employees of banks in India. The main sources of stress were long hours and a heavy workload. The study highlighted organizational regulation, but did not include an assessment of interventions.

Education Sector

Niti Sharma and Singh (2023) examined stress levels in Punjab university faculty. The findings uncovered gender disparities and stress associated with ambiguous expectations and departmental politics. Only descriptive statistics were used in the study.

Rai and Rawte (2022) contrasted stress and satisfaction levels among educators of physical education. While results exhibited significant differences, they did not delve into mediating variables.

Achary (2018) investigated stress in primary teachers and identified compensation-related factors as being both satisfying and stressful. The research did not include a wider institutional comparison.

Kiruthika and Rajini (2023) examined stress in IT professionals and discovered that younger workers dealt with more stress. Recommendations centered on age-sensitive HR policies, although broader sectoral generalization is still limited

Dhakate et al. (2022) investigated stress levels in hospital staff not involved in teaching. Role conflict developed into a significant source of stress. Although the study underscored organizational clarity, it did not investigate satisfaction outcomes.

Sonara (2018) contrasted stress levels between technical and non-technical employees. While job type had no effect, the level of experience had a significant impact on stress. The research employed conventional measurement tools, lacking broader contextual variables.

Power Sector

Badre (2021) examined stress in thermal power stations and identified workload and inadequate working conditions as significant factors. Stress was associated with lower productivity and satisfaction levels. While the study proposed HR interventions, it did not provide a comparative sectoral analysis.

Sidhu et al. (2020) recognized stressors like job demands and work atmosphere among employees in the power sector. While findings linked stress to health deterioration, they did not evaluate organizational moderators.

Cross-Sectoral and Conceptual Studies

Sharma and Tripathi (2023) discovered a considerable inverse correlation between job satisfaction and stress at work. The strength of the relationship was modest (r = –.181), indicating a need for deeper contextual examination.

Kazmi et al. (2023) examined job-related stress in middle-aged professionals from various industries. Compared to teachers and bankers, marketing professionals reported greater stress levels. The study did not include causal modeling.

Madhavi and Rao (2023) associated work-related stress with diminished performance and unhappiness at work. The main factors were organizational culture and workload. While the study underscored intervention, it was still cross-sectional in nature.

Chua and Ng (2023) investigated stress, commitment, and turnover. Stress was the most significant predictor of turnover intention. The study focused on organizational commitment, but it did not include longitudinal evidence.

Singh (2023) validated a major adverse correlation between stress and job satisfaction in engineers. Differences based on gender were negligible. The sample size was restricted.

Anis (2022) discovered that the connection between stress and deviant behavior is mediated by job satisfaction. The model was comprehensive, but the sampling relied on convenience.

Xie et al. (2021) showed that psychological capital serves as a partial mediator in the connection between stress and satisfaction for couriers. The research emphasizes psychological resources, yet it is limited to a specific geography.

Felmban and Khan (2021) demonstrated that stress affects satisfaction and performance, although the strength of the relationship can differ. The cross-sectional design restricts inference.

Sonwane et al. (2021) performed qualitative analysis on university staff and pinpointed workload, role ambiguity, and job insecurity as primary stressors. The small sample size limits generalization.

Narban et al. (2016) offered a conceptual overview that portrays occupational stress as multidimensional, comprising emotional, cognitive, and physiological reactions. The study did not have empirical validation.

Jamal (2011) investigated the correlation between stress and performance in two different countries, identifying a negative linear connection and noting that organizational commitment serves as a moderating factor. Although it is foundational, the study predates the current work dynamics.

- ***Studies on Job Stress and Job Satisfaction of Medical Representatives in Pharmaceutical Companies***

Early Foundational Studies

Basu et al. (2025) investigated work-related exhaustion in Indian medical representatives. The aim was to evaluate the increasing occurrence of burnout associated with extended work-related stress, particularly in the post-pandemic context. The findings indicated that high stress levels were linked to reduced well-being and a heightened risk of burnout. The study concentrated mainly on burnout, without a detailed incorporation of performance or satisfaction variables, which limits broader analysis.

Patil and Meena (2013) investigated work-related stress among medical representatives in Aurangabad. The aim was to evaluate how widespread occupational stress is and where it originates. The results showed that almost 66% of the participants reported considerable stress stemming from sales targets, extended working hours, dissatisfaction with their job, and work–family conflict. The research underscored significant health ramifications, yet it was confined to a single urban area and lacked an in-depth investigation of job satisfaction.

Srivastava (2016) examined marketing approaches employed in the pharmaceutical sector. While the study did not concentrate on stress directly, it did identify performance pressure stemming from promotional objectives and communication targets. It did not examine psychological outcomes like stress or satisfaction.

Stress and Satisfaction Relationship

Vasan (2018) examined the connection between job stress and job satisfaction in pharmaceutical sales representatives. The aim was to investigate if stress has an effect on satisfaction levels. The study established a significant inverse correlation, corroborating that increased stress results in diminished job satisfaction. It did, however, rely on cross-sectional survey data and failed to investigate moderating variables.

Kalyanasundaram (2017) *assessed role conflict and role ambiguity among medical representatives in Coimbatore. Findings suggested that unclear job roles and unrealistic expectations increased stress levels. The study recommended structured role strategies but was limited by a small sample size.*

Kalyanasundaram (2019) carried out a comprehensive study (n=552) to assess work-related stress with the help of the Occupational Stress Index. The results indicated that role overload, ambiguity, conflict, and strenuous working conditions caused high levels of stress. While the study underscored the need for organizational reforms, it fell short of providing a comprehensive integration of job satisfaction or performance outcomes.

Work Pressure, Performance, and Turnover

Sathish Kumar and Radhakrishna (2017) investigated stress and job performance of medical representatives in Telangana. The research discovered that moderate pressure improved performance, while excessive stress diminished efficiency and well-being. Organizational support acted as a buffer. The limitation is due to its small effective sample size (n=73) and localized scope.

Mohture (2017) concentrated on the loss of medical representatives. Salary concerns, managerial relationships, and workload were identified as major contributors to turnover by the study. Although it dealt with retention strategies, it lacked statistical modeling of stress–satisfaction relationships.

Sirikanjanopas (2020) examined the impact of job characteristics and job satisfaction on turnover intention within Thailand's pharmaceutical sector. The findings indicated that job satisfaction was the most significant predictor of turnover, whereas job characteristics had a lesser impact. Occupational stress was not measured directly in the study.

Work–Life Balance and Organizational Support

Srivastava (2020) examined work–life balance of medical representatives in India (n=201). The aim was to evaluate the impact of organizational policies on balance and satisfaction. The findings showed that flexible schedules, management support, and wellness programs greatly enhance work–life balance and lower stress levels. Nonetheless, the dependence on self-reported data and cross-sectional design restricts generalization.

Lall (2021) examined job satisfaction levels of medical representatives in India. The results showed that salary, job security, welfare measures, and supervisory support enhanced satisfaction, while high work pressure and unclear roles diminished it. The research affirmed the connection between satisfaction and performance; however, it did not quantitatively model stress interactions.

Integrated Stress, Health, and Performance Studies

Lwin (2023) investigated work-related stressors and their effects on the health and job performance of employees at Getz Pharma. The findings indicated a positive correlation between stressors and negative health outcomes, which subsequently impacted performance. The research combined stress and health factors, but did not include a broader regional sample.

- ***Studies on Co-relation of Job Stress and Job Satisfaction***

Empirical Correlational Studies

Chauhan (2025) investigated the connection between work-related stress and job satisfaction among Bhopal's hotel staff. The aim was to evaluate the impact of stress on satisfaction levels. The results showed a considerable negative correlation, suggesting that job satisfaction diminishes with greater workload, irregular schedules, and ineffective communication. Due to its limited sample size and focus on a single city, the study's findings cannot be easily generalized.

Chaudhary and Srivastava (2024) examined perceived stress and job satisfaction levels among police personnel in Uttar Pradesh. The investigation noted a robust negative correlation ($r = –0.558$), corroborating the finding that increased stress diminishes job satisfaction. Nevertheless, the research was limited in geographic scope and depended on self-reported data, which restricts its broader applicability.

Ahmad and Ali (2023) made a comparison between teachers in private and public high schools in Pakistan. The aim was to investigate variations in stress and satisfaction across different sectors. The results indicated that public school teachers experienced less stress and greater satisfaction. A considerable negative correlation was noted in both sectors (public: $r = –0.587$; private: $r = –0.626$). The research was limited to a single district and did not examine moderating variables.

Sharma and Tripathi (2023) examined work-related stress and satisfaction with one's job in different organizations throughout India. The results validated a negative correlation, demonstrating that stress increases and satisfaction decreases under poor operating conditions. Nonetheless, there was no significant correlation between promotion opportunities and stress levels. Due to its cross-sectional design and moderate sample size, the study had limitations.

Saif-ud-Din (2020) investigated how burnout mediates and proactive personality moderates the connection between stress and satisfaction among banking employees. The research discovered that burnout plays a partial mediating role in the detrimental effects of stress on job satisfaction, whereas a proactive personality serves as a buffer against these negative effects. The study, while theoretically robust, had limitations in terms of geography and design (cross-sectional).

Badhla et al. (2025) evaluated job satisfaction and workplace stress among nursing professionals in Jaipur. The aim was to gauge how closely linked stress and satisfaction were. The results indicated a robust negative correlation ($r = –0.625$), where high levels of stress were associated with high levels of dissatisfaction. Limitations encompass the use of purposive sampling and a design focused on a single location.

Conceptual and Theoretical Contributions

Narban, Narban, and Singh (2016) delivered a conceptual examination of occupational stress. The aim was to delineate factors and effects of occupational stress. The review consistently associated high stress with reduced job satisfaction, burnout, and poor performance, while recognizing that moderate stress may boost productivity. The study did not have empirical validation.

Extended Models Linking Stress and Satisfaction

Ardıç and Erişen (2025) examined the combined influence of work stress and job satisfaction on quiet quitting in healthcare workers. The results indicated that stress raises the incidence of quiet quitting, while job satisfaction diminishes it. Stress and satisfaction accounted for 40.6% of the variance. Nonetheless, the use of convenience sampling and a cross-sectional design restricts causal interpretation.

Gašić et al. (2025) looked into flexible work arrangements (FWAs), job stress, and satisfaction at work. The aim was to examine satisfaction's role as a mediator between FWAs and stress. The results suggested that FWAs lower stress levels both directly and indirectly by improving job satisfaction. The research focused on Serbian employees with high levels of education and did not include longitudinal evidence.

V Research Gaps Identified

The review of the literature reveals multiple important gaps. Most studies focus on job stress and job satisfaction separately, leading to a scarcity of integrated analyses that link stress, satisfaction, performance, and turnover within a single framework. The majority of studies use cross-sectional survey designs and self-reported measures, which restrict causal interpretation and increase the likelihood of response bias; in contrast, longitudinal evidence remains scarce. Research focusing on pharmaceutical field staff, particularly medical representatives, is limited in the sector, especially in semi-urban areas of India such as North Maharashtra. The generalizability of many existing studies is reduced because they are restricted to specific cities. Furthermore, there is an inconsistency in the examination of moderating and mediating variables such as organizational support, leadership style, work–life balance, burnout, and personality traits. The dynamics of stress in the post-pandemic period and assessments of stress reduction strategies based on interventions have not been thoroughly explored yet. These gaps highlight the need for a comprehensive, region-specific, and methodologically rigorous study of job stress and job satisfaction among medical representatives.

VI Conclusion :

The literature review clearly shows that job stress and job satisfaction are two interrelated constructs that have a major impact on employee well-being, performance, productivity, and turnover across various sectors. Research carried out across various sectors, including education, healthcare, banking, industry, and energy, has consistently shown a negative correlation between job stress and job satisfaction. These studies confirm that rising occupational stress results in diminished satisfaction and detrimental organizational effects. The roles of various factors, including burnout, organizational support, leadership style, work–life balance, and personality traits, as mediators and moderators have also been underscored by multiple scholars.

The literature indicates that there is a significant amount of work-related stress in the pharmaceutical industry, especially among medical representatives. This stress can be attributed to sales quotas, extended work hours, travel on a regular basis, uncertainty regarding one's job duties, and fierce competition within the market. Some studies have looked into stress, while others have investigated satisfaction, performance, attrition, or work–life balance separately. Nonetheless, there is only a small amount of research that brings together job stress, job satisfaction, performance, and turnover within one unified analytical framework. Furthermore, the majority of current research is based on self-reported data and cross-sectional survey methods. This limits causal interpretation and raises the likelihood of response bias.Many studies are geographically limited to specific cities like Coimbatore, Aurangabad, and Telangana, or to selected international regions, which restricts broader generalization. Research focused on specific regions, especially in semi-urban areas such as North Maharashtra, is still lacking. Furthermore, the dynamics of post-pandemic stress among medical representatives and intervention strategies for stress reduction remain underexplored. In summary, the literature corroborates that effectively managing work-related stress is vital for improving job satisfaction and organizational effectiveness. Concurrently, it emphasizes considerable theoretical, methodological, and contextual deficiencies. The identified gaps underscore the necessity for a thorough, region-specific, and methodologically sound investigation that brings together the concepts of job stress and job satisfaction for medical representatives in pharmaceutical companies. Such a study should also consider pertinent mediating and moderating factors to yield practical, evidence-based recommendations for organizations.

VII References:

1. Adamopoulos, E., et al. (2022). Associations among job satisfaction, job stress, and burnout in the public health sector: A systematic review.
2. Aggarwal, A., Sharma, D., Vohra, P., Sharma, S., & Sharma, V. (2023). Work environment and job satisfaction: A review study.
3. Ahmad, N., & Ali, W. (2023). Relationship between job satisfaction and job stress among high school teachers in public and private sectors. *Pakistan Journal of Humanities & Social Sciences Research, 6*(2). https://doi.org/10.37605/pjhssr.v6i2.5
4. Albelbeisi, A. H., Al-amoudi, S. M., Anabri, A., Abu Obaid, H., Alijla, F., & Kakemam, E. (2024). Occupational stress among nursing professionals in governmental hospitals.
5. Anis, M. (2022). The impact of job stress on deviant workplace behavior: The mediating role of job satisfaction.
6. Ardıç, M., & Erişen, M. A. (2025). Effect of work stress, job satisfaction and work engagement on quiet quitting in healthcare workers. *Journal of Health and Nursing Management, 12*(1), 130–139. https://doi.org/10.54304/SHYD.2025.78200
7. Arifin, S. (2024). Employee engagement, job satisfaction, and employee performance: A mediation analysis using Smart PLS.
8. Arora, N., Verma, C. P., & Sharma, R. (2024). Job satisfaction and mental health among higher education employees.
9. Badhla, S. S., Matoria, R. S., Chaturvedi, D., Tyagi, A., & Pareek, S. (2025). A correlational study to assess workplace stress and job satisfaction among nursing professionals in Western India. *International Journal of Indian Psychology, 13*(1), 2490–2498. https://doi.org/10.25215/1301.235
10. Badre, P. (2021). Occupational stress and its impact on productivity in the power sector.
11. Basu, D., Ghosh, S., Patra, S. K., & Singh, N. (2025). Occupational burnout among medical representatives.
12. Chaudhary, A., & Srivastava, A. S. (2024). Correlation between perceived stress and job satisfaction in Uttar Pradesh Police. *International Journal of Indian Psychology, 12*(2), 56–63. https://doi.org/10.25215/1202.406
13. Chauhan, R. (2025). Impact of occupational stress on job satisfaction: Study on hotel employees of Bhopal. *International Journal of Novel Research and Development, 10*(1), 887–892.
14. Chawla, A., Agrawal, R., & Tiwari, A. (2024). Determinants of job satisfaction among employees in Madhya Pradesh.
15. Chua, K. K., & Ng, H.-M. (2023). Work stress, organizational commitment, job satisfaction, and turnover intention.
16. Dilekçi, Ü., Kaya, A., & Çiçek, İ. (2025). Occupational stress, burnout, change fatigue, and quiet quitting among teachers.
17. Dhakate, M. A., Domple, V. K., Joge, U. S., Khakse, G. M., & Hiwarkar, P. A. (2022). Job stress among non-teaching staff in a government teaching hospital.
18. Divya, R. B., & Bhavikatti, V. I. (2024). Determinants of employee job satisfaction: A mixed-method approach.
19. Felmban, K., & Khan, M. (2021). Effects of stress on job satisfaction and performance.
20. Gašić, D., Berber, N., Ćurčić, N., Čudanov, M., Zsigmond, T., & Tomaš, D. (2025). Unpacking the link between flexible work arrangements and job stress: The mediating role of job satisfaction among highly educated employees. *PLOS ONE, 20*(10), e0335279. https://doi.org/10.1371/journal.pone.0335279
21. Gayathri, T. J., & Muthu Kumar, E. (2021). Job stress and job satisfaction: A regional perspective.
22. Gazi, M. A. I., Rahman, M. F. Y. A., Senathirajah, S., Islam, M. A., & Amin, M. B. (2024). Job satisfaction and job performance among industrial workers.
23. Heming, M., Angerer, P., & Diebig, M. (2024). Psychosocial work stressors and mental health among Ph.D. students.
24. Inayat, W., & Khan, M. J. (2021). Job satisfaction and employee performance in private sector organizations.
25. Jaafar, S. B., Hassan, H. M., & Zamb, N. M. (2021). Relationship between stress and job satisfaction among lecturers.
26. Jamal, M. (2011). Job stress, organizational commitment, and performance: An empirical study.
27. Kalaivani, & Nirmala Devi, R. (2025). Comparative study of job satisfaction among public and private sector employees in Tamil Nadu.
28. Kalyanasundaram, P. (2017). Role conflict and occupational stress among medical representatives in Coimbatore.
29. Kalyanasundaram, P. (2019). Occupational stress among medical representatives in Coimbatore City.
30. Kazmi, S. S. H., Shukla, J., Tripathi, R. K., & Zaidi, S. Z. H. (2023). Occupational stress among middle-aged professionals in India.
31. Kiruthika, R., & Rajini, P. (2023). Occupational stress and job satisfaction among IT professionals in Coimbatore.
32. Lall, S. (2021). Job satisfaction among medical representatives in pharmaceutical companies in India.
33. Lin, M.-H., Yen, Y.-H., Chuang, T.-F., Yang, P.-S., & Chuang, M.-D. (2024). Job stress, job satisfaction, and turnover intention during COVID-19.
34. Lwin, T. (2023). Occupational stressors, employee health, and job performance at Getz Pharma Company Limited.
35. Mgaiwa, S. J. (2021). Perceived work environment and academicians' job satisfaction in Tanzania.
36. Mohture, A. R. (2017). Factors influencing attrition among medical representatives.
37. Moldabekov, Y., Nurgaliyeva, Y., Smagulova, A., Smagulov, A., & Saiymova, M. (2025). Comparison of job satisfaction between government and private sector employees. *International Journal of Innovative Research and Scientific Studies, 8*(1), 296–307.

38. Mohan, V. S. S., & Shoba Rani, R. (2025). Job satisfaction among medical representatives in Thiruvananthapuram District.
39. Nagori, P., & Singh, R. (2019). Occupational stress and its impact on job satisfaction and productivity.
40. Narban, J. S., Narban, B. P. S., & Singh, J. (2016). A conceptual study on occupational stress (job stress/work stress) and its impacts. *International Journal of Advance Research in Ideas and Innovations in Technology, 2*(1), 1544–1556.
41. Patil, S. B., & Meena, J. S. (2013). Work-induced stress among medical representatives in Aurangabad.
42. Pinheiro, A., & Palma-Moreira, A. (2025). Job satisfaction, work regime, and perceived performance.
43. Prasad, T. (2024). Comparative analysis of job satisfaction and work-life balance among public and private employees.
44. Rai, K. G., & Rawte, B. R. (2022). Occupational stress and job satisfaction among physical education teachers.
45. Rana, A., & Soodan, V. (2019). Occupational stress, burnout, and job satisfaction among faculty members in Punjab.
46. Riyajoddin, S. A. (2024). Work-related stress and mental health among healthcare staff in private hospitals.
47. Saif-ud-Din. (2020). A study of job stress and job satisfaction: The mediating and moderating role of job burnout and proactive personality. *IOSR Journal of Business and Management, 22*(3), 29–36.
48. Sathish Kumar, D., & Radhakrishna, N. (2017). Stress, pressure, and job performance among medical representatives.
49. Sharma, A., & Tripathi, K. M. (2023). Job satisfaction and workplace stress among employees working in organisations. *International Journal of Indian Psychology, 11*(1), 181–192. https://doi.org/10.25215/1101.181
50. Sharma, N., & Singh, G. P. (2023). Job stress among university teachers in Punjab.
51. Sidhu, A. K., Singh, H., Kumar, R., & Virdi, S. S. (2020). Job stress and health impact in the power sector.
52. Sidhu, J. (2024). Job satisfaction, motivation, and quality of life among employees.
53. Sirikanjanopas, T. (2020). Job satisfaction and turnover intention among medical representatives in Thailand.
54. Sonara, A. M. (2018). Occupational stress among technical and non-technical employees in Gujarat.
55. Sonwane, P., Bhalerao, P., & Joshi, M. (2021). Occupational stress among university employees in Maharashtra.
56. Srivastava, B. (2020). Work-life balance among medical representatives in India.
57. Srivastava. (2016). Marketing instruments in the pharmaceutical sector.
58. Vasan, M. (2018). Relationship between job stress and job satisfaction among pharmaceutical sales representatives.
59. Vinod, G., & Ambatipudi, S. (2024). Occupational stress and burnout among bank employees in India.
60. Xie, Y., Tian, J., Jiao, Y., Liu, Y., Yu, H., & Shi, L. (2021). Work stress, job satisfaction, and sleep quality among Chinese couriers.