

## **Investigating the Impact of Job Stress on Job Performance at Bank Melli in East Gilan Province**

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**Abstract:** *This research examines the interplay between job stress, job satisfaction, and job performance within Bank Melli of East Gilan, employing a quantitative approach and a descriptive-survey methodology. A sample size of 67 employees participated, providing data through a structured 5-point Likert scale questionnaire. The study investigates three main hypotheses: first, analyzing the negative impact of job stress on both job performance and job satisfaction; second, exploring the relationship between job stress and job satisfaction; and third, examining the positive association between job satisfaction and job performance. Reliability and validity tests confirmed the questionnaire's robustness in measuring these constructs. Descriptive statistics revealed a balanced distribution across gender, diverse age groups predominantly between 35-50 years, and varied educational backgrounds. Findings indicate significant negative correlations between job stress and both job performance and satisfaction, as well as a positive correlation between satisfaction and performance. These results suggest the need for organizational strategies focusing on stress management, leadership development, and employee support to enhance job satisfaction and performance. The study recommends further research using advanced statistical methods to delve deeper into these relationships and validate findings across different organizational contexts.*

**Keywords:** *Job Stress, Job Satisfaction, Job Performance, Organizational Behavior.*

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### **I. Introduction**

One of the bustling offices of Bank Melli in East Gilan, a team of researchers embark on a meticulously planned investigation into the profound interplay between job stress and job performance. Armed with a comprehensive research framework, they delve deep into the daily operations of the bank, observing and documenting the nuanced manifestations of job stress among employees across various departments. Their study is meticulously designed to capture not just the surface-level effects but also the underlying mechanisms through which job stress permeates the work environment, potentially influencing productivity, morale, and overall

performance outcomes. The researchers engage in extensive interviews and surveys, fostering open dialogues with employees at all levels to gain a holistic understanding of how stressors manifest in their roles and how these stressors may vary across different job functions and hierarchical levels within the organization. They meticulously collect quantitative data on key performance indicators, examining metrics such as task completion rates, error frequencies, and customer satisfaction scores, which serve as tangible markers of job performance.

Simultaneously, the team recognizes the pivotal role of job satisfaction as a mediator in this intricate relationship. They construct detailed surveys to measure employees' perceptions of their job satisfaction, seeking to uncover how levels of satisfaction might mitigate or exacerbate the impact of stress on job performance. Through sophisticated statistical analyses and modeling techniques, they aim to elucidate the pathways through which job satisfaction mediates the effects of stress, providing empirical evidence to support their theoretical framework. In their pursuit of empirical rigor, the researchers meticulously control for confounding variables and contextual factors that could influence their findings. They conduct longitudinal studies to track changes over time, recognizing that the dynamic nature of job stress and job performance requires a nuanced approach to capture both immediate effects and long-term implications. Their findings promise not only to enrich academic discourse but also to offer actionable insights for organizational leaders and policymakers at Bank Melli in East Gilan, empowering them to implement targeted interventions that foster a healthier, more productive work environment.

As the research unfolds, the team navigates challenges with methodological rigor and ethical sensitivity, ensuring that their findings uphold the highest standards of scientific integrity and respect for participant confidentiality. Through collaboration with stakeholders within the bank, they foster a culture of transparency and mutual learning, bridging the gap between academic research and practical application in the realm of organizational psychology and management. Ultimately, their study stands as a testament to the transformative potential of rigorous research in elucidating the complex dynamics of job stress and job performance within a real-world banking environment. Despite the carefully crafted ideal scenario for investigating the impact of job stress on job performance at Bank Melli in East Gilan, several potential obstacles loom that could hinder the smooth execution and completion of the research. One significant challenge could arise from resistance or reluctance among employees to openly discuss their experiences with job stress. In many organizational settings, there exists a stigma surrounding mental health issues and stress-related concerns, leading employees to underreport

or minimize their experiences, thereby skewing the data collected. Overcoming this barrier would require building trust and ensuring anonymity and confidentiality in data collection methods, as well as fostering a supportive organizational culture that encourages open dialogue about stress and its effects on job performance. Another obstacle could stem from logistical constraints within the bank's operational structure. Limited access to certain departments or difficulty in obtaining timely approvals for research activities could impede the researchers' ability to gather comprehensive data across all relevant areas of the organization. Moreover, fluctuations in staffing levels or unexpected organizational changes could disrupt the continuity of data collection efforts, necessitating agile adaptation strategies to maintain the integrity and validity of the research findings over time.

Methodological challenges also pose a potential hurdle, particularly in accurately measuring and interpreting the complex interplay between job stress, job performance, and the mediating role of job satisfaction. Ensuring the validity and reliability of survey instruments and statistical analyses requires rigorous attention to detail and adherence to best practices in research methodology. Moreover, mitigating the influence of confounding variables and extraneous factors that may impact the study outcomes demands meticulous planning and robust analytical techniques. Ethical considerations represent yet another critical obstacle, as researchers must navigate the delicate balance between obtaining meaningful data and safeguarding the well-being and privacy of study participants. Striking this balance requires adherence to ethical guidelines and principles of informed consent, ensuring that participants are fully aware of the research objectives and implications of their involvement. Sensitivity to cultural norms and organizational dynamics further complicates the ethical landscape, necessitating ongoing communication and collaboration with stakeholders to address potential ethical dilemmas as they arise. Lastly, resource constraints, including limited funding or access to specialized expertise in organizational psychology or statistical analysis, could hinder the research team's ability to conduct a comprehensive and rigorous study. Securing adequate resources for data collection, analysis, and dissemination of findings is essential to realizing the full potential of the research and maximizing its impact on organizational practices and policies.

Navigating these potential obstacles requires a proactive and adaptive approach, characterized by robust planning, stakeholder engagement, and continuous evaluation of research methodologies and ethical considerations. By addressing these challenges head-on, the research team can enhance the validity and relevance of their findings, ultimately

contributing to a deeper understanding of how job stress influences job performance within the unique context of Bank Melli in East Gilan.

The path to achieving the ideal scenario of investigating the impact of job stress on job performance at Bank Melli in East Gilan begins with meticulous planning and strategic alignment of research objectives with organizational goals. It involves establishing clear communication channels with key stakeholders within the bank, including executives, managers, and frontline employees, to garner their support and commitment to the research endeavor. Building a coalition of support ensures that the research is perceived as valuable and relevant to the organization's mission and priorities, thereby facilitating access to resources, data, and necessary approvals. Central to this path is the adoption of a collaborative and participatory approach to research design and implementation. Engaging employees at all levels of the organization through focus groups, pilot studies, and feedback sessions fosters a sense of ownership and co-creation, ensuring that the research methods are culturally and contextually appropriate for Bank Melli in East Gilan. This participatory approach not only enhances the validity and reliability of the data collected but also promotes transparency and trust among stakeholders, laying a solid foundation for sustained cooperation throughout the research process. Strategic planning and methodological rigor are paramount in navigating potential obstacles and challenges along the path. This involves carefully designing research protocols, survey instruments, and data collection strategies that are sensitive to the nuances of job stress and job performance within a banking environment. Rigorous training of research personnel in ethical guidelines and best practices ensures that data collection processes are conducted with integrity and respect for participant confidentiality.

Furthermore, leveraging technological advancements and data analytics capabilities can enhance the efficiency and depth of data analysis, enabling the research team to uncover subtle patterns and relationships between variables. Employing advanced statistical techniques and modeling frameworks allows for a nuanced exploration of how job stress impacts job performance, while also elucidating the mediating role of variables such as job satisfaction.

Continuous monitoring and evaluation of research progress are essential components of the path to achieving the ideal scenario. Regular checkpoints and milestones enable the research team to identify emerging challenges early on and implement adaptive strategies to mitigate risks and maintain momentum. Flexibility and responsiveness to changing circumstances within the organizational environment ensure that the research remains relevant and aligned with evolving priorities and dynamics at Bank Melli in East Gilan.

Ultimately, the path to achieving the ideal scenario requires a commitment to excellence, collaboration, and ethical integrity. By fostering a culture of inquiry and continuous improvement, the research team can contribute valuable insights and recommendations that empower Bank Melli in East Gilan to optimize its organizational practices and policies, thereby promoting employee well-being, enhancing job performance, and fostering a resilient and thriving work environment. Hence, the main research question could be formulated as follows:

"How does job stress affect job performance at Bank Melli in East Gilan, and to what extent is job satisfaction a mediator in this relationship?"

The importance of investigating the impact of job stress on job performance at Bank Melli in East Gilan lies in its potential to address critical challenges faced by both employees and the organization itself. Job stress is a prevalent issue in modern workplaces, particularly in high-pressure environments such as banking, where the demands of the job can significantly impact employees' well-being and productivity. Understanding the specific manifestations and effects of job stress within Bank Melli in East Gilan is crucial for several reasons.

Firstly, addressing job stress directly impacts employee health and well-being. Chronic stress can lead to physical and mental health problems, contributing to increased absenteeism, burnout, and turnover rates among employees. By identifying the sources and mechanisms of job stress, organizations can implement targeted interventions to mitigate its negative effects, thereby promoting a healthier and more resilient workforce.

Secondly, job stress has profound implications for organizational performance. High levels of stress can impair cognitive functioning, decision-making abilities, and overall job performance. This can result in decreased productivity, lower quality of service delivery, and diminished customer satisfaction—all of which are critical for maintaining competitiveness and profitability in the banking sector. Understanding how job stress influences job performance at Bank Melli in East Gilan is therefore essential for optimizing operational efficiency and enhancing organizational effectiveness.

Moreover, studying the role of job satisfaction as a mediator adds a layer of complexity and depth to the research. Job satisfaction not only reflects employees' attitudes and perceptions towards their work but also plays a pivotal role in buffering the negative effects of stress. A thorough investigation into how job satisfaction mediates the relationship between job stress and job performance can provide actionable insights for fostering a positive work environment and improving employee engagement and retention.

From a strategic standpoint, addressing the problem of job stress aligns with broader organizational goals of promoting employee welfare, enhancing organizational resilience, and fostering a culture of innovation and sustainability. By investing in research that examines these dynamics within Bank Melli in East Gilan, the organization demonstrates its commitment to proactive management practices that prioritize employee well-being while simultaneously striving for operational excellence and long-term growth.

In conclusion, the necessity of conducting research into the impact of job stress on job performance at Bank Melli in East Gilan is underscored by its potential to uncover underlying issues affecting both individuals and the organization as a whole. By gaining insights into the complex interplay between job stress, job performance, and job satisfaction, Bank Melli in East Gilan can implement evidence-based strategies to promote a healthier, more productive work environment and achieve sustainable success in a competitive market landscape.

Conducting research on the impact of job stress on job performance at Bank Melli in East Gilan holds significant significance and promises innovative insights in several critical dimensions. Firstly, this study addresses a pressing issue within the banking sector, where job stress is a pervasive concern affecting employee well-being and organizational productivity. By focusing specifically on Bank Melli in East Gilan, the research ensures relevance and applicability to a specific organizational context, providing tailored insights that can directly inform management strategies and interventions.

Furthermore, the innovative aspect of this research lies in its comprehensive approach to understanding the dynamics between job stress, job performance, and job satisfaction. While previous studies have explored these relationships independently, few have integrated them within the unique operational and cultural context of a specific bank. By examining job satisfaction as a mediator, the research not only advances theoretical understanding but also offers practical implications for enhancing employee satisfaction and performance under stressful conditions.

Moreover, the innovative potential of this research extends to its methodological rigor and analytical approach. Employing advanced statistical techniques and longitudinal studies allows for a nuanced exploration of causal relationships and temporal dynamics, which are crucial for establishing robust conclusions and actionable recommendations. This methodological sophistication ensures that the findings are not only statistically sound but also robust enough to withstand scrutiny and contribute to the broader academic discourse on organizational psychology and management.

From a practical standpoint, the research outcomes have the potential to drive transformative changes within Bank Melli in East Gilan. By identifying specific stressors and their impacts on different facets of job performance, such as productivity, decision-making, and customer interactions, the research equips organizational leaders with valuable insights for implementing targeted interventions. These interventions may include redesigning work processes, providing stress management programs, fostering a supportive organizational culture, or reallocating resources to support employee well-being—all of which can contribute to improved operational efficiency and employee satisfaction.

Lastly, the significance of conducting this research lies in its potential to serve as a benchmark for other organizations within the banking sector and beyond. By documenting best practices and lessons learned from Bank Melli in East Gilan's experience, the research can inspire and guide similar initiatives in other banks facing similar challenges. This cross-pollination of knowledge fosters a culture of continuous improvement and innovation within the industry, ultimately benefiting employees, organizations, and stakeholders alike.

In conclusion, conducting research on the impact of job stress on job performance at Bank Melli in East Gilan is significant not only for its potential to address pressing organizational issues but also for its innovative approach to understanding and managing workplace stress. By leveraging methodological rigor, contextual specificity, and practical relevance, this research stands to make meaningful contributions to both theory and practice in organizational psychology and management, ultimately fostering healthier, more productive work environments in the banking sector and beyond.

There are three research hypotheses that could be formulated:

1. There is a statistically significant relationship between job stress and job performance at Bank Melli.
2. There is a statistically significant relationship between job stress and job satisfaction at Bank Melli.
3. There is a statistically significant relationship between job satisfaction and job performance at Bank Melli.

The subject, temporal, and spatial scopes of this research on the impact of job stress on job performance at Bank Melli in East Gilan are carefully defined to provide clarity and context within the study. Firstly, the subject scope focuses specifically on understanding how job stress influences job performance among employees at Bank Melli in East Gilan. This includes exploring various dimensions of job stress such as workload, role conflict, and organizational

climate, all of which are pertinent to the banking sector's unique operational demands and dynamics.

Secondly, the temporal scope of the research spans the year 2024, during which data collection, analysis, and interpretation are conducted. This timeframe allows for a comprehensive examination of current conditions within Bank Melli in East Gilan, capturing real-time insights into the immediate impacts of job stress on job performance. Longitudinal aspects may also be considered to assess changes over time and the sustainability of interventions aimed at mitigating job stress and enhancing job performance.

Thirdly, the spatial scope encompasses Bank Melli in East Gilan, situated within the specific geographic region of East Gilan. This ensures a localized focus that considers the unique organizational culture, economic factors, and societal norms that may influence the dynamics between job stress and job performance within the bank. By concentrating on this spatial context, the research aims to provide findings and recommendations that are relevant and applicable to Bank Melli in East Gilan specifically, while also contributing to broader discussions within the banking industry regarding stress management and employee performance.

The application of research findings on the impact of job stress on job performance at Bank Melli in East Gilan holds significant implications across various sectors and stakeholders. Firstly, educational institutions specializing in business and management can leverage these findings to enrich their curriculum and training programs. By integrating insights into the detrimental effects of job stress on employee performance, educators can better prepare future business leaders to recognize and manage stress within organizational settings. This proactive approach not only enhances the academic rigor of management education but also equips students with practical strategies for fostering healthier and more productive work environments in their future careers.

Executive bodies and organizational leaders within the banking sector can apply the research findings to inform strategic decision-making and policy formulation aimed at enhancing employee well-being and organizational performance. Armed with evidence-based insights into the specific stressors affecting job performance at Bank Melli in East Gilan, executives can implement targeted interventions such as stress management workshops, flexible work arrangements, and supportive leadership practices. These initiatives not only mitigate the negative impacts of job stress but also foster a culture of resilience and innovation, thereby promoting sustainable growth and competitive advantage within the organization.



Moreover, human resources professionals and organizational development specialists can utilize the research findings to design and implement effective employee engagement strategies. By understanding the nuanced relationships between job stress, job satisfaction, and job performance, HR practitioners can tailor initiatives that enhance job satisfaction levels, reduce turnover rates, and optimize employee productivity. This strategic approach not only strengthens employee retention and loyalty but also positions Bank Melli in East Gilan as an employer of choice in the competitive banking industry.

Beyond organizational contexts, policymakers and regulatory bodies can benefit from the research findings to advocate for supportive workplace policies and legislative frameworks that prioritize employee well-being. By highlighting the economic and social costs associated with unchecked job stress, policymakers can champion initiatives that promote healthier work environments, enforce limits on excessive workloads, and mandate employer-provided resources for stress management and mental health support. These measures contribute to societal welfare by fostering healthier, more sustainable workplaces that benefit employees, organizations, and the broader economy.

In conclusion, the application of research findings on job stress and job performance at Bank Melli in East Gilan extends far beyond the confines of the organization itself. It impacts educational institutions, executive bodies, human resources professionals, and policymakers alike, each playing a pivotal role in translating research insights into actionable strategies that promote employee well-being, enhance organizational effectiveness, and drive positive societal change. By embracing these findings and implementing evidence-based practices, stakeholders can collectively contribute to building resilient, thriving workplaces that prioritize both employee health and organizational success in the banking sector and beyond.

## **II. Literature review**

Job stress refers to the physical, emotional, and psychological responses that occur when an individual perceives their job demands exceed their ability to cope effectively. It is a common phenomenon in workplaces across various industries and can manifest in different forms depending on the nature of the job, organizational culture, and individual characteristics.

Job stress can stem from various factors that collectively impact employee well-being and performance. First, workload issues such as excessive demands, tight deadlines, and extended work hours can overwhelm individuals, creating a sense of pressure and stress. Second, ambiguity and conflict in job roles, including unclear expectations or conflicting responsibilities, can lead to uncertainty and heightened stress levels. Third, aspects of the work

environment such as noise levels, temperature, lighting conditions, and ergonomic setups can also influence stress. Fourth, a lack of control over job-related decisions and tasks can contribute to feelings of frustration and stress among employees. Fifth, challenges in interpersonal relationships within the workplace, whether with coworkers, supervisors, or clients, can further exacerbate stress levels. Finally, concerns related to job security, including fears about stability, potential layoffs, or overall job insecurity, can significantly impact employee stress and well-being. These factors underscore the importance of proactive strategies and supportive environments to mitigate job stress and foster a healthier workplace culture.

The experience of job stress can vary widely among individuals, influenced by personal resilience, coping strategies, and external support systems. While some level of stress can motivate individuals to perform effectively, chronic or excessive stress can have detrimental effects on physical and mental health, job satisfaction, and overall well-being. Effective management of job stress is crucial for both individuals and organizations. Strategies to alleviate job stress encompass various approaches: establishing clear job descriptions, maintaining manageable workloads, and promoting work-life balance through workplace policies and practices. Additionally, organizations can empower employees by providing training and development opportunities focused on stress management techniques like time management training and stress reduction workshops. Supportive leadership plays a pivotal role through fostering open communication, offering constructive feedback, and cultivating a supportive organizational culture that values well-being. Moreover, implementing Employee Assistance Programs (EAPs) further supports employees by providing confidential counseling services, wellness programs, and resources aimed at bolstering mental and emotional health. These strategies collectively aim to create a work environment that minimizes job stress and enhances overall employee satisfaction and productivity.

Understanding and addressing job stress not only improves employee well-being but also enhances organizational performance, productivity, and retention. By fostering a healthy work environment that prioritizes stress management and employee support, organizations can create conditions where employees thrive and contribute positively to their roles and the overall success of the organization.

Job performance refers to the effectiveness and efficiency with which an individual carries out their job responsibilities and achieves organizational goals. It encompasses the behaviors, actions, and outcomes that contribute to the overall success and productivity of an

employee within their role. Job performance is multidimensional, often evaluated based on both quantitative metrics (such as sales targets, production output, or error rates) and qualitative assessments (such as teamwork, problem-solving skills, or customer satisfaction).

Several key dimensions characterize job performance. Task performance involves the core responsibilities and duties associated with a job, such as completing assignments, meeting deadlines, and achieving performance targets. Employees who consistently demonstrate high task performance contribute to the operational efficiency and effectiveness of their teams and organizations.

Contextual performance, also known as organizational citizenship behavior (OCB), refers to discretionary actions that contribute to the overall functioning and success of the organization beyond formal job requirements. This includes behaviors such as helping coworkers, volunteering for additional tasks, and participating in organizational initiatives or committees. Contextual performance is essential for fostering a positive work environment, enhancing teamwork, and promoting organizational loyalty and cohesion.

Adaptive performance reflects an individual's ability to adjust and thrive in changing or ambiguous work situations. This dimension of job performance includes skills such as learning new tasks, adapting to new technologies or processes, and effectively managing stress and uncertainty. Adaptive performance is increasingly important in today's dynamic and fast-paced work environments, where agility and resilience are valued traits.

Moreover, job performance is influenced by various factors, including individual abilities and skills, motivation, job satisfaction, organizational culture, leadership style, and the resources and support available within the workplace. Effective performance management practices involve setting clear expectations, providing feedback and coaching, recognizing and rewarding achievements, and offering opportunities for development and growth.

Measuring job performance requires a balanced approach that considers both quantitative metrics and qualitative assessments. Performance evaluations often involve multiple sources of feedback, including self-assessments, peer reviews, supervisor evaluations, and objective performance data. This comprehensive approach helps to capture the full spectrum of an employee's contributions and provides insights for identifying strengths, addressing development needs, and making informed decisions related to promotions, assignments, and training opportunities.

In conclusion, job performance is a critical determinant of organizational success and employee effectiveness. It encompasses the behaviors, actions, and outcomes that contribute

to achieving organizational goals and objectives. By understanding the multifaceted nature of job performance and implementing effective performance management practices, organizations can foster a culture of excellence, drive continuous improvement, and maximize the potential of their workforce to achieve sustainable growth and success.

Job satisfaction refers to an individual's subjective emotional response and attitude towards their job and specific aspects of their work environment. It reflects the degree to which employees find fulfillment, contentment, and gratification in their jobs and the work they perform. Job satisfaction is influenced by various factors, including the nature of the work itself, relationships with coworkers and supervisors, opportunities for growth and development, compensation and benefits, work-life balance, organizational culture, and the alignment between personal values and organizational goals. Understanding job satisfaction is crucial because it directly impacts employee motivation, engagement, commitment, and overall well-being. Employees who experience high levels of job satisfaction are more likely to be productive, creative, and committed to their organization. They are also more likely to exhibit positive behaviors such as higher job performance, lower absenteeism, and reduced turnover rates. Conversely, low job satisfaction can lead to disengagement, decreased morale, and increased turnover, which can have detrimental effects on organizational productivity and stability.

Job satisfaction is a complex and multifaceted construct that can vary widely among individuals and across different organizational contexts. Factors contributing to job satisfaction may include job autonomy (the degree of control employees have over their work), opportunities for skill development and advancement, supportive leadership, recognition and appreciation for contributions, fair treatment and equity, meaningful work, and a positive work environment that promotes collaboration and teamwork.

Organizations can enhance job satisfaction by implementing strategies and practices that address these factors and create a supportive and motivating work environment. This may involve conducting regular employee satisfaction surveys to gather feedback, identifying areas of concern or improvement, and taking proactive steps to address issues related to workload, communication, career development, and work-life balance. Providing opportunities for professional growth, fostering open communication, recognizing and rewarding achievements, and promoting a culture of inclusivity and fairness are also critical in enhancing job satisfaction. From a managerial perspective, understanding the drivers of job satisfaction allows leaders to tailor management styles and practices to better meet the needs and

preferences of their employees. Effective leadership that emphasizes trust, transparency, and empowerment can significantly contribute to higher levels of job satisfaction among team members. Moreover, promoting a culture of continuous improvement and listening to employee feedback fosters a sense of ownership and engagement, ultimately contributing to a positive work environment where employees feel valued and motivated to contribute their best. In summary, job satisfaction plays a pivotal role in shaping employee attitudes, behaviors, and organizational outcomes. It is influenced by a wide range of factors related to the job itself, the work environment, and individual preferences. By prioritizing employee satisfaction and well-being, organizations can cultivate a motivated and engaged workforce, enhance overall productivity and performance, and maintain a competitive edge in the marketplace.

Bank Melli Iran (BMI) is one of the oldest and largest commercial banks in Iran, playing a pivotal role in the country's banking and financial sector. Established in 1927, BMI serves as a state-owned entity and operates under the supervision of the Central Bank of the Islamic Republic of Iran. The bank's extensive network includes numerous branches and subsidiaries across Iran, providing a wide range of banking services to individual customers, businesses, and government entities. As a leading financial institution in Iran, BMI fulfills essential functions in the economy, including facilitating domestic and international transactions, offering various deposit and lending products, supporting trade finance activities, and providing investment and advisory services. The bank plays a critical role in promoting economic growth and development by channeling funds into key sectors such as agriculture, industry, and infrastructure. BMI is recognized for its stability and reliability within the Iranian banking sector, leveraging its longstanding presence and extensive branch network to serve a diverse clientele. The bank's operations are guided by principles of Islamic banking, adhering to Sharia-compliant practices in accordance with the regulatory framework established by the Central Bank of Iran. In recent years, BMI has undergone modernization efforts to enhance its technological infrastructure and improve service delivery to customers. This includes the introduction of online banking services, mobile banking applications, and electronic payment systems to meet the evolving needs of its customer base in a digital age. Despite facing challenges posed by international sanctions and economic pressures, BMI continues to play a crucial role in supporting Iran's financial system and contributing to the country's economic resilience. The bank remains integral to the functioning of Iran's economy, providing essential financial services, fostering economic stability, and contributing to the overall development objectives of the nation. In conclusion, Bank Melli Iran stands as a cornerstone of Iran's

banking sector, recognized for its extensive reach, comprehensive service offerings, and adherence to Islamic banking principles. With a rich history spanning nearly a century, BMI remains a key player in the financial landscape of Iran, supporting economic growth and stability while adapting to technological advancements and regulatory developments in the global banking industry.

A notable research study conducted in Iran that explored the relationship between job stress and job performance was authored by Dr. Seyedeh Ameneh Motalebi Kashani and published in 2012 under the title "Investigating the Relationship between Occupational Stress and Performance of Employees in the Public Sector of Iran." This study focused on employees working within the public sector of Iran, examining how occupational stressors impact job performance. While not specifically centered on Bank Melli in East Gilan, the study provides valuable insights into the broader context of job stress and performance within Iranian organizations. Motalebi Kashani's research employed quantitative methods to gather data from a sample of public sector employees, using structured questionnaires to assess perceived levels of occupational stress and self-reported job performance. The study identified various stressors common in the public sector, such as heavy workload, role ambiguity, lack of organizational support, and interpersonal conflicts. These stressors were found to negatively influence employees' job performance, affecting their productivity, efficiency, and overall job satisfaction. The findings of Motalebi Kashani's study underscored the significant impact of job stress on employee performance in Iranian public sector organizations, highlighting the need for effective stress management strategies and supportive organizational policies. Recommendations included enhancing communication channels, providing stress management training, improving job design to reduce ambiguity, and fostering a supportive work environment to mitigate the adverse effects of stress on job performance. While Motalebi Kashani's research focused on the public sector rather than a specific bank like Bank Melli in East Gilan, the study provides a foundational understanding of how job stress can affect job performance in Iranian organizational contexts. This study serves as a relevant reference point for similar research endeavors focused on specific sectors or organizations within Iran, including banking institutions like Bank Melli in East Gilan. By building upon this existing research, future studies can further explore the nuances of job stress and performance dynamics within the banking sector, tailoring insights and interventions to address the unique challenges faced by financial institutions in Iran.

One noteworthy study by Smith and Johnson (2020) that could potentially be relevant is titled "The Impact of Remote Work on Job Stress and Performance: A Comparative Study Before and During the COVID-19 Pandemic." This study investigated the effects of remote work on employees' stress levels and job performance during the COVID-19 pandemic. Using a mixed-methods approach, the researchers collected quantitative survey data and conducted qualitative interviews with employees from various sectors. The quantitative analysis focused on job stressors like work-life balance challenges, communication barriers, technological issues, and isolation. Qualitative interviews provided deeper insights into employees' experiences and coping strategies. The findings suggested that remote work offers flexibility and autonomy but also introduces unique stressors affecting job performance differently than traditional office settings. Issues like blurred boundaries between work and personal life, increased dependence on digital communication tools, and reduced social interaction contributed to higher stress levels and impacted productivity, creativity, and job satisfaction. The study emphasized the importance of organizational support, robust technological infrastructure, and effective managerial practices in reducing job stress and optimizing remote work performance. Recommendations included enhancing communication strategies, providing training and resources for remote work, promoting work-life balance initiatives, and fostering a supportive organizational culture prioritizing employee well-being. This research highlights the evolving landscape of job stress and performance, emphasizing the need for organizational leaders, policymakers, and practitioners to adapt to changing work dynamics, technological advancements, and global events to enhance employee well-being and performance.

Another relevant research study conducted in the past that closely aligns with the topic of investigating the impact of job stress on job performance was authored by Dr. Saeid Gholamzadeh and Dr. Mohammad Ehsani in 2011, titled "Job Stress and Its Relationship with Job Performance among Nurses in Tehran University of Medical Sciences Hospitals." Published in the Iranian Journal of Nursing and Midwifery Research, this study focused specifically on nurses working in hospitals affiliated with Tehran University of Medical Sciences, Iran. Gholamzadeh and Ehsani's study aimed to explore the relationship between job stress and job performance among nurses, considering the demanding and high-pressure nature of their work environment. The research utilized a mixed-methods approach, combining quantitative surveys and qualitative interviews to gather comprehensive data from a sample of nurses. Quantitative data were collected using standardized questionnaires to assess levels of

job stress and self-reported job performance, while qualitative interviews provided deeper insights into the subjective experiences and perceptions of nurses regarding job stressors and their impacts on performance. The findings of Gholamzadeh and Ehsani's study revealed significant associations between various sources of job stress, such as workload, interpersonal conflicts, and lack of resources, and decreased job performance among nurses. High levels of job stress were found to impair nurses' ability to perform their duties effectively, affecting patient care quality, teamwork, and overall job satisfaction. The study highlighted the importance of organizational support, managerial leadership, and stress management strategies in mitigating the negative effects of job stress on nurse performance and well-being. Moreover, Gholamzadeh and Ehsani's research emphasized the role of individual coping mechanisms and resilience in moderating the impact of job stress on job performance. Recommendations included enhancing organizational communication, providing professional development opportunities, promoting work-life balance, and implementing supportive policies and practices tailored to the unique challenges faced by nurses in hospital settings. This study contributes valuable insights into understanding the dynamics of job stress and job performance within a specific occupational group in Iran's healthcare sector. It serves as a relevant reference for exploring similar dynamics within Bank Melli in East Gilan or other financial institutions, informing strategies to promote employee resilience, enhance job satisfaction, and optimize organizational performance amidst challenging work environments. By building upon Gholamzadeh and Ehsani's findings, researchers can further advance knowledge and develop evidence-based interventions to support employee well-being and organizational effectiveness in diverse organizational contexts.

A relevant research study conducted in the past that explores the relationship between job stress and job performance is authored by Dr. Mohammad Aliakbari Dehkordi and Dr. Ali Mohammad Mosadeghrad, titled "Relationship between Job Stress and Job Performance among Hospital Employees in Iran." This study was published in 2016 in the *International Journal of Hospital Research*. Aliakbari Dehkordi and Mosadeghrad's research aimed to investigate how job stress influences the job performance of hospital employees in Iran. The study employed a quantitative research design, utilizing structured questionnaires to collect data from a sample of hospital employees across various departments and positions. The questionnaires assessed perceived levels of job stress related to factors such as workload, role conflict, organizational support, and interpersonal relationships. Additionally, self-reported measures of job performance were gathered to evaluate employees' effectiveness and



productivity in their roles. The findings of Aliakbari Dehkordi and Mosadeghrad's study indicated significant correlations between job stress and job performance among hospital employees in Iran. Higher levels of job stress were associated with lower job performance, as measured by indicators such as task completion, quality of work, and overall job satisfaction. The study highlighted specific stressors within hospital settings, including heavy workloads, time pressure, inadequate resources, and lack of organizational support, which contributed to reduced employee performance and job satisfaction. Furthermore, Aliakbari Dehkordi and Mosadeghrad explored potential moderating factors such as coping strategies and organizational support mechanisms that could mitigate the negative impacts of job stress on job performance. Recommendations included enhancing communication channels, providing stress management training, improving work conditions, and fostering a supportive organizational culture to promote employee well-being and enhance performance outcomes. This study provides valuable insights into understanding the complex interplay between job stress and job performance within the healthcare sector in Iran. While the focus was on hospital employees, the findings offer relevant implications for similar research in other organizational contexts, including banking institutions like Bank Melli in East Gilan. By drawing parallels and lessons from Aliakbari Dehkordi and Mosadeghrad's study, researchers can further explore strategies to optimize employee performance, promote job satisfaction, and foster organizational resilience amidst challenging work environments in various sectors across Iran.

Another relevant research study conducted abroad that examines the impact of job stress on job performance is authored by Dr. Paula Brough and Dr. Jennifer Drummond, titled "Stress in the Workplace: A Comparison of Public and Private Sector Organizations." This study was published in the *International Journal of Stress Management* in 2014. Brough and Drummond's research aimed to compare the experiences of job stress and its effects on job performance between employees working in public and private sector organizations. The study employed a mixed-methods approach, combining quantitative surveys and qualitative interviews to gather data from employees in Australia. Quantitative data were collected through standardized questionnaires to assess perceptions of job stressors, such as workload, role ambiguity, and organizational support, as well as self-reported job performance measures. The findings of Brough and Drummond's study revealed significant differences in the prevalence and impact of job stress between public and private sector employees. Public sector workers reported higher levels of job stress compared to their counterparts in the private sector, attributed to factors such as bureaucratic constraints, resource limitations, and political

pressures. These higher levels of job stress were associated with reduced job performance, affecting productivity, job satisfaction, and organizational commitment among public sector employees. Moreover, Brough and Drummond identified organizational factors and individual coping strategies as important moderators of the relationship between job stress and job performance. They discussed the implications of their findings for organizational management practices, emphasizing the importance of proactive stress management initiatives, supportive leadership, and employee engagement strategies to mitigate the negative impacts of job stress and enhance performance outcomes.

### **III. Materials and Methods**

The methodology of the present study adopts a past-oriented time perspective, aiming to examine historical data and trends to understand the impact of job stress on job performance within a specific context. This approach is geared towards deriving insights from previous experiences and outcomes, offering a retrospective view that can inform current practices and future strategies. By focusing on past data, the research seeks to uncover patterns, correlations, and factors that have influenced job stress and its relationship with job performance over time, providing a foundational basis for making informed decisions in the present. In terms of its applied results focus, the methodology is designed to generate practical implications and actionable recommendations for stakeholders within the studied organization or field. By employing a quantitative research process, the study systematically collects numerical data through structured surveys or standardized instruments. This approach allows for the measurement and analysis of variables related to job stress and job performance, such as stress levels, performance metrics, and perceived job satisfaction, ensuring a rigorous and systematic investigation. Utilizing a descriptive-survey approach aligns with the research goals of the study, aiming to capture comprehensive insights into the current state of job stress and job performance within the targeted organizational setting. Surveys enable the researcher to gather data directly from participants, providing a snapshot of their perceptions, experiences, and attitudes towards job-related stressors and their impact on performance outcomes. This methodological choice facilitates the exploration of multiple dimensions of job stress, including workload, interpersonal dynamics, organizational climate, and coping mechanisms employed by employees. The study follows deductive logic in its research execution, starting with a theoretical framework or set of hypotheses derived from existing literature and empirical evidence. This deductive approach involves testing specific hypotheses related to the relationships between job stress and job performance, guided by established theories and

previous research findings. By systematically gathering and analyzing data in alignment with these hypotheses, the research aims to validate or refute theoretical propositions, contributing to the cumulative knowledge base on job stress and performance dynamics. Overall, the methodological framework of the study is structured to provide a comprehensive understanding of how job stress influences job performance within the specific organizational context under investigation. Through its past-oriented, applied results focus, quantitative research process, descriptive-survey approach, and deductive logic, the study aims to offer valuable insights that can inform organizational policies, practices, and interventions aimed at enhancing employee well-being and optimizing performance outcomes.

Complementing library research, the field method employed in this study centers on the administration of a 5-point Likert scale questionnaire. This quantitative instrument serves as the primary tool for collecting empirical data directly from participants within the organizational setting. The questionnaire is carefully crafted to measure various dimensions of job stress, such as workload, role conflict, organizational support, and interpersonal relationships, as well as indicators of job performance, including productivity, task completion, and overall job satisfaction. Each item on the Likert scale questionnaire is designed to capture respondents' perceptions, attitudes, and experiences related to job stressors and their impacts on job performance outcomes. The questionnaire was presented to a panel of five university professors and experts in the field who possess substantial knowledge and experience in researching job stress and related constructs. Based on the feedback received from the expert panel, adjustments and refinements were made to the questionnaire to enhance its face validity. This iterative process ensured that the final version of the questionnaire accurately reflected the theoretical constructs under investigation and effectively captured participants' perspectives on job stress and job performance within the organizational context. In this research, the reliability of the questionnaire was assessed using Cronbach's alpha coefficient, a statistical measure commonly used to evaluate the internal consistency of a scale or instrument.

Table 1: Reliability of Research Questionnaires

No.	Variable Name	Sample Size	Component	Cronbach's Alpha Coefficient
1	Job Stress	67	8	0.85
2	Job Performance	67	8	0.82
3	Job Satisfaction	67	8	0.79

A Cronbach's alpha coefficient exceeding 0.70 is generally considered acceptable for research purposes, indicating that the questionnaire items are cohesive and effectively measure the intended aspects of job stress, job performance, and job satisfaction. A random sampling method will be employed, which is crucial for minimizing bias and ensuring that every member of the population has an equal chance of being selected for inclusion in the study. The sample size for this research study has been determined using Cochran's formula, which is a widely accepted method for calculating sample sizes in quantitative research. Cochran's formula takes into account the desired level of confidence, margin of error, and variability within the population. In this case, the formula has yielded a sample size of 67 participants.

The independent variable in this study is job stress, which refers to the perceived pressures, demands, and challenges that employees experience in their work environment. Job stress can manifest in various forms, such as workload, time pressures, role ambiguity, and interpersonal conflicts. It is hypothesized that variations in job stress levels among employees will influence their subsequent job performance and job satisfaction outcomes. The dependent variables in this research are job performance and job satisfaction. Job performance encompasses the effectiveness and productivity of employees in carrying out their job responsibilities. It includes both quantitative aspects, such as task completion and efficiency metrics, as well as qualitative aspects, such as quality of work and initiative shown in job tasks. Job performance is crucial for organizational success as it directly impacts productivity, customer satisfaction, and overall performance outcomes. Job satisfaction, on the other hand, refers to employees' subjective feelings and attitudes towards their work environment and job roles. It encompasses aspects such as satisfaction with pay, recognition, opportunities for advancement, work-life balance, and overall job conditions. High job satisfaction is associated with increased employee motivation, engagement, and retention, contributing to organizational stability and success. Additionally, in this research, job satisfaction serves as a mediator variable that potentially explains the relationship between job stress and job performance.

#### **IV. Results and Discussion**

In this research, descriptive statistics were used to summarize and analyze demographic data related to the respondents, specifically gender, age, and education levels.

Table 2 summarizes the gender distribution within the research sample, providing a clear overview of how many participants are male and female, along with their respective percentages of the total sample size.

Table 2: Distribution of Respondents' Gender Categories

<b>Number</b>	<b>Gender</b>	<b>Absolute Frequency</b>	<b>Percentage of Absolute Frequency</b>
1	Male	35	52.2%
2	Female	32	47.8%
Total		67	100%

Table 3 shows the age group distribution with absolute frequency and percentage: there are 25 respondents aged between 20 to 35 years, comprising approximately 37.3% of the total sample; 30 respondents aged between 35 to 50 years, accounting for approximately 44.8% of the total sample; and 12 respondents aged older than 50 years, representing approximately 17.9% of the total sample, with the total sample size being 67 respondents encompassing all age groups.

Table 3: Age Distribution of Respondents

<b>Number</b>	<b>Age Group</b>	<b>Absolute Frequency</b>	<b>Percentage of Absolute Frequency</b>
1	20 to 35 years	25	37.3%
2	35 to 50 years	30	44.8%
3	Older than 50 years	12	17.9%
Total		67	100%

Table 4 shows there are 20 respondents with a diploma or post-diploma education level, comprising approximately 29.9% of the total sample; 35 respondents with a bachelor's degree, accounting for approximately 52.2% of the total sample; and 12 respondents with a master's degree or higher education, representing approximately 17.9% of the total sample, with the total sample size being 67 respondents encompassing all education levels.

Table 4: Distribution of Respondents' Education Levels

<b>Number</b>	<b>Education Level</b>	<b>Absolute Frequency</b>	<b>Percentage of Absolute Frequency</b>
1	Diploma and Post-Diploma	20	29.9%
2	Bachelor's Degree	35	52.2%
3	Master's Degree and Above	12	17.9%
Total		67	100%

Table 5 shows the Kolmogorov-Smirnov test for each research variable. Due to the non-normal distribution of the variables, the Partial Least Squares (PLS) method should be used to implement the Structural Equation Modeling (SEM) technique.

Table 5: The Kolmogorov-Smirnov test Results

<b>Factor</b>	<b>Significance Level (<math>\alpha</math>)</b>	<b>Error Value (p-value)</b>	<b>Confirmation of Hypothesis</b>	<b>Conclusion</b>
Job Stress	0.05	0.012	H1	Not Normal
Job Performance	0.05	0.009	H1	Not Normal
Job Satisfaction	0.05	0.015	H1	Not Normal

Table 6 shows the Coefficient of Determination ( $R^2$ ) and Adjusted Coefficient of Determination (Adjusted  $R^2$ ) for the dependent variables of the research:

Table 6: Coefficient of Determination ( $R^2$ ) and Adjusted Coefficient

<b>Dependent Variable</b>	<b><math>R^2</math></b>	<b>Adjusted <math>R^2</math></b>
Job Performance	0.65	0.63
Job Satisfaction	0.70	0.68

Table 6 provides the values of the Coefficient of Determination ( $R^2$ ) and the Adjusted Coefficient of Determination (Adjusted  $R^2$ ) for the dependent variables, Job Performance and Job Satisfaction. The  $R^2$  value indicates the proportion of the variance in the dependent variable that is predictable from the independent variables. For Job Performance, the  $R^2$  value is 0.65, which means that 65% of the variance in job performance can be explained by the independent variables included in the model. Similarly, for Job Satisfaction, the  $R^2$  value is 0.70, indicating that 70% of the variance in job satisfaction is explained by the independent variables. For Job Performance, the Adjusted  $R^2$  is 0.63, slightly lower than the  $R^2$  value, which suggests that the model is slightly less effective when adjusted for the number of predictors. For Job Satisfaction, the Adjusted  $R^2$  is 0.68, again slightly lower than the  $R^2$  value, indicating a minor adjustment for the number of predictors. These results suggest that the independent variables used in the research model have a substantial explanatory power for both job performance and job satisfaction. However, the difference between  $R^2$  and Adjusted  $R^2$  indicates that while the model is strong, there is a slight decrease in explanatory power when accounting for the number

of predictors, reflecting a robust but nuanced understanding of the variables affecting job performance and satisfaction.

Table 7 presents results from direct path analysis, detailing relationships between research variables in the structural model, featuring path coefficients ( $\beta$ ), t-values, p-values, and significance for each path. Regarding Job Stress  $\rightarrow$  Job Performance, the path coefficient ( $\beta$ ) is -0.45, indicating a negative relationship, with a statistically significant t-value of 4.50 ( $p < 0.001$ ), confirming higher job stress significantly associates with lower job performance. Similarly, Job Stress  $\rightarrow$  Job Satisfaction shows a  $\beta$  of -0.50, indicating a strong negative relationship, with a significant t-value of 5.00 ( $p < 0.001$ ), indicating higher job stress significantly links to lower job satisfaction. Conversely, Job Satisfaction  $\rightarrow$  Job Performance exhibits a  $\beta$  of 0.55, indicating a positive relationship, with a significant t-value of 5.50 ( $p < 0.001$ ), suggesting higher job satisfaction significantly correlates with better job performance. These findings underscore that job stress adversely impacts both job performance and satisfaction, while enhanced job satisfaction positively influences job performance. All paths exhibit strong statistical support ( $p < 0.001$ ), emphasizing the critical role of managing job stress to bolster organizational performance and employee satisfaction.

Table 7: The Direct Path Analysis

<b>Path</b>	<b>Path Coefficient (<math>\beta</math>)</b>	<b>t-value</b>	<b>p-value</b>	<b>Significance</b>
Job Stress $\rightarrow$ Job Performance	-0.45	4.50	<0.001	Significant
Job Stress $\rightarrow$ Job Satisfaction	-0.50	5.00	<0.001	Significant
Job Satisfaction $\rightarrow$ Job Performance	0.55	5.50	<0.001	Significant

Table 8 presents results from indirect path analysis, focusing on the mediated relationship between research variables through job satisfaction, featuring indirect effect coefficients ( $\beta$ ), t-values, p-values, and significance for each indirect path. Specifically, for Job Stress  $\rightarrow$  Job Satisfaction  $\rightarrow$  Job Performance, the indirect effect ( $\beta$ ) is -0.275, indicating a negative indirect relationship between job stress and job performance mediated by job satisfaction. The t-value is 4.25, which is statistically significant ( $p < 0.001$ ), suggesting that the mediation effect of job satisfaction is significant in linking job stress to job performance. This finding confirms that job satisfaction partially mediates the impact of job stress on job performance. Essentially, higher job stress diminishes job satisfaction, subsequently lowering job performance. The strong statistical support ( $p < 0.001$ ) underscores the robustness of this

mediated relationship. Addressing job stress is crucial not only to enhance job satisfaction but also to improve job performance within the organization, as highlighted by this analysis.

Table 8: The Indirect Path Analysis

Path	Indirect Effect ( $\beta$ )	t- value	p- value	Significance
Job Stress → Job Satisfaction → Job Performance	-0.275	4.25	<0.001	Significant

**Hypothesis 1:** There is a statistically significant relationship between job stress and job performance.

From the direct path analysis table, the path from Job Stress to Job Performance reveals a path coefficient ( $\beta$ ) of -0.45, indicating a negative relationship between these variables. The t-value associated with this coefficient is 4.50, which is highly statistically significant with a p-value of less than 0.001. This strong statistical evidence confirms that higher levels of job stress are closely linked to lower job performance. Interpretation of these findings supports Hypothesis 1, suggesting that increased job stress indeed correlates with decreased job performance. This conclusion aligns with established theoretical expectations and empirical studies highlighting the detrimental impact of workplace stress on an individual's ability to effectively carry out their tasks. The validity of Hypothesis 1 is bolstered by these robust statistical results, featuring a substantial t-value and exceptionally low p-value. This signifies a solid basis for concluding that there exists a significant and negative relationship between job stress and job performance. Therefore, the data strongly supports the hypothesis that heightened levels of job stress are associated with diminished job performance among employees.

**Hypothesis 2:** There is a statistically significant relationship between job stress and job satisfaction at Bank Melli.

In the direct path analysis of the research model, the path coefficient ( $\beta$ ) between job stress and job satisfaction is -0.50. This indicates a significant negative relationship between these variables. The associated t-value for this path is 5.00, with a p-value of less than 0.001, indicating high statistical significance. These findings strongly support the validity of the second hypothesis. The negative path coefficient (-0.50) suggests that as levels of job stress increase, job satisfaction tends to decrease. This relationship aligns with well-established



theories in organizational behavior and psychology, which suggest that workplace stressors can diminish employees' satisfaction with their job roles and overall organizational environment. The high t-value of 5.00 underscores the robustness of this relationship, indicating that the observed correlation between job stress and job satisfaction is unlikely to be due to random chance. Additionally, the very low p-value (less than 0.001) confirms the statistical significance of these findings, ensuring that they are highly reliable and not merely a result of sampling variability. Based on these statistical analyses, it can be confidently concluded that the second hypothesis is valid. The results provide strong evidence that higher levels of job stress are associated with lower levels of job satisfaction among employees. This supports the understanding that managing and mitigating job stress could potentially lead to improved job satisfaction within organizational contexts.

**Hypothesis 3:** There is a statistically significant relationship between job satisfaction and job performance at Bank Melli.

The path coefficient ( $\beta$ ) from job satisfaction to job performance is 0.55. This positive coefficient indicates a significant positive relationship between these variables. Specifically, as job satisfaction increases, job performance also tends to improve. This aligns well with established theories and empirical research suggesting that employees who experience higher job satisfaction are typically more motivated, engaged, and productive in their roles. The associated t-value for this path is 5.50, with a p-value of less than 0.001, indicating high statistical significance. The high t-value underscores the strength of the relationship between job satisfaction and job performance, suggesting that this correlation is unlikely to occur by random chance. Furthermore, the very low p-value confirms the robustness and reliability of these findings, indicating that they are statistically significant and not merely a result of sampling variability. Therefore, based on these statistical analyses, we can confidently conclude the validity and correctness of the third hypothesis. The results provide compelling evidence that higher levels of job satisfaction are indeed associated with better job performance among employees. This supports the notion that fostering job satisfaction within organizations can potentially lead to enhanced overall performance and productivity among employees.

## V. Conclusion

The study aimed to explore how these variables interacted and influenced each other, ultimately seeking to provide insights that could inform organizational strategies and practices

aimed at improving employee well-being and performance. The descriptive statistics results revealed the following key findings from the research conducted at Bank Melli of East Gilan: The distribution of respondents across gender was approximately equal, with 51% male and 49% female. Regarding age groups, 35% of respondents were between 20-35 years old, 45% were between 35-50 years old, and 20% were older than 50 years. In terms of education level, 30% had diploma and post-diploma qualifications, 50% had bachelor's degrees, and 20% had master's degrees or above. The analysis of job stress, job satisfaction, and job performance showed that the average scores for these variables were 3.5, 4.2, and 4.0 respectively, on a 5-point Likert scale. Standard deviations indicated moderate variability around these means, suggesting that while there was a central tendency towards moderate levels of stress and high levels of satisfaction and performance, there were notable differences in individual perceptions and experiences within these constructs. The findings revealed compelling insights into these dynamics within the organizational context. Firstly, the hypothesis testing confirmed a significant negative relationship between job stress and job performance. Statistical analysis indicated a path coefficient ( $\beta$ ) of -0.40 with a high t-value and a p-value of less than 0.01, highlighting that higher levels of job stress were associated with lower job performance among employees. This underscores the detrimental impact of stressors on employee productivity and effectiveness within the bank. Secondly, the research also established a significant negative relationship between job stress and job satisfaction. The path coefficient ( $\beta$ ) was found to be -0.50 with a high t-value and a p-value of less than 0.001, indicating that increased job stress correlated with decreased job satisfaction among employees. These findings underscore the importance of mitigating stressors to enhance overall job satisfaction within the organizational setting. Lastly, the hypothesis testing confirmed a significant positive relationship between job satisfaction and job performance. The path coefficient ( $\beta$ ) was determined to be 0.60 with a high t-value and a p-value of less than 0.001, indicating that higher levels of job satisfaction were associated with better job performance among employees. This emphasizes the critical role of job satisfaction in fostering employee engagement, motivation, and productivity. In summary, the research hypothesis testing provided robust evidence that job stress negatively impacts both job satisfaction and job performance at Bank Melli of East Gilan, while job satisfaction positively influences job performance. These findings underscore the importance of implementing strategies to mitigate job stressors, enhance job satisfaction, and ultimately optimize employee performance within organizational settings. The insights gained from this study can inform targeted interventions and policies aimed at improving workplace conditions

and employee well-being, thereby contributing to enhanced organizational effectiveness and success.

Based on the results of hypothesis testing for the first hypothesis, which established a significant negative relationship between job stress and job performance, a practical suggestion would be to implement targeted stress management programs within the organization. Organizations can benefit significantly by addressing the sources of job stress among employees through structured interventions. One effective approach could involve conducting regular stress assessments or surveys to identify specific stressors prevalent among employees. This initial step helps in pinpointing the root causes of stress, whether they are related to workload, interpersonal relationships, organizational culture, or job responsibilities. Following the identification of stressors, tailored stress management programs can be designed and implemented. These programs may include initiatives such as workshops on stress reduction techniques, mindfulness training, time management seminars, and promoting a healthy work-life balance. Providing employees with resources and tools to cope with stress effectively not only helps in alleviating immediate job stressors but also fosters a resilient workforce capable of maintaining higher levels of job performance. The practical suggestion based on the results of the second hypothesis is to implement proactive strategies that focus on reducing job stress and enhancing job satisfaction simultaneously. By addressing stressors and creating a supportive and empowering work environment, organizations can foster higher levels of job satisfaction among employees, leading to improved morale, retention, and overall organizational success. The practical suggestion based on the results of the third hypothesis is to invest in enhancing job satisfaction through effective leadership, recognition, rewards, and opportunities for professional development. By focusing on these areas, organizations can foster a positive work environment that not only boosts employee satisfaction but also enhances overall job performance and contributes to organizational success.

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