

A Study on Occupational Stress Among Corporate Employees in Gulf Nation

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Abstract: Workplace stress is a problem for people who work in companies, in the Gulf countries. This is because the economy is growing fast and there is a lot of competition. We wanted to know where this stress comes from how bad it is and how it affects people who work in Kuwait. We asked 150 people questions. Used special tools to look at the answers. We found out that people get stressed because they work hours have too much work to do and their bosses expect a lot from them. They also get stressed when they do not know what their job is. This stress makes it hard for people to focus they make mistakes and they take longer to finish their work. It also makes them feel anxious, tired and unhappy. It even affects their health. We think that companies should do something to help their employees. They should have leaders who care, talk to their employees be fair and help them stay healthy. This will make the workplace a better place to be.

Keywords: Occupational Stress, Corporate Workers, Gulf Nations, Job Performance, Employee Well-being, Workload, Job Insecurity, Work-Life Balance, Burnout, Organizational Policies.

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I. INTRODUCTION

The Gulf countries, such as the UAE, Saudi Arabia, Qatar, Kuwait, Bahrain and Oman have become hubs for business and jobs over the last few decades. They have moved away from relying on oil by building up infrastructure and bringing in multinational companies. The Gulf countries need a lot skilled and semi-skilled workers because of this growth.

The Gulf countries have a mix of people and expats from all over with different backgrounds in businesses. In these companies in the Gulf countries, it is about how they set up roles, responsibilities, communication and coordination. Having structures is super important in the Gulf countries to keep things running smoothly and to follow both international standards and local labour laws.

Most companies in the Gulf countries use hierarchies and define job roles clearly to handle their big and diverse workforce. The Gulf countries have companies that are shaped by culture, laws and economic rules. For example, respect for authority and centralized decision-making are pretty common in the Gulf countries.

Globalization brings new management styles to the Gulf countries like team projects, performance reviews, digital tools and flexible hours especially in industries like IT, finance, consulting and logistics. Stress at work is a deal in the Gulf countries especially with all the changes and competition.

Researchers like Cooper, Dewe and O'Driscoll say that stress links directly to changes in company structure and rising job demands in the Gulf countries. Ganster and Rosen found that long-term stress worsens health, job satisfaction and output.

In Gulf workplaces economic changes and restructuring have made workloads heavier and job security shakier for expats as Hertog and Al-Mutairi & Naser found. So, studying work stress in the Gulf countries is important for keeping employees healthy. Companies growing sustainably.

Diversity and inclusion also matter a lot in the Gulf countries since expats make up a part of the workforce. Companies in the Gulf countries put effort into onboarding programs, training, engagement and welfare policies to help

workers from cultures get along and work toward the same goals.

Government policies like Emiratization, Saudization and Omanization affect how companies in the Gulf countries organize and plan their workforces. These rules push companies in the Gulf countries to hire and train people more which changes leadership roles and career paths inside firms.

Overall organizing workers in Gulf companies is always changing, influenced by growth, cultural diversity, government policies and global business trends in the Gulf countries. Good management and clear structures improve productivity, satisfaction and company success, in the Gulf countries. Knowing how these factors work together helps explain how Gulf workplaces operate and adapt in a global market.

➤ Objectives

- To identify the major sources of occupational stress among corporate workers in Gulf companies.
- To examine the level of occupational stress experienced by employees working in Gulf nations.
- To analyse the impact of occupational stress on job performance and productivity of corporate workers.
- To study the effect of occupational stress on employees' mental and physical wellbeing.
- To understand the role of organizational policies and management practices in contributing to or reducing occupational stress.

➤ Scope of Study

This study looks at the stress that corporate employees experience in Gulf nations and it focuses on Kuwait. The study includes people who're from Kuwait and people who are from other countries and it looks at many different types of corporate jobs. It tries to figure out where the stress comes from how bad it is and how it affects peoples work and their personal lives. The study also looks at how the company affects the stress, including the way that managers manage the work environment and the company rules. The things that this study found out are about the people in this study and only about corporate jobs. It does not include government jobs or jobs, in industries because those are not part of this study.

II. RESEARCH METHODOLOGY

Research methodology is the systematic method/process dealing with identifying problem, collecting facts or data, analyzing these data and reaching at certain conclusion either in the form of solutions towards the problem concerned or certain generalization for some the or ethical formulation.

➤ Research Design and Sample

- A research design is like a plan that helps us make decisions when we are doing a study. It tells us how to get the information we need and how to understand it. When we are designing our research, we have to make a

lot of choices. The most important choice is the approach we take. This is because it affects everything we do.

- For this study we chose a Descriptive Research Design. We picked this kind of design because it works well for what we want to do. We want to understand what occupational stress is like for people who work in companies in Gulf nations. We also want to know what it is really like for people to work in these companies.
- We only asked 150 people to be in our study. These people work for companies, in Kuwait.

➤ Limitations of the Study

- The results of this study may not apply to all employees who work for companies in the Gulf because we only talked to a group of people.
- We only looked at a country in the Gulf for this study so we cannot say for sure that our findings are true for all companies in the area.
- We did not have a lot of time to collect and analyse the data, which might affect how accurate our results are.
- Some employees might not have told us the truth about how stressed they are because they were afraid or had their reasons for not being honest.
- This study only looked at people who work for companies, not people who work in factories government jobs or other types of work.
- The study did not fully consider how things outside of work like relationships, with family and friends can affect employees.

III. REVIEW OF LITERATURE

Alqahtani and Alshahrani who studied organizations in Saudi Arabia in 2024 found that work overload, role conflict, job insecurity, performance pressure and long working hours were the main sources of occupational stress for employees. Employees in competitive sectors were especially affected by occupational stress. They often described situations where deadlines felt unattainable and expectations from management were not realistic.

Mouza Alali and Muhammad A. Masood reviewed risk factors in the Gulf Cooperation Council countries in 2023. They found that heavy workload, chronic shortage of staff absence of support from management, job insecurity and vagueness in policies are responsible for work-related stress. The high economic growth in Gulf countries and a performance-based culture in organizations made employee stress worse. They suggested that clear HR policies and supportive leadership styles can help.

Alafoo, A., Alshaikh, M. And Alansari A. Examined stress among employees in Bahrain in 2024. They found that most respondents were dealing with to high stress levels. Rising job demands and constant time pressure were the drivers of occupational stress. The authors concluded that workplace stress is not a problem in the Gulf it is widespread.

Aljawarneh and colleagues found levels of occupational stress in the UAE in 2023. They found that the limited power of employees to make decisions and the unequal distribution of workload among employees were the causes of occupational stress. The authors argued that organizational demands have an influence on an employee's mental health. The study confirmed that there are stress levels in Gulf organizations.

Chandrakanta, A., Vats, A., Kwatra, S., Kushwaha, G. And Singh S. B. Investigated how occupational stress affects job performance in police personnel in 2025. They found that high stress hurts job quality and output. However, work engagement can help stressed employees hold their performance steady. The research makes a point that when people feel connected to their work the damage that stress does to their output is reduced.

Rahman et al. Reported a relationship between occupational stress and employee job performance in multinational companies in the GCC countries in 2024. They concluded that heavy workload, time pressure and role conflict decrease employee's performance. Stress was also associated with absenteeism and lower organizational commitment. The authors found that occupational stress reduces productivity and organizational performance when not managed.

Mohamed, A., Issa, M. And Youssef E. Examined how work demands shape both the physical well-being of employees in the UAE in 2025. They found that excessive workloads, recovery time and symptoms like anxiety, persistent tension and chronic fatigue are related. Physical complaints including pain and disrupted sleep were also widely reported. The authors argued that mental and physical health are interconnected and that addressing stress requires a holistic approach.

Alsalem, R., Alhajji, M. And Alasmari A. Found that occupational stress is correlated with anxiety, depression and other psychosomatic symptoms among employees working in the Gulf region in 2023. Employees that are stressed at work are less able to sleep or experience fatigue. The authors concluded that workplace stress affects employee's physical health well as their mental health and that

organizational health policies should be used to reduce the effects.

Al-Farsi and Al-Harthy highlighted the role that culture and leadership style play in shaping stress levels in 2023. Rigid structures, poor communication and unsupportive managers were all found to worsen employee stress. On the hand organizations that embraced participative management, open appraisal processes and genuine wellness programs reported lower stress. The message was straightforward: how an organization is led and managed has a bearing on how its people feel.

Bakker, A. B. And Demerouti E. Developed the Job Demands-Resources model in 2017, which states that organizational resources can help employees reduce their exposure to work-related stressors. Such job resources may be support, autonomy, performance feedback and fair treatment policies, in organizations. Organizations that have resources have workers who experience less burnout and are more productive. Research also supports the view that management practices affect workplace stress.

IV. ANALYSIS AND INTERPRETATIONS

The term analysis means figuring out details and finding patterns or connections between groups of data. To do this we first collect data, then process and analyse it according to a plan made when we started the research.

Interpretation is about understanding what the facts mean after analysing and experimenting with research findings.

The analysis and interpretation of a study on stress among corporate employees in Gulf nations uses information from 150 respondents working in corporate companies, in Kuwait.

This study uses tools like

- Simple percentage Analysis
- Correlation
- Chi-Square
- Anova Analysis
- Ranking Analysis

Table 1 Age Group

FACTORS	NO OF RESPONDENTS	PERCENTAGE
21 – 30 Years	27	18%
31 – 40 Years	72	48%
41 – 50 Years	40	26.7%
Above 50 Years	11	7.3%
TOTAL	150	100

Source: Primary Data

➤ Interpretation

The above table 1 shows that, based on age group, 48% of respondents are in the group of 31 – 40 Years, 26.7% are 41 – 50 Years, 18% are 21 – 30 Years and 7.3% are Above 50 Years.

Table 2 Working Schedule

FACTORS	NO OF RESPONDENTS	PERCENTAGE
Fixed daily hours	45	30%
Long working hours	67	44.7%
Shift-based work	28	18.7%
Flexible/Extended hours	10	6.7%
TOTAL	150	100

Source: Primary Data

➤ *Interpretation*

The above table 2 shows that, based on working schedule, 44.7% of the respondents are Long working hours, 30% are Fixed daily hours, 18.7% are Shift-based work and 6.7% are Flexible/Extended hours.

Table 3 Source of Work-Related Stress

FACTORS	NO. OF RESPONDENTS	PERCENTAGE
Heavy workload	36	24%
Long working hours	56	37.3%
Strict performance targets	47	31.3%
Job insecurity	11	7.3%
TOTAL	150	100

Source: Primary Data

➤ *Interpretation*

The above table 3 shows that, based on source of work-related stress, 37.3% of the respondents are Long working hours, 31.3% are Strict performance targets, 24% are Heavy workload and 7.3% are Job insecurity.

Table 4 Overall Stress Level and Work Performance Correlations

		Overall Stress Level	Work Performance
Overall Stress Level	Correlation Coefficient	1	.044
	Sig (2-tailed)	-	.593
	N	150	150
Work Performance	Correlation Coefficient	.044	1
	Sig (2-tailed)	.593	-
	N	150	150

Source: Primary Data

➤ *Interpretation*

In the above table, the Significance value (0.593) which is greater than the significance value (0.05), so we can conclude that there is no relationship between overall stress level and work performance among the respondents.

Table 5 Overall Stress Level and Work Motivation Correlations

		Overall Stress Level	Work Motivation
Overall Stress Level	Correlation Coefficient	1	-.026
	Sig (2-tailed)	-	.749
	N	150	150
Work Motivation	Correlation Coefficient	-.026	1
	Sig (2-tailed)	.749	-
	N	150	150

Source: Primary Data

➤ *Interpretation*

In the above table, the Significance value (0.749) which is greater than the significance value (0.05), so we can conclude that there is no relationship between overall stress level and work motivation among the respondents.

Table 6 Gender and Stress Level Crosstabulation

		Work Demands Exceed Available Time	High Responsibility with Limited Control	Continuous Pressure Meets Targets	Workload Remains Manageable	Total
Gender	Male	20	31	15	10	76
	Female	16	28	20	10	74

Total	36	59	35	20	150
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Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.285 ^a	3	.733
Likelihood	1.288	3	.732
Linear-by-Linear Association	.639	1	.424
N of Valid Cases	150		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 9.87.

Source: Primary Data

➤ *Interpretation*

In the above table, with the degrees of freedom 3, significance value (0.733) which is greater than significant value (0.05), so we conclude that there is no association between gender and stress level.

Table 7 Stress Level Vs Stress Mechanism Crosstabulation

		Work demands exceed available	High responsibility with limited control	Continuous pressure to meet targets	Workload remains manageable	Total
Which physical symptoms is commonly experienced due to stress	Headache	9	9	3	3	24
	Sleep disturbance	14	19	11	10	54
	Body pain	8	20	11	3	42
	Frequent tiredness	5	11	10	4	30
Total		36	59	35	20	150

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.203 ^a	9	.419
Likelihood	9.238	9	.416
Linear-by-Linear Association	1.576	1	.209
N of Valid Cases	150		

a. 2 cells (12.5%) have expected count less than 5. The minimum expected count is 3.20.

Source: Primary Data

➤ *Interpretation*

In the above table, with the degrees of freedom 9, significance value (0.419) which is greater than significant value (0.05), so we conclude that there is no association between stress level vs stress mechanism.

Table 8 Working Schedule and Stress Level

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2.424	3	.808	.852	.468
Within Groups	138.436	146	.948		
Total	140.860	149			

Source: Primary Data

➤ *Interpretation*

Anova was conducted to examine the relationship between working schedule and stress level. The results show that ($F=0.852$, $p=0.468$), the significance values is greater than 0.05. Since $p>0.05$ in all cases, the null hypothesis is accepted, indicating that there is no significant difference between working schedule and stress level.

Table 9 Working Schedule and Work Performance Impact

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.640	3	2.547	2.737	.046
Within Groups	135.833	146	.930		
Total	143.473	149			

Source: Primary Data

➤ *Interpretation*

Anova was conducted to examine the relationship between working schedule and work performance impact. The results show that ($F=2.737$, $p=0.046$), the significance values is greater than 0.05. Since $p<0.05$ in all cases, the alternative hypothesis is accepted, indicating that there is a significant difference between working schedule and work performance impact.

Table 10 Effects of Occupational Stress in Order of Severity

Effects of Occupational Stress in Order of Severity	N	Minimum	Maximum	Mean	Std. Deviation
Reduced job performance	150	1	5	2.81	1.392
Mental health issues	150	1	5	2.52	1.015
Physical health problems	150	1	5	2.56	1.033
Low job satisfaction	150	1	5	3.05	1.180
Burnout and emotional exhaustion	150	1	5	3.49	1.413
Increased absenteeism	150	1	5	3.15	1.450
Reduced work motivation	150	1	5	2.84	1.017
Work-life imbalance	150	1	5	2.73	0.996
Intention to quit the job	150	1	5	2.87	1.222
Reduced organisational	150	1	5	2.96	1.532

Source: Primary Data

➤ *Interpretation*

In the above table, ranking analysis was performed using mean scores to determine the severity of the effects of occupational stress. The factor 'Mental health issues' (Mean = 2.52) has the lowest mean value, the factor 'Physical health problems' (Mean = 2.56) has the most severe effect and the factor 'Burnout and emotional exhaustion' (Mean = 3.49), has the highest mean value, is ranked as the least severe effect among the respondents.

V. FINDINGS

- Majority of the respondents are 31 – 40 Years age (48%)
- Majority of the respondents are chosen Long working hours of working schedule (44.7%)
- Majority of the respondents are chosen Long working hours of work-related stress (37.3%)
- There is no relationship between overall stress level and work performance
- There is no relationship between overall stress level and work motivation
- There is no association between gender and stress level
- There is no association between stress level vs stress mechanism
- There is no significant difference between working schedule and stress level
- There is no significant difference between designation and stress level
- Mental health issues (Mean = 2.52) don not show higher severity compared to other stress effects
- Physical health problems (Mean = 2.56) do not differ significantly in severity among the respondents
- Burnout and emotional exhaustion (Mean = 3.49) is not ranked as a severe effect among the respondents

VI. SUGGESTIONS

- Organizations should really think about not making people work much by making their hours more flexible and changing up the schedule.

- The amount of work that people have to do should be fair and not too much.
- Companies should have things in place to help people deal with stress like talking to a counsellor going to workshops and learning how to relax.
- To make things less confusing and stressful the people in charge should talk to everyone more. Have better systems to support them.
- Organizations can make things clearer by telling people what their job is and what they are supposed to do.
- People who work a lot or are in danger of working much should have a better balance, between their work and their life.
- Organizations should make sure people can get checked out by a doctor and have programs to help them stay healthy in their mind and body.
- We should tell employees to take breaks and have some time to themselves so they do not get too tired and burned out.

VII. CONCLUSION

The study shows that occupational stress is an issue for corporate employees in the Gulf countries. When we talk about stress at work working hours and a lot of workload and pressure to do well are the main reasons. Stress does affect people physically and mentally even if it does not really affect how well they do their job or their motivation. The health problems that come from stress are not too serious which means that the stress is there. It is not too bad. So, companies need to do something, about stress make the work environment better and deal with stress to make their employees happier and more productive which will also help the company do better. Occupational stress is a problem that companies need to address to improve employee being and employee productivity and also organizational performance.

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