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The Impact of Stress Management Interventions on Job Satisfaction: A Mediating Role of Work Eustress

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Abstract: This study's objective is to determine the impact of stress management interventions including participative management, the environment of an organization, flexible time hours, and training, on work eustress and job satisfaction in the private sector in Pakistan. Second, the objective is to determine the role of work eustress as a mediator between stress management interventions and job satisfaction. The developed hypothesis model consisted of stress management interventions as independent variables while work eustress was used as a mediator and job satisfaction as the dependent variable. A total of 357 Data was collected through a survey questionnaire spreading among different private sectors in Karachi, Pakistan. Measurement and structural model tests were performed by using PLS-SEM. The results found that participative management, flexible work time, and work eustress have positive and direct relationships with job satisfaction. Stress management interventions have a positive and direct relationship with work eustress. Furthermore, work eustress mediates the relationship between stress management interventions and job satisfaction.

Keywords: Stress Management Interventions, Work Eustress, Job Satisfactions

INTRODUCTION

Work stress has recognized an important issue in organization for more than eighty years, which causes economic, societal and individual costs, increases psychological harms and decreases productivity and performance of employees (Alkhawaldeh, Soh, Mukhtar, Peng, & Anshasi, 2020; Molek-Winiarska & Molek-Kozakowska, 2020; Pignata, Boyd, Winefield, & Provis, 2017). According to Organization of International Labour, Work stress has been defined as the natural, mental and physical reaction or feelings of employees to life experiences (Klein et al., 2020). Stress can be positive or negative. (Kim & Beehr, 2020). Positive work stress increases the intention of employees to stay in organization, job satisfaction, good performance and good behavior of employees etc. While, negative work stress increases high rates of staff turnover, absenteeism, psychological harms, job dissatisfaction, mistakes in work, presenteeism. Negative work stress causes costs in terms of impaired organizational, financial, and employee outcomes namely job dissatisfaction, turnover intention, work place misbehavior and human health issues (ILO, 2016; Molek-Winiarska & Molek-Kozakowska, 2020)

Furthermore, to reduce the negative work stress or distress at organization there is need of stress management intervention. Stress intervention has considered an important and beneficial method regarding to reduce negative work stress and increases work productivity (Molek-Winiarska & Molek-Kozakowska, 2020). Previous researchers have been studied about intervention of stress at work and also addressed the different issues from the perspectives of entrepreneurs on stress management interventions priorities (Kohler, 2016) and willingness of employees to participate in interventions programs (Tetrick & Winslow, 2015).

Stress management defined as, "it is a set of interventions or practices to reduce or eliminate work stress by different methods" (Borkowski & Meese, 2020). There are three types of stress management intervention. First, primary interventions of stress' objective are to identify the causes of organizational stress and reduction and elimination of their subsequent. Second, Secondary interventions of stress' objective is to identify the causes of employees stress and cope this stress by instructing them appropriate skills and techniques to reduce stress. Third, Tertiary interventions that identify medical rehabilitation or psychological counselling after stressful event to reduce stress (Molek-Winiarska & Molek-Kozakowska, 2020).

Previously studies argued that the effect of stress management interventions are positive on work eustress, which increases the organization performance and employee productivity, job satisfaction and decreases the societal and economic costs (von Thiele Schwarz et al., 2020). Stress management interventions through management support, offer flexible work time practices and provide better environment or culture improve job role of employees and their satisfaction (Molek-Winiarska & Molek-Kozakowska, 2020). Stress management interventions impacts are significantly higher and long lasting and best strategy to prevent stress of employees (Kerr et al., 2020; Ramona FLorea, 2016). Stress management interventions have significant impact on work eustress (Šarotar-Žižek, Treven, & Čančer, 2013).

S. I. Giga, Fletcher, Sgourakis, Mulvaney, and Vrkljan (2018), argued that the components of stress management interventions are helpful to cope with stress (Molek-Winiarska & Molek-Kozakowska, 2020). Previous researchers stated that, the stress management interventions are positively effect on stress reduction at work (Jackson, Mohr, Sarno, Kindahl, & Jones, 2020; Ramona FLorea, 2016; Rodríguez, Kozusznik, Peiró, & Tordera, 2019; Šarotar-Žižek et al., 2013). Implementation of stress management practices have positive impact on work eustress and give positive job satisfactions (Ramona FLorea, 2016). Job satisfactions is the employees' conditions or states resulting from the processing of work (Costakis, Gruhlke, & Su, 2020). Positive job satisfactions consist intent to stay at organization, positive workplace behavior, job satisfaction etc. (Ogbonnaya and Valizade, 2018)

Subsequently, stress management interventions are positively effect on work related stress reduction and job satisfaction in organizations at Pakistan. In recent study, Molek-Winiarska and Molek-Kozakowska (2020), signifies that stress management interventions highly influence on work related stress which positively job satisfactions. Past several studies have conducted in the context of stress management interventions in developed countries. Poland (Molek-Winiarska & Molek-Kozakowska, 2020), America (Li et al., 2017; Richardson & Rothstein, 2008), Australia (Pignata et al., 2017), Europe (Rigó, Dragano, Wahrendorf, Siegrist, & Lunau, 2020), UK (S. Giga, Noblet, Faragher, & Cooper, 2003), Slovenia (Šarotar-Žižek et al., 2013), Japan (Kachi et al., 2020; Sasaki, Kuroda, Tsuno, & Kawakami, 2020). In developed country like United States, European countries, Australia etc., organizations are more established and stress free than developing countries. While, negative work stress is high at developing countries, due to lack of awareness about distress and its impact. Insufficient time, resources and staff, funds, lack of specialists or low qualified employees, stress neglected by management level, low employees interest, lack of methods and tools, low security, unhygienic food at lunch time, personal problems, conflict at organization and medical health issues (Molek-Winiarska & Molek-Kozakowska, 2020), such as India, Pakistan, etc.

Private sector is continuously growing in Pakistan due to increases the interest of people at business and privatization. Almost 80% private sector contributed towards Pakistan's GDP growth rate for achieving growth momentum 2019. According to the State Bank of Pakistan, Private sector revenue in Pakistan has decreased from PKR 6.15m to 6.09m (July-August, 2020) due to Covid19 and has predicted, it will increase to PKR 6.32m in 2020. It would expected to grow PKR 6.6m in 2022. In addition, a report published in Express Tribune stated stress affects 44.4% of the entire population in Pakistan and majority are workers. Furthermore, this study focus on private sector because stress is found more in private sector reason will be the employee try to achieve the goals but if fail in initial than role ambiguity, under participation, lack of power and strenuous working conditions enhance noticeably that distinguished among the private sector's employees (Mokshagundam & Janardhanam, 2016).

Previous studies have conducted in the context of stress management intervention at Pakistan (Arif, Naveed, & Aslam, 2017; Ehsan & Ali, 2019; Rasool, Wang, Zhang, & Samma, 2020). However, this study is different from the old studies as previous studies focused more on the stress management interventions effect on distress than eustress and has neglected to find the positive job satisfactions that effected by stress management interventions (Arapovic-Johansson, Jensen, Wahlin, Bjorklund, & Kwak, 2020; De Silva, Samanmali, & De Silva, 2017; Le Fevre, Kolt, & Matheny, 2006; Mokshagundam & Janardhanam, 2016). Therefore, this study will fill the gap as the objective of the study is to investigate the impact of stress management interventions on work eustress and job satisfaction at private organizations in Pakistan.

LITERATURE REVIEW

Theoretical background

There are many work stress related theories that can apply on this study, include transactional model of stress and coping, interactional model includes the Effort-Reward Imbalance, the Person-Environment Fit theory, Job Demand-Control (JDC) and Demand Support Control (DSC).

According to Lazarus and Folkman (1987), transactional theory is related to the stress acquiring and stress coping stated that "stress directly transaction among people at workplace and their environment, which may threaten them. The negative effect of stress effects the physiological and psychological mechanisms of an individual (Johnson, Gardell, & Johannson, 2020). According to Lazarus and Launier (1978), interactional theories, emphasis the interaction among individual responses and its environment stimuli as stress foundation. According to Siegrist (1996), Effort-Reward Imbalance (ERI) theory stated that work place effort by an individual is a part of psychological contract, which based on the social norms, where work efforts has remunerated with opportunities and rewards (Rigó et al., 2020; Siegrist, 1996). The Person-Environment Fit theory is related to the psychological distress at workplace, According to French, Rogers, and Cobb (1974), it stated that work eustress employee occur due to lack of interaction or fit between the individual's demands, resources, skills and abilities at the work environment needs . Here, interactions may arise among subjective perceptions and objective realities such as individual and environmental variables (Rauvola, Rudolph, Ebbert, & Zacher, 2020).

In addition, according to Karasek Jr (1979), Job Demand-Control (JDC) theory stated that stress at work place employee occur due to interaction between various psychological demands of job which can be relate to workload like skill discretion, job control, interpersonal conflict, decision authority, emotional and cognitive demands, interpersonal conflict. The stress negatively effect on psychology of individual and then negative job satisfactions arise like psychological strain and distress (Jackson et al., 2020; O'Connor, Thayer, & Vedhara, 2020).

Furthermore, JDC concept was expanded by Johnson and Hall (1988), proposed Demand Control Support (DCS) theory stated that in high demands situation, social support act as a buffer. It can moderate the negative influence of the stress of job. The latest version of JDC theory proposed by Van der Doef and Maes (1999), stated that decision autonomy and the perceived job demands recognize as important factors rather than social support in investigating the influence stress on job satisfactions at work place.

EMPIRICAL REVIEW

Participative Management

It defined as the participation of employees in decision making process and encourages the stakeholders' involvement at all organizational levels in the problems' analysis, strategies' development, and implementation (Enyinna., C., & C., 2020). To deliver positive job satisfactions and enhance the performance of the firm, there is need of interventions of stress as the management should be participative. It has considering as one of the best intervention strategy regarding to increases the job satisfaction. It is an important and beneficial method regarding to increases job satisfactions (Jenny et al., 2015). The effect of participative management is positive on job satisfactions include work engagement and job satisfaction (von Thiele Schwarz et al., 2020). Stress

management intervention by increases employees participation is significantly higher and long lasting intervention that decreases turnover intention and increases the job satisfaction and commitment (Cancelliere, Cassidy, Ammendolia, & Côté, 2011; Johnson et al., 2020; Kachi et al., 2020; Sasaki et al., 2020). Stress management practices has significant impact on positive job satisfactions that include good behavior of employees, job satisfaction, employees productivity, commitment, excitement to get more knowledge and skills adaptation etc. (De Silva et al., 2017).

Work Environment

It defined as the physical or environmental surrounding conditions at workplace in which employees' operate. For instance, office equipment, computers, desk, interaction between employees, temperature, soft colors, light, etc. (Qureshi et al., 2012). Management should provide good environment to their employees, which is one of the best factor that increases job satisfaction (Yousaf, Rasheed, Hameed, & Luqman, 2019). From previous studies, work eustress mediates the relationship between work environment and job satisfaction, good work environment leads to decreases the work eustress and increases the job satisfaction (Mochamad Soelton & Atnani, 2018). It has significant impact on work eustress intervention which enhance employees outcomes include performance of the employee, affective commitment, and job satisfaction (Sunarsi, 2020). Mochamad Soelton and Atnani (2018) found that the effect of good environment is positive on job satisfaction and job performance and it decreases absentness, turnover intention and workplace misbehavior. It increases the performance, efficiency of employees and productivity (Kerr et al., 2020). Charlei, Falgura and man (2020) argued that bad work environment promote job burnout and gives negative outcomes include workplace misbehavior (Löwensteijn, 2020). It is as an important practices of stress management, that could decreases the work eustress and increases the positive outcomes (Mochamad Soelton & Atnani, 2018). Organization environment has significant impact on work eustress (Alkhawaldeh et al., 2020).

Flexible Work Time and Work Eustress

The flexible work hour's allows the workers at organization to alter their starting and finishing time for working days (Kolasa, Rubaszek, & Walerych, 2021). It significantly reduce stress at work place and increases the job satisfactions (Molek-Winiarska & Molek-Kozakowska, 2020). From the previous studies, flexible work hours that include nine to five work timing, scheduled work task with reasonable time has significant impact on positive job satisfactions namely performance, and satisfaction (Bhardwaj, Mishra, & Kumar Jain, 2021; Boyd, Lewin, & Sager, 2009; Mache, Servaty, & Harth, 2020). Moreover, the effect of flexible work hour is positive on outcomes, and increases the organization performance, and satisfaction of employees and decreases intention to leave the organization (Bartoll & Ramos, 2020; Vanajan, Bültmann, & Henkens, 2020). It has positive impact on individual outcomes include job satisfaction (Molek-Winiarska & Molek-Kozakowska, 2020). Moreover, Work eustress mediates the relationship between work environment and job satisfaction. Flexible work time leads to decreases the work eustress and increases the job satisfaction (Mache et al., 2020).

Training and Work Eustress

Training at the organization is the skills providing process through which the employee will able to do their job qualitatively, skillfully and effectively (Gopinath, 2021). However, training programs are consider as powerful stress intervention method (Molek-Winiarska & Molek-Kozakowska, 2020). Training programs at organization help individual to reduce the work eustress. Sometimes, employees got confuse with the lack of skills and knowledge so stress employee occur at work, which also effect the productivity of employees. Implementation of stress management intervention by training programs has positive impact on work eustress and job satisfaction (Beer, Phillips, Stepney, & Quinn, 2020). According to (Almen, Lisspers, Öst, & Sundin, 2020), training for stress therapy is a plan activity, which focuses on initiative and prevention of stress that encourage individual to manage the negative impact of stress and gives positive outcomes of employee such as job satisfaction. According to S. I. Giga et al. (2018), training changes the individual emotional, physiological or behavioral reactions in a positive way and enhances the ability of worker,

efficiency, motivate employee to work in easy way, and build confidence. Jesus et al. (2014) recommended that if supervisors or senior realize that the employees have stress at work then does not go panic only offer training programs on stress management. It will prevent stress significantly. Furthermore, training is useful for other human services also for example nurse, doctors, waiters, and engineers etc., which significantly affect outcomes. The effect of training is positive on work eustress, as continuously development and training programs applied by organization increases the work productivity of employees, performance of employees and decreases the negative work stress and chances of turnover (Molek-Winiarska, 2020).

Work Eustress

Work eustress decreases the economic, societal and individual costs, psychological harms and increases the productivity and job satisfaction of employees (Molek-Winiarska & Molek-Kozakowska, 2020). Reduction in work stress also reduce costs in terms of economic job satisfactions and human health that include low rates of staff turnover, reduce absenteeism at workplace, reduce psychological harms, mistakes in work, increase work productivity, decreases misbehavior, and performance (ILO, 2016). Moreover, individual level intervention and organizational level intervention has positive impact on job satisfaction, health improvement, self-efficacy (S. Giga et al., 2003; S. I. Giga et al., 2018). Work eustress has positive impact on job satisfaction. (Chase & Conn, 2013; Ivancevich, Matteson, Freedman, & Phillips, 1990; Jesus, Miguel-Tobal, Rus, Viseu, & Gamboa, 2014; John M. Ivancevich, Michael T. Matteson, Sara M. Freedman, & Phillips, 1990). According to Smith, Santoro, Moraveji, Susi, and Crum (2020), stress management interventions have potential to increases work eustress improve wellbeing work ability, Increases communication among team and teamwork quality, increases cost effectiveness and efficiency of organization.

METHODOLOGY

This study approach based on quantitative because this study has collected data through questionnaire and data is in numeric form. According to Apuke (2017) quantitative approach is a scientific method. In this method, numerical analysis or mathematical techniques of data examine the problems' effects and causes and make the interpretation on the results. In quantitative research has been using, when data is in numeric form. This research follows correlational research design is a use to check the association between variables. This study used convenience-sampling technique. according to the Etikan (2016), the convenient and purposive sampling technique is used. The data has collected from private sector in Karachi-Pakistan. Mostly data is carried out from professional worker in private sector in Karachi. A total 357 sample data has collected and analyzed to measure the statistical outcomes and conceptual model hypotheses result. The instruments have been constructed for data collection and collects data by means of a questionnaire based on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5) where the study identifies the relationship of the independent variables with dependent variable by getting the questionnaire filled from respondents. This makes up of total 33 items of all variables. For participative management all five item has adopted from (Enyinna. et al., 2020), For environment of organization all six item has adopted from (Qureshi et al., 2012), For flexible work time all five item has adapted from (Kinicki & Vecchio, 1994) and for training all four item has adopted from (Grohmann & Kauffeld, 2013). Furthermore, all eight items for work eustress has adapted from (Qureshi et al., 2012) and all five job satisfaction adopted from (Roberts & David, 2020). However, Sample size has been generated. According to (Kline, 2015), the N: q (33 items x 10 = 330 sample) ratio should be 20 to 1, or 20 observations (participants) for each estimated parameter in the model. The obtained data were analysis by the using the two software that includes SPSS and PLS-SEM). The initial analysis on the given data sample assessed by using SPSS software. However, PLS-SEM software used to assess both the structural and measurement models (Salem & Salem, 2019; Soomro, 2019).

DATA ANALYSIS

There were 370 questionnaires distributed among the employees of different private sectors in Karachi. 365 questionnaires were returned filled up while 357 of them were usable for analysis. 13

questionnaires were excluded from 370 distributed questionnaires on which analysis have been performed. The response rate was 98.64% that means 365 questionnaires. From descriptive statistics of profile results, there were total 357 respondents of which (200) 56.0% were male and (157) 44.0% were females. (10) 2.8% had salary in between 15,000-20,000, (58) 16.2% had within 21,000-25,000, (98) 27.5% had salary in the range of 26,000-35,000, while 191 (53.5) had more than 35,000. (168) 43% were graduated, (28) 7.8% were inter pass or did diploma, (133) 37.3% were graduate, (192) 53.8 did masters, and (4) 1.1% did PhD. (82) 23.2% had experience in the range of 1 year - 2 years, (97) 27.2% had experience with in 3 - 5 years, (82) 23.0% had experience in between 6 - 8 years. While, (95) 26.6% had more than 9 years of experience. Descriptive analysis has been evaluated through SPSS where dependent and independent variables has been tested along with the mediator. The mean scores of the variables ranging from 2.205 to 3.695 and the standard deviation scores are ranging from 0.844 to 1.19.

Assessment of Measurement Model

The PLS-SEM comprises of two major dimensions that include assessment of measurement model by Algorithm to check the reliability and validity. However, structural model by bootstrapping determines the association between variables. The first step was to assess the measurement model for reliability and validity of the constructs used in this study. Second step, the structural model was assessed for the hypothesized structural associations, using PLS-SEM. Before determining the structural model, the reliability of internal consistency, reliability of individual items, discriminant validity, and convergent validity must be ascertained (J. F. Hair, C. M. Ringle, & M. Sarstedt, 2013),

To examine the convergent validity, each items loadings were determined first before outer model assessing. The Table 1 shows the Loadings, AVE, Cronbach's alpha, and composite reliability scores of all variables shows that all the variables were highly reliable, and the AVE value of each variable was above than the cutoff point of 0.50, which shows that the measurement model was reliable for further analyses. The result revealed that five items had a value of less than 0.7 (i.e., PM5, OE3, OE6, TR3 and TR4) and were deleted, retaining items. Table 4.5 shows that these items had loading between 0.709 and 0.927. The acceptable value for composite reliability defined in the literature (Hair et al., 2011) should not be lower than the threshold value of 0.7, and the average variance extracted (AVE) acceptable value should be at least 0.5.

Table 1 Loading, Cronbach's Alpha, Composite Reliability and (AVE)

Construct Items		Loading	Cronbach's Alpha	CR	AVE
Participative Management			0.797	0.866	0.619
	PM1	0.830			
	PM2	0.764			
	PM3	0.837			
	PM4	0.709			
Organization Environment			0.831	0.885	0.659
	OE1	0.860			
	OE2	0.806			
	OE4 OE5	0.836 0.740			
Flexible Work Time			0.926	0.944	0.772
	FWT1	0.867			
	FWT2	0.878			
	FWT3	0.919			
	FWT4	0.877			
	FWT5	0.851			
Training			0.929	0.966	0.934
	TR1	0.967			
	TR2	0.965			
Work Eustress			0.964	0.969	0.798

	WE1	0.924				
	WE2	0.866				
	WE3	0.837				
	WE4	0.872				
	WE5	0.924				
	WE6	0.870				
	WE7	0.921				
	WE8	0.927				
Job Satisfaction				0.947	0.959	0.824
	JS1	0.893				
	JS2	0.921				
	JS3	0.915				
	JS4	0.897				
	JS5	0.912				

The acceptable value for composite reliability defined in the literature (Hair et al., 2011) should not be lower than the threshold value of 0.7, and the average variance extracted (AVE) acceptable value should be at least 0.5. The Table 4.4 shows the AVE, Cronbach's alpha, and composite reliability scores of all variables shows that all the variables were highly reliable, and the AVE value of each variable was above than the cutoff point of 0.50, which shows that the measurement model was reliable for further analyses. The Cronbach's alpha (α) was also calculated to validate the internal consistency of the constructs. The value of Cronbach Alpha, greater than 0.9, 0.8 and 0.7 were classified as excellent, good and acceptable respectively.

The table 2 shows that the 'square root' of AVE was greater than the correlation among the latent variables, indicating adequate discriminant validity (Fornell & Larcker, 1981). After performing CFA, none of the variables were dropped, even the deletion of some items. J.F. Hair, C.M. Ringle, and M. Sarstedt (2013) stated that a variable with two items should not be subject to removal.

Table 2 Fornell-Larcker Criterion

	FWT	**JS**	**OE**	**PM**	**TR**	**WE**
FWT	**0.879**					
JS	0.424	**0.908**				
OE	0.035	0.415	**0.812**			
PM	0.248	0.526	0.548	**0.787**		
TR	0.432	0.323	0.010	0.180	**0.966**	
WE	0.298	0.665	0.592	0.536	0.281	**0.893**

Note: OE = Organization environment; FWT = Flexible work time; WE = Work eustress; JS = Job satisfaction; PM = Participative management; TC = Training.

The cross loading results showed that the factor loading values of constructs were greater in their own constructs when compared to the other loadings in other constructs. Therefore, discriminant validity using cross loadings is achieved. All the loadings are greater than 0.7 or around the threshold value. Table 3 represent the values of all constructs were below the threshold value of 0.9 (J. Henseler & Fassett, 2010). Hence, the discriminant validity has been achieved by HTMT, which indicated that the values for inter-construct ratio were below 0.90 and that the confidence intervals did not contain the value of 1.0 (J.F. Hair, Ringle, & Sarstedt, 2011; J. Henseler, Hubona, & Ray, 2016)

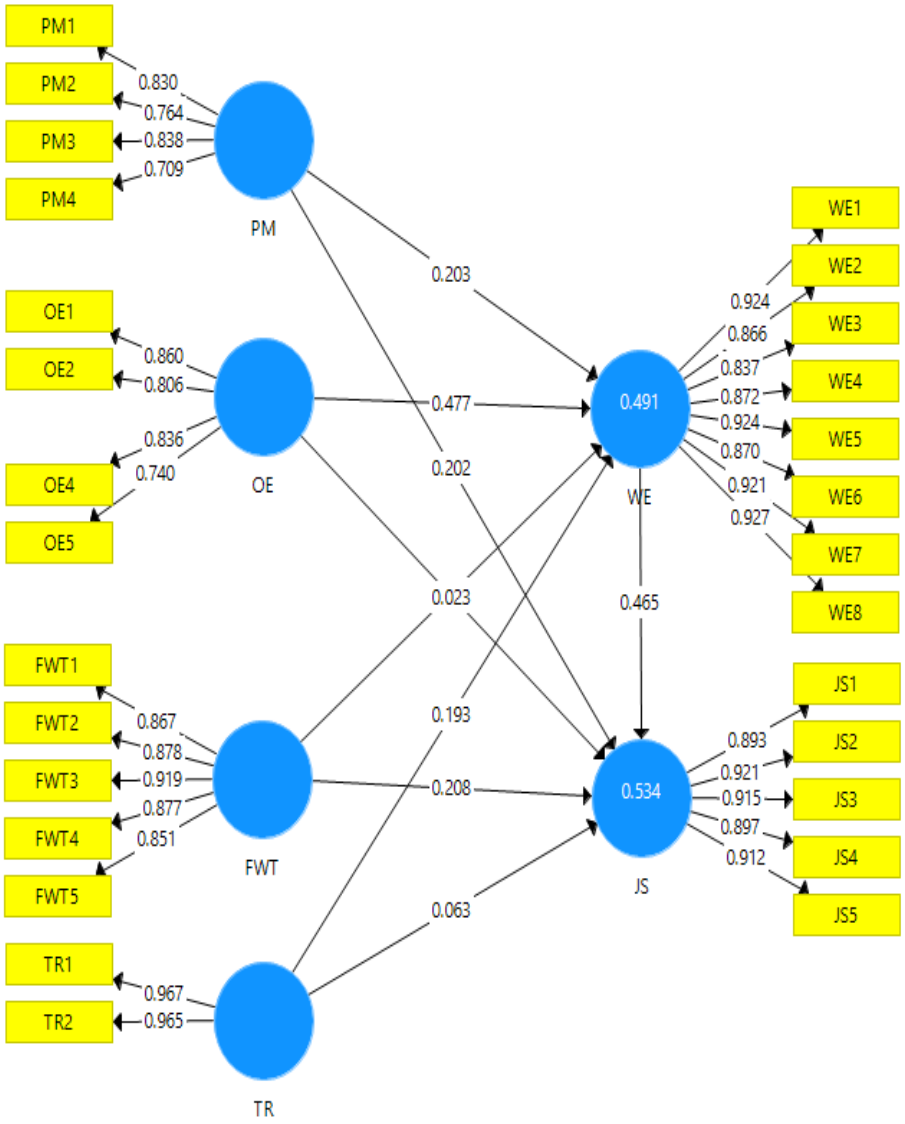
Table 3 Heterotrait-Monotrait Ratio (HTMT)

	FWT	**JS**	**OE**	**PM**	**TR**	**WE**
FWT						
JS	0.455					

OE	0.234	0.424				
PM	0.283	0.582	0.635			
TR	0.468	0.347	0.243	0.212		
WE	0.312	0.690	0.629	0.589	0.307	

Note: OE = Organization environment; FWT = Flexible work time; WE = Work eustress; JS = Job satisfaction; PM = Participative management; TC = Training.

Figure 1 *Results of Measurement Model (PLS-Algorithm)*



Note: OE = Organization environment; FWT = Flexible work time; WE = Work eustress; JS = Job satisfaction; PM = Participative management; TC = Training.

Assessment of Significance of Structural Model

The minimum acceptable threshold of value of R^2 is 0.10 (J. F. Hair, Celsi, Ortinau, & Bush, 2010). Chin (1998) suggested the R^2 values assessment criteria 0.19 as weak 0.33 as moderate and 0.67 as substantial respectively. Table 4 illustrates the R^2 of each endogenous latent variable where R^2 of the work eustress was 0.48 and R^2 of job satisfaction was 0.54.

Table 4 R^2 of Endogenous Latent Constructs

Construct	*R* Square	Result
Work Eustress	0.49	Above moderate
Job satisfaction	0.53	Above moderate

Direct Relationship in the Structural Model

After the measurement model assessment for reliability and validity, structural model analysis has performed to examine the association between independent and dependent variables. Joseph F. Hair, Risher, Sarstedt, and Ringle (2019) stated that structural model test the developed hypotheses. PLS-SEM estimates the inner model for the direct hypothesized structural associations among the constructs. The table 5 shows the results of direct relationships of participative management, organization environment, flexible work time, and training with work eustress. The result shows a positive and significant impact participative management (β = 0.203, t = 4.304), organization environment (β = 0.477, t = 10.478), flexible work time (β = 0.148, t = 3.623), and training and work eustress (β = 0.193, t = 5,163) on work eustress. Therefore, H1 to H4 were supported.

Table 5 Results of Hypothesis Testing: Direct Relationships with work eustress

Hypotheses	Relationship	Beta	SE	T-Value	P-Value	Decision
H1	PM -> WE	0.203	0.047	4.304	0.000	**Supported**
H2	OE -> WE	0.477	0.046	10.478	0.000	**Supported**
H3	FWT -> WE	0.148	0.041	3.623	0.000	**Supported**
H4	TR -> WE	0.193	0.037	5.163	0.000	**Supported**

Note: P-value < 0.05 and t –value = 1.64; OE = Organization environment; FWT = Flexible work time; WE = Work eustress; JS = Job satisfaction; PM = Participative management; TC = Training.

The result obtained from the PLS algorithm and bootstrapping' Table 6 shows a positive and significant association between PM and JS (β = 0.202, t = 4.375). Therefore, Hypothesis 5 was supported. The result shows a positive and significant association between flexible work time and job satisfaction (β = 0.208, t = 5.376). Therefore, Hypothesis 7 was supported. The output showed a positive and significant association between work eustress and job satisfaction (β = 0.465, t = 7.940). Therefore, Hypothesis 9 was supported.

Table 6 Results of Hypothesis Testing: Direct Relationship with job satisfaction

Hypotheses	Relationship	Beta	SE	T-Value	P-Value	Decision
H5	PM -> JS	0.202	0.046	4.375	0.000	**Supported**
H6	OE -> JS	0.023	0.054	0.427	0.335	Not Supported
H7	FWT -> JS	0.208	0.039	5.376	0.000	**Supported**
H8	TR -> JS	0.063	0.040	1.554	0.060	Not Supported
H9	WE -> JS	0.465	0.059	7.940	0.000	**Supported**

Note: P-value < 0.05 and t –value = 1.64; OE = Organization environment; FWT = Flexible work time; WE = Work eustress; JS = Job satisfaction; PM = Participative management; TC = Training.

Structural Model with Mediation

Table 7 shows the indirect association between stress management interventions and job satisfaction. The result revealed the mediation of work eustress in the impact of PM (β = 0.09, t =1.70, p = 0.00), OE (β = 0.22, t =5.99, p = 0.00), FWT (β = 0.06, t =3.27, p = 0.00) and TR (β = 0.09, t = 4.25, p = 0.00) were significant on job satisfaction. The results indicated that H10 to H13 were supported. There is partial impact of PM and FWT on job satisfaction. Whereas, results show full impact of OE and TR on job satisfaction.

Table 7 Results of Hypothesis Testing: Indirect Relationships

Hypotheses	Relationship	Beta	SE	t-value	P-value	Decision
H10	PM -> WE -> JS	0.094	0.025	3.702	0.000	**Supported**
H11	OE -> WE -> JS	0.222	0.037	5.999	0.000	**Supported**
H12	FWT -> WE -> JS	0.069	0.021	3.278	0.001	**Supported**
H13	TR -> WE -> JS	0.090	0.021	4.259	0.000	**Supported**

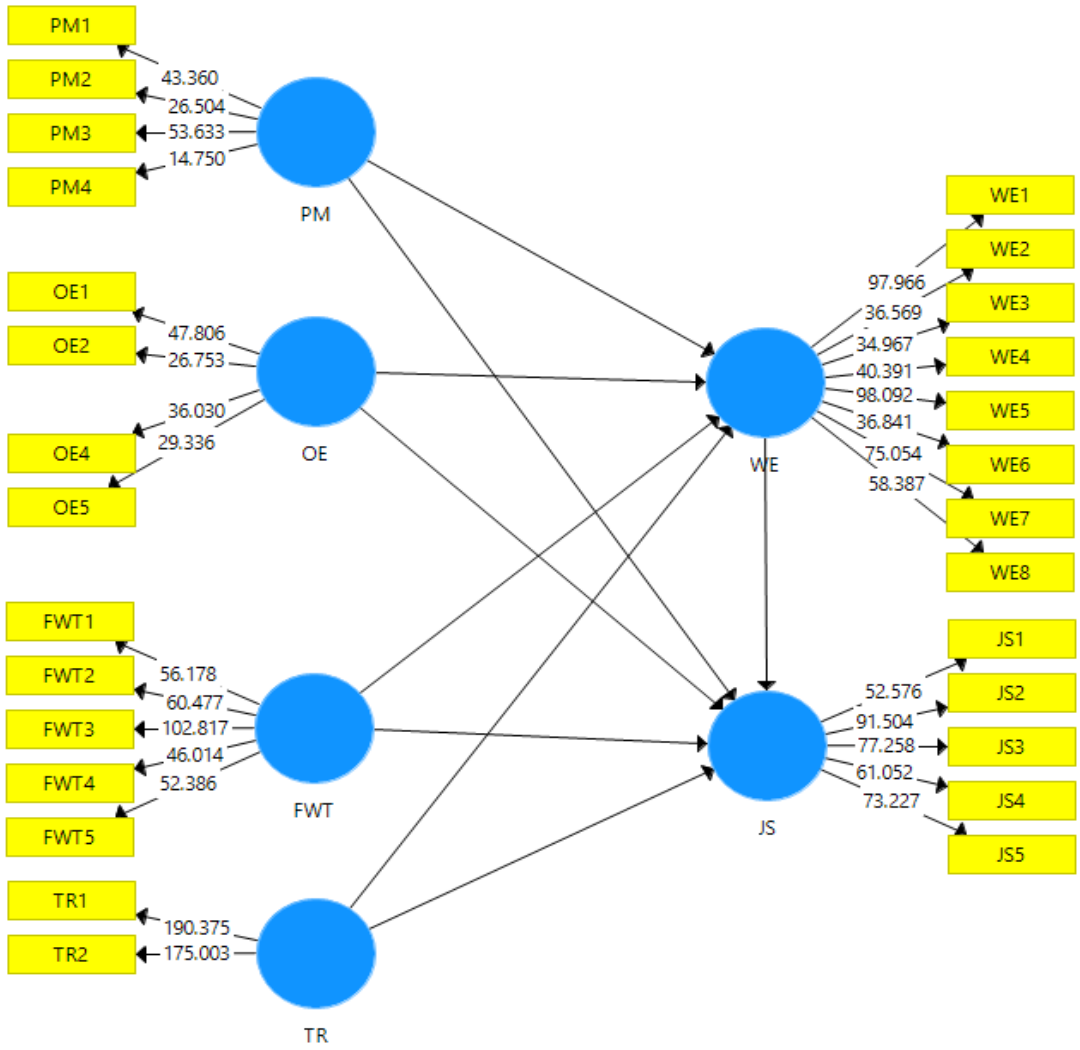
Note: P-value < 0.05 and t –value = 1.645; OE = Organization environment; FWT = Flexible work time; WS = Work eustress; JS = Job satisfaction; PM = Participative management; TC = Training.

Table 8 Mediator Hypothesis Testing

Hypotheses	Relationship	Beta	Decision
H10	PM -> WE -> JS	0.094	Partial Mediation
H11	OE -> WE -> JS	0.222	Full Mediation
H12	FWT -> WE -> JS	0.069	Partial Mediation
H13	TR -> WE -> JS	0.090	Full Mediation

Note: OE = Organization environment; FWT = Flexible work time; WS = Work eustress; JS = Job satisfaction; PM = Participative management; TC = Training.

Figure 2 *Direct and indirect path coefficient of the structural model (bootstrapping)*



Note: OE = Organization environment; FWT = Flexible work time; WS = Work eustress; JS = Job satisfaction; PM = Participative management; TC = Training.

CONCLUSION

This study objective is to determine the impact of stress management interventions include environment of organization, participative management, flexible work time, and training on the work eustress and job satisfaction in the private organizations at Pakistan. This study has used quantitative approach as the variable arrange in numbers and also do conversion of responses in digits by using five-likert scale to analyze the connection between the variables. The correlation research design is worried about making the connection between various factors of same example or between two same factors of various variables. The survey conducted have been based on convenience and purposive sampling techniques with a size of the sample is 357 respondents decided by using K-line method.

Data was composed through a survey that was distributed to the employees who works in different private firms in Karachi. This study uses SPSS and PLS-SEM software to measure technique, the reliability of association between variables. The study developed 13 hypotheses. out of 13, 11 hypotheses were supported by results. The result shows positive and significant association between participative management and job satisfaction (von Thiele Schwarz et al., 2020). The reason behind that participative management engaged employees in the process of decision making, which motivate employees, enhance sense of pride, and employees feel stress free by their work that increases their job satisfaction. The result shows insignificant association between organization environment and job satisfaction and it does not support the previous studies, The conditions of COVID-19 might be the reason behind insignificant association between environment and job satisfaction as employees have more stress such as anxiety, depression on work that's why environment of work not directly effects job satisfaction (Kooij, 2020).

The effect of flexible work hour is positive on outcomes, the reason behind that flexible work hours provide freedom to choose work hours to employee, which positively increases jobs satisfaction (Bhardwaj et al., 2021). The result shows insignificant association between training and job satisfaction. According to S. I. Giga et al. (2018), the reason behind this training is not directly related with job satisfaction as the stress management intervention, training is not plays the role to increase the job satisfaction, which leads directly to job satisfaction.

Managerial Implication

This study will be helpful to identify the benefits of stress management intervention and its influence on work stress including occupational stress, organizational stress, individual stress which will play a vital role in to increases the organization benefits through decreases work stress of employees. For employees, stress awareness will be useful for employees at individual level to avoid personal problems at work and being active and relax on work. This exploration is likewise useful for many organization to understand stress interventions as it builds their abilities of assessing employees and understanding that how stress management intervention and its assessment have an amazing effect on employees positive behavior, work stress and positive employee outcomes of organization. This exploration very beneficial as managers should design some activities (e.g promotional activities), which decreases employees stress on job. This study will help to boost the organization productivity by managers.

Future Recommendation

This study helped in giving several positive and significant results but it also had some limitations. The first future recommendation is to use a qualitative approach for data collection, which could provide specific and in-depth data. Also, future research has been recommended to use purposive sampling as it will provide very specific and accurate answers regarding research questions. In addition to this, future research is recommended to use a longitudinal aspect, as it will help to gather data on various time events. The future research has also been recommended to conduct their studies in other industries and countries so that it's finding can be generalized and implemented to a larger scale.

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