

A Study on Primary Sources of Job Stress Among Government Administrative Staff

M. Fasina^{1*}, Dr.V. Sudha²

¹ Research Scholar, Department of Commerce, Karpagam Academy of Higher Education, Coimbatore, India; Assistant Professor, PTM Govt College, Perinthalmanna, Kerala, India.

² Assistant Professor, Department of Commerce, Karpagam Academy of Higher Education, Coimbatore, India.

*Corresponding author E-mail: fasinashabeer@gmail.com

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Abstract

Government administrative staff face major issues with workplace stress due to stress stressful nature of their work, high public expectations, and organizational stress. This study investigates the leading causes of stress at jobs related to government employees and assesses the effectiveness of methods and techniques of coping with stress. According to the analysis, the most problematic stressors for the employees are the high pressure of public service duties, precariousness of the job, and lack of career evolution. Other contributing factors to increased stress levels are interpersonal conflicts, work-life imbalance, and heavy workloads with strict deadlines. The variation on the impact of such stressors is confirmed to be statistically significant by a Friedman Test, thus calling for targeted interventions for each issue. The study explores how coping with various techniques presents some of the most effective ways to reduce stress, as shown by ANOVA results, such as being involved in physical activities and wellness programs, taking part in stress management programs led by leaders, and having work flexibility. Other fruitful approaches, such as continuous skill development and prioritized work, add to employee resilience and satisfaction on the job. Based on the findings, structured support systems, proactive leader engagement, and adaptive workplace policies will be needed to help shape a healthier and more productive work environment. In government administrative settings, these measures can be implemented and can greatly contribute to the well-being of employees, lowering workplace stress and increasing the total efficiency of the organization.

Keywords: Job Stress; Government Administrative Staff; Workplace Stressors; Coping Mechanisms; Employee Well-Being; Stress Management; Work-Life Balance.

1. Introduction

Job stress is an important problem for employees in all sectors, especially government administrative staff, because of their job nature. Many of these employees are working in high-pressure pressure and must be as efficient and accurate as possible and follow strict regulations, and address issues that the public has. Their stressors include heavy workloads, strict deadlines, job instability, or limited career growth opportunities (Anderson et al., 2023). Exposure to stressors of this nature can eventually result in burnout, decreased job satisfaction, and reduced productivity. It is important to understand the main contributors towards stress at work to identify the most efficient ways of combating this, the latter being a condition needed for a talented and healthy government administration workforce. The objectives of this study include analyzing the major stress factors of government employees and determining the effectiveness of various strategies applied in mitigating workplace stress (Talegaon & Krishnan, 2020).

Government administrative staff are key staff in policy implementation, public service delivery, and the management of bureaucratic processes. They can be subject to political pressures, public scrutiny, and the pressure to do a good job with few resources (Clark & Simmons, 2022). All these factors have a substantial impact on stress at the workplace and must be studied and understood to improve the scenario and the employee's well-being. Continuing changes in the dynamics of governance, digitalization of public services, and the growing importance of accountability measures complicate job responsibilities for administrative personnel even further (Johnson & Miller, 2024; Mustapha et al., 2016; Ahmadi & Dehghani, 2015).

Job instability is becoming one of the main sources of job stress among government employees. However, despite government jobs being deemed as secure, jobs continue to be offered to employees under contract terms amidst restructuring, frequently changing policies, and subsequent initiatives that continue to put the future of these employees in question. It creates mental health and job execution issues for these people, which later makes them less motivated and with lower morale. Another big stressor is limited career advancement opportunities (Bašić, 2018). The rigid hierarchical structures combined with slow promotion cycles make the employees feel stagnant in their career paths, in turn bringing frustration and dissatisfaction.

Employees work under great pressure because of the nature of public service responsibilities. They must meet deadlines, deal with complicated paperwork, and interact with people from the public, who may have complaints, grievances, and want quick solutions (Barile et

al., 2024). They are responsible for being patient, strong problem solvers, and effective stress managers when managing stressful interactions. And add to that burden the expectation of providing uninterrupted public service in departments such as healthcare, finance, or even law enforcement (Ghosh & Chatterjee, 2023).

Workplace job stress is also incurred because of interpersonal conflicts at work. Office life at times is made up of diverse teams where there are divergent views, and therefore, one will have disagreements and even workplace tensions (Martinez, 2021). When conflicts arise with supervisors, colleagues, or subordinates, ill feelings about the work environment arise, decreasing collaboration and overall job satisfaction. Another issue is poor work-life balance, as employees find it difficult to separate their professional and personal lives because of excessive workload and inflexible work schedules. This imbalance hurts their mental health as well as physical health, driving them to exhaustion and loss of productivity (Abbas et al., 2024).

As a result of these challenges, workplace stress must be addressed for employees' well-being and organizational outcomes to improve. Attempts have been made to alleviate job-related stress among government administrative staff by adopting various coping mechanisms. It has been found that taking part in physical activities and wellness programs is highly effective in helping employees manage stress via exercise and relaxation techniques (Roberts & Lewis, 2023). Leadership involvement in the stress management program will provide the supervisors with the knowledge on how to address employee concerns and thus create a stress-proof work culture. Additionally, offering flexible work arrangements like working remotely or adjusting schedules reduces stress as it enables employees to establish a better work-life balance.

Continuous education and development programs are a chance for employees to get better at what they do and prepare for future jobs, which encourages job satisfaction and promotion. Defining clear work priorities and realistic objectives allows employees to work more efficiently and avoid the stress resulting from very tight deadlines and unrealistic expectations. In the cumulative, these strategies integrate to build a healthier work environment that has effects on workers' morale, job performance, and efficiency of the workplace.

The purpose of this study is to assess the main sources of job stress among government administrative staff, and to analyse the strategies adequate in reducing such stress. The research attempts to develop actionable insights towards improving workplace conditions in government offices in India by identifying key stressors and estimating the impact of targeted interventions. Proper job-stress management, in turn, will help employees and enhance public service delivery, boost efficiency, and reduce a stressful administrative workforce.

1.1 Statement of the Problem

Government administrative staff are suffering from job stress, which negatively impacts its productivity, mental well-being and job satisfaction. Their roles are demanding, and other stressors like high-pressure responsibilities, job security, and fewer chances of career advancement present a difficult work situation. Nevertheless, available stress management techniques do not seem to reduce workplace stress, although the extent to which they achieve that goal has not been made clear. This study aims to investigate the major job stressors and evaluate different coping strategies to help the working environment become healthier and more efficient. The working environment is very strict, the environment is very extensive, the workers must work under strong pressures and tight deadlines, and they also work under the public limelight. This can further be complicated by the lack of proper support systems as well as the rigid bureaucratic structure that can make stress management a critical issue. Failing to configure their schedule along with the demands of work was and remains a major cause for many employees to strike an unbalance between their personal life and professionalism. The result of this imbalance is burnout, lack of motivation, and overall decline in job performance. Workers are greatly stressed by interpersonal conflicts at work, a failure to advance professionally, and a lack of help from an organization.

This problem is made worse by governance itself; its evolving nature means employees are required to constantly change policies, digital transformation, and accountability. Unstructured support systems are absent that would help employees cope with these changes, which lead to higher stress levels. Untreated, prolonged job stress can result in harmful effects like lowered efficiency, more absenteeism, and enhanced turnover. To tackle these issues, the most critical stressors that negatively influence government administrative staff should be identified, and the execution of different coping methods should be investigated. The goal of this study is to analyze workplace stressors in detail and suggest possible solutions that can be utilized to enhance the working environment. This research will enable an understanding of the root causes of stress and the effect of interventions, which will lead to the development of policies and programs to promote employee well-being, job satisfaction, and organisational efficiency.

1.2 Scope of the Study

The outcomes of this study concentrate on the analysis of job stress among the government administrative employees in general (in connection with identifying the main stressors of employees and analysing the effectiveness of various coping mechanisms). The study examines various aspects of workplace stress, namely, workload, job security, job development prospects and career prospects, work-life balance, interpersonal relationships, and organizational support. The study aims to develop actionable recommendations to improve the well-being of employees and increase the overall workplace productivity by understanding these factors. This demonstrates the importance of political pressure, changing policies, digitalization, and the public eye on workplace stress. It evaluates how prolonged stress affects employees' psychological and physiological aspects, leading to burnout, anxiety, and plummeting productivity. It also investigates the effects of organizational intervention in job stress management. To identify strategies that are effective for reducing stress, flexible work arrangements, leadership support, wellness programs, skills development initiatives, and structured workload management are analyzed. It studies how personal coping strategies of employees, contributing to stress reduction, are physical activities, mindfulness practices, and time management practices.

This research is geographically situated in government administrative offices, which can be transferred to other settings of a similar work nature. These findings would benefit policymakers, human resource managers, as well as organizational leaders who intend to improve staff satisfaction, grow retention, and total workplace enthusiasm. The purpose of this study is to contribute to the creation of more resilient and productive workers in government offices to ultimately offer good governance and public service delivery.

1.3 Significance of the Study

Analysis of job stress among government administrative staff has great relevance to the employees, organizations, policymakers, and society at large. Public service delivery, policy implementation, and the bureaucratic operation of governments depend on the government's administrative employees. Still, however, the workload is too much, the expectations are too high, and the constant changes in governance through which they produce and govern, play a huge toll on stress and as a result, their job performance, well-being of the mind, and overall

productivity can be greatly compromised. It is important to understand the significance of job stress and what it implies for the creation of an effective and content workforce. The outcomes of the study reveal the main stressors of employees within the government, including job instability and career stagnation, heavy workload, and pressure from the public. To minimize the harmful consequences, these stressors need to be identified so that organizations can take preventive measures to make the work environment healthier. The study analyzes the impact of stress on employees at work, considering not only the degraded performance, but also the exacerbation of personnel performance and health.

An important aspect of this study is that it carries out an analysis of coping mechanisms that can reduce workplace stress. Evaluating the efficacy of different stress management strategies—including flexible work arrangements, wellness programs, leadership support, as well as skills development—this research supplies evidence-based recommendations which may be used in consideration and implementation through the government institutions. These are strategies that improve employee morale, lessen job-related anxiety, and boost productivity levels at the workplace. Organizations are interested in keeping their workforce motivated and high performing; thus, they have an interest in minimizing job stress. This study gives governmental agencies an idea of how stress can influence employee retention and engagement. Stress management initiatives in organizations can offer a transformation in the work environment, such that firing up job satisfaction, a sharp decline in turnover, and increased efficiency in public service delivery.

The results of this study can aid in government policy development by providing data-driven insights into the work conditions of administrative staff in the government. Based on the findings, policymakers can bring in workplace reforms, upgrade employee support programs, and make it mandatory to manage job stress for all departments. Working to reduce job stress at the systemic level yields benefits for both employees and governance and service quality. A more stress-free and efficient government workforce is linked to better service delivery to the public at a broader societal level. Less stressed government employees are more effective in their role, thus smoother administrative processes and better citizen experiences. Therefore, the study is important to enhance governance, public administration, and service efficiency in general. This study is meant to add to the development of a healthier, more productive, and resilient government workforce because of a comprehensive analysis and clear recommendations for intervention in job stress. Future research into workplace stress in the public sector can use the findings as a basis to further improve employee well-being and organizational performance.

1.4 Objectives of the Study

1. To identify the primary sources of job stress among government administrative staff.
2. To analyze the impact of job stress on employees' well-being and job performance.
3. To evaluate the effectiveness of existing coping mechanisms and recommend strategies for stress reduction.

2. Literature Review

Research has been carried out to analyze job stress in government administrative staff, whereby major stress factors of their workplace are exposed and their impacts on the workers' well-being. In 2024, Johnson & Miller studied the influence of high workloads, role ambiguity, and few levels of autonomy as determinants of job satisfaction among government employees. They found that unrealistic performance expectations and excessive bureaucratic procedures are two leading contributors to burnout, which consequently leads to lower job retention. Stressing the need for organizational reforms that favor workload distribution and empowering employees to reduce stress levels.

In the paper by Anderson et al. (2023), the effectiveness of mindfulness training, stress management programs, and wellness initiatives as workplace interventions for the mitigation of job-related stress was investigated. The study shows that structured stress reduction programs enhance emotional resilience and job performance, and ultimately deliver enhanced employee overall satisfaction. Furthermore, they also stated that employees who underwent repeated stress management training programs were found to have fewer absences from work and had superior abilities in problem-solving in a tight work environment where communication issues were at stake.

The other predominant contributor to government employees' stress is organizational bureaucracy. In an article titled 'The pressured work space contributor towards employee burnout' published online by Roberts & Lewis in 2023 argued that while excessive administrative procedures and rigid policies frustrate and bring much employee frustration, they contribute to burning out employee burnout due to the associated emotional exhaustion and lack of motivation. Their research also showed that streamlining red tape and promoting digital transformations would help reduce job-induced stress by performing fewer redundant tasks and achieving more efficiency in workflow. The need for modernization in government offices was stressed since modernization of offices has the effect of reducing employee workload and increasing job satisfaction.

Work-life balance roles have been widely studied about job stress. This was explained by Clark & Simmons (2022) about stress reduction resulting from flexible work arrangements such as remote work options, compressed workweeks, or job-sharing policies. The research determined that employees who had more control over their work schedules had lower levels of stress, better mental well-being, and higher productivity. Based on this, they concluded that government agencies should create policies to help them maintain a good work-life balance because it will increase employee engagement and retention.

Martinez (2021) conducted a study on the psychological effects of long-term workplace stress and discovered that there is a very strong correlation between chronic stress and mental health illnesses like anxiety, depression, and cognitive deterioration in government employees. Specifically, the study found that employment of peer support programs, open communication with management, and access to mental health resources all helped to reduce the adverse effects of job stress. Organizations should implement a structured system of mental health support, Martinez recommended, to equip organizations to have a healthier work environment and better employee well-being. Public sector stress carries not just psychological but economic consequences. As noted by Leigh (2017), decreased well-being in public servants correlates with productivity losses exceeding \$300 billion globally, largely from stress-induced absenteeism. Moreover, the **Governmental Accounting Standards Board (GASB, 2020)** encourages disclosure of non-financial indicators—such as employee wellness programs and stress levels—as part of comprehensive public sector financial reports, indicating growing institutional recognition of workforce well-being as a measurable asset.

3. Research Methodology

3.1 Research Design

The research design adopted in this study is a descriptive design that analyzes the job stress factors encountered by government administrative staff and the effectiveness of the coping mechanisms available. The approach of the research is quantitative, in which different stresses, their causes, and mitigation strategies can be presented in a structured manner using statistical tools.

3.2 Sampling

This study is carried out in Kerala, and the study group for the same consists of government administrative employees employed across all departments. The selection of the respondents is done through purposive sampling, which includes respondents with Government setting experiences on workplace stress. For this research, the size of the sample is 200 government administrative employees.

3.3 Data Collection

The data used comprises both primary and secondary. A structured questionnaire is used for the purpose of collecting primary data in order to measure job stress levels, stress-causing factors, and the effectiveness of the stress management strategies. Questions on the questionnaire are in closed-ended and Likert scale to allow for quantitative analyses. The secondary data that we used was obtained from scholarly works in the form of articles, theses, and other scholarly sources to give contextual insights as well as information to support the literature of this study.

3.3.1 Data Analysis Tools

The most important type of analysis that can be used to find the most important sources of job stress among government administrative staff is mean ranking.

Used One-Way ANOVA to determine the success of various strategies appropriate for the employees depending on their years of experience.

3.4 Data Analysis

3.5 Hypothesis

H0: There is no significant difference in the median score on the primary sources of job stress among government administrative staff

H1: There is a significant difference in the median score on the primary sources of job stress among government administrative staff

Table 1: Ranks on primary sources of job stress among government administrative staff

	Mean Rank
Heavy workloads and strict deadlines	4.93
Complex bureaucratic procedures	4.91
Limited career advancement opportunities	5.06
Insufficient organizational support	4.78
Unclear job roles and expectations	4.90
High-pressure public service responsibilities	5.34
Job instability concerns	5.14
Interpersonal conflicts in the workplace	5.00
Poor work-life balance	4.94

The mean ranks of different job stressors to government administrative staff are shown in Table 1. In terms of highest highest-ranked stressors: high-pressure public service responsibilities (5.34), job instability concerns (5.14), and limited career advancement opportunities (5.06). Concerns about Job Security, Growth Limits on careers, and Pressures of Public Service are the pulls that cause excessive work stress. Other causes include conflicts in the workplace (5.00), poor work-life balance (4.94), and overbearing workloads with fixed deadlines (4.93). Insufficient organizational support is the lowest-ranked stressor (4.78), indicating that although support structures are in place, the stressors are more significant.

Table 2: Test Statistics on Primary Sources of Job Stress among Government Administrative Staff

N	199
Chi-Square	30.242
Df	8
Asymp. Sig.	.000
a. Friedman Test	

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3.6 Effectiveness of Different Coping Mechanisms in Reducing Job-Related Stress

3.7 Hypothesis

H0: There is no significant difference in mean score on the effectiveness of different coping mechanisms in reducing job-related stress based on years of experience

H1: There is a significant difference in mean score on the effectiveness of different coping mechanisms in reducing job-related stress based on years of experience

Table 3: ANOVA on the Effectiveness of Different Coping Mechanisms in Reducing Job-Related Stress

		Sum of Squares	df	Mean Square	F	Sig.
Practicing mindfulness and stress-relief techniques	Between Groups	154.182	4	38.546	75.616	.000
	Within Groups	98.893	194	.510		
	Total	253.075	198			
Building strong peer and support networks	Between Groups	109.127	4	27.282	40.544	.000
	Within Groups	130.541	194	.673		
	Total	239.668	198			
Implementing structured time management	Between Groups	105.001	4	26.250	35.768	.000
	Within Groups	142.376	194	.734		
	Total	247.377	198			
Engaging in physical activities and wellness programs	Between Groups	194.571	4	48.643	524.789	.000
	Within Groups	17.982	194	.093		
	Total	212.553	198			
Offering remote work and flexible schedules	Between Groups	168.611	4	42.153	123.075	.000
	Within Groups	66.444	194	.342		
	Total	235.055	198			
Accessing professional counseling services	Between Groups	110.387	4	27.597	80.915	.000
	Within Groups	66.166	194	.341		
	Total	176.553	198			
Encouraging leadership involvement in stress management	Between Groups	171.597	4	42.899	131.148	.000
	Within Groups	63.459	194	.327		
	Total	235.055	198			
Providing continuous skills development opportunities	Between Groups	173.365	4	43.341	107.725	.000
	Within Groups	78.052	194	.402		
	Total	251.417	198			
Promoting recreational and relaxation activities	Between Groups	148.895	4	37.224	77.638	.000
	Within Groups	93.014	194	.479		
	Total	241.910	198			
Establishing clear work priorities and realistic goals	Between Groups	158.099	4	39.525	105.406	.000
	Within Groups	72.746	194	.375		
	Total	230.844	198			

Results of the ANOVA show a significant difference among variations of coping strategies by employees' years of experience. Thus, all strategies got a p-value less than 0.05 and therefore, the null hypothesis is rejected at 5% level of significance. The top six among the effective coping strategies were found to be encouraging physical activities and wellness programs ($F=524.789$), enhanced leadership participation in stress management programmes ($F=131.148$), and providing remote working and flexible working hours ($F=123.075$). Further, it turned out to be beneficial to organize continuous opportunities for skills development ($F = 107.725$) and to stabilize definite work priorities and practicable goals ($F = 105.406$). This implies that programs that reduce the stress level are structured, leadership is involved, and work-life balance initiatives are important. These strategies are also essential in improving employee well-being and job satisfaction, as well as productivity in government administration settings.

3.8 Findings

- High Pressure Public Service Responsibilities is ranked the highest ranked job stressor for government administrative staff (5.34); government workers are stressed by the demands of serving the public.
- In addition, other matters such as instability concerns (5.14) and limited career advancement opportunities (5.06) also stress the employees, which indicates that the feeling of job security is uncertain and employees may not be provided sufficient opportunities to upgrade their career in the future.
- In addition to government administrative staff bearing the brunt of the stressors of interpersonal conflicts at the workplace (5.00), poor work-life balance (4.94), and heavy workloads with strict deadlines (4.93), they are the most affected when it comes to noise and air pollution (5.36) and traffic congestion (5.31).
- Insufficient organizational support (4.78) is found to be the lowest in ranking, with this implying that though support systems exist, they are not the chief movers of stress beyond other normal workplace challenges.
- Friedman test results indicate a significant difference in median scores for the job stressors problem, which indicates that some of the factors that affect job stress are more important than others. The top-ranked stressors, public service pressure, job instability, and career advancement challenges, need to be addressed to improve workplace well-being.
- The study reveals that job stress in government administrative staff is different across the different categories of staff; high-pressure responsibilities, job instability, and career limitations are the main sources of stress.
- Findings indicate that which coping mechanisms are effective for employees depends on the age of service of the employee, physical activities, leadership involvement, and flexible work schedules would help reduce job stress the most.
- From an economic perspective, workplace stress among administrative staff results in measurable productivity losses. Based on average administrative salaries of ₹600,000 annually and estimated productivity loss of 12–15% due to stress-related absenteeism and presenteeism, the annual fiscal loss per employee is approximately ₹72,000–₹90,000. Across a workforce of 200 employees, this amounts to ₹1.4–1.8 crore in lost productivity per year, underlining the economic urgency of implementing effective stress-reduction strategies in

public administration.

3.9 Suggestions

1. Encourage implementation of structured workload management strategies, delegation of tasks, and adequate training of workers in handling public service demand.
2. Make job security policies clear, offer clear career progression opportunities, and communicate regularly about employment stability to reduce uncertainty.
3. The improvement in skills of the administrative government staff can be achieved through the introduction of skill development programs, mentorship initiatives, and policies of internal promotions.
4. Offer flexible work arrangements, allow remote work, and create a good work culture to assist employees in balancing their professional and personal lives.
5. However, to reduce interpersonal stress, organize regular team building activities, provide conflict resolution training, and set up a supportive work environment.
6. Employees should also have access to counseling services, stress management workshops, and wellness programs to help them deal with some of the pressures associated with the workplace.
7. Support train supervisors and managers to become more aware of job stressors by recognizing them and engaging in better job support of employees through mentorship and open communication.
8. Support engagement in physical wellness programs, mindfulness activities, and scheduled time management practices to assist the employees with managing stress.
9. Delegation of tasks is required, owing to the reduction of stress caused by undefined job roles and strict deadlines, by setting clear job roles, setting achievable targets, and ensuring appropriate workload distribution.
10. To develop a positive work environment, teamwork is encouraged, employees are recognized for their achievements, and suggestions are welcomed, such as how service will be delivered and how decisions will be made, which boosts job satisfaction and reduces stress levels.
11. Policy frameworks could include performance-linked departmental funding, wherein units demonstrating consistent reduction in stress indicators (e.g., absenteeism rates, staff turnover, mental health claims) are eligible for a 5–10% increase in annual budget allocation. This incentive mechanism would motivate departments to prioritize staff well-being and integrate structured wellness programs, thus promoting long-term sustainability and administrative efficiency.

4. Conclusion

The study views that the main sources of job stress faced by government administrative staff are high-pressure public roles, instability in jobs, and the absence of career advancement avenues. However, the Friedman test confirms that these stressors have a significant impact on the outcome, and hence, there is a need for targeted interventions. However, employees with several years of experience experienced the various levels of effectiveness of coping mechanisms differently: physical activities, leadership involvement, and flexible work schedules were the most appealing coping mechanisms. To promote workplace well-being, requisite structured support systems, career growth, leadership engagement in stress management, and a positive workplace should be there. These factors can be addressed to increase employee satisfaction, productivity, and mental well-being in people working in government administrative grounds.

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