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Gendered Constructions of Workplace Stress: An Interpretative Study of Coping, Role Expectations, and Psychological Outcomes

Abstract

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Title

Gendered Constructions of Workplace Stress: An Interpretative Study of Coping, Role Expectations, and Psychological Outcomes

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Contents

Abstract

This qualitative interpretative research focuses on gender differences in the methods of coping with stress and the psychological consequences of the employees of a factory based in Central Punjab. Relying on the Cognitive Vulnerability-Stress Model and Work-Family Conflict Theory, the research examines how men and women experience workplace stress, coping strategies, and psychological implications. A purposive sampling was used to consider a sample of 15 employees. Semi-structured interviews were being conducted in-depth. Thematic analysis has shown that both gender have common organizational stressors but they react to these environments and have varying results. Problem-focused coping and emotional suppression were more commonly found among male employees and were most frequently manifested in the form of irritability and somatic symptoms, whereas female employees were more dependent on emotional expression and social support and reported the presence of more anxiety, emotional exhaustion, and work-family conflict.

Keywords: Gender Differences, Workplace, Stress, Response Strategies, Psychological Outcomes

Introduction

Stress at work has become a key subject of study of interest in both organizational and health studies especially regarding gender variability in exposure, appraisal, and stress coping. In the initial attempts to assess occupational stress, there were significant gender differences in perceived stress factors and strain responses (Spielberger and Reheiser, 1994). The

follow-up cross-cultural studies established further that men and women tend to perceive and respond to occupational stress differently, which is informed by organizational conditions, social influences and role requirements (Miller et al., 2000). These are not the differences that are only quantitative but qualitative in nature, that is, they are the differences in stress response mechanisms and psychological consequences on the basis of the greater socio-cultural frameworks.

Studies on coping mechanisms have indicated that gender is very important in the management of stress. Research reports that women tend to adopt emotion-focused coping, and men tend to adopt problem-oriented or avoidance coping, despite the fact that stressor appraisal is equal (Ptacek et al., 1994). Gendered stress response patterns in the workplace have been observed to exist among practitioners, demonstrating differences in emotional regulation, stress coping mechanisms, and behavioral adaptation (Bennie & Huang, 2010; Ojo et al., 2019). These results highlight the significance of interpretative approaches in understanding the meaning-making process that people have in response to stress experiences instead of placing stress as a homogenous phenomenon.

There are also psychological outcomes in the relation to stress at the workplace, which show consistent gender differences. There is a significant amount of literature that indicates an increased prevalence of depression and anxiety in women throughout the lifespan (Kuehner, 2017; Salk et al., 2017), and the psychosocial mediators are instrumental in that disparity (Leach et al., 2008). Cognitive vulnerability-stress framework also gives this situation to gendered patterns of rumination and appraisal as to why people have different mental health outcomes (Hyde et al., 2008; Meersulis et al., 2010). Besides, psychological well-being has been shown to be a major stressor that is caused by work-family conflict that disproportionately affects women as a result of the ongoing gendered role expectations (Duxbury & Higgins, 1991; Shockley et al., 2017). These psychosocial and structural aspects imply that there is no way one can have a complete understanding of the workplace stress without placing

gender in the context of intersecting institutional and relational processes.

Qualitative research has played a central role in the discovery of the subtle, lived experience of occupational stress, where meanings, tales, and situational dynamics remain mostly unaccounted in quantitative frameworks (Mazzola et al., 2011). Interpretive sociological approach is thus best adapted in analyzing the interaction of gendered identities, organizational cultures and coping practices to produce psychological outcomes. In contrast to presuming the given gender differences, this view aims at comprehending the way the given differences are socially produced, negotiated, and experienced in particular workplaces.

It is on this backdrop that the current qualitative research will seek to explain gender disparities in stress at workplace in terms of the stress response strategies and strategy psychological effects of stress responses. The identification of the subjective experiences of participants through foregrounding, this study gives a better insight into the sociological role of gender in the workplace to determine how it can be manipulated to shape coping dynamics and mental health.

Research Objectives

1. To determine the workplace stress interpretation and experience between male and female employees in their respective organizational settings.
2. To investigate gendered responses to stressors strategies such as coping, behavioural response and emotional regulation.
3. To compare the perceived psychological consequences of the workplace stress in men and women especially in terms of anxiety, depression and general mental health.

Literature Review

The gender aspect has always been examined as a major variable in occupational stress studies in respect to exposure to stressors and the strain experienced. Initial psychometric studies involving the Job Stress Survey and showed that there are gender differences

in the prevalence and the intensity of occupational stressors and hypothesized that men and women experience and appraise work-related stress differently (Spielberger and Reheiser, 1994). The same results were supported by cross-cultural studies that revealed that gendered occupational stress experiences exist in various sociocultural contexts, but they are influenced by local cultures and labor organization (Miller et al., 2000).

According to the views of Fielden and Davidson (1999), managerial positions were not neutral and women were likely to encounter other stressors associated with minority and corporate demands. Equally, Klassen and Chiu (2010) observed that gender of the teacher and job stress interact to produce effects on self-efficacy and job satisfaction and implied that the outcomes of job stress are contextualized in more professional and gendered role identities. All these studies establish the fact that gendered organizational processes mediate and structure occupational stress in a social manner.

Gendered Stress Response Strategies and Coping Mechanisms

In addition to differences in exposure to stressor, studies have also focused on differences in differences in coping mechanisms and emotional regulation. The researchers noted that despite the lack of significant differences in stressor appraisal, men and women can still have varied responses to coping and in this case, women tend to employ emotion-oriented coping more and men tend to employ problem-oriented or avoidance coping styles more (Ptacek et al., 1994). Bennie & Huang (2010) also reported gender variations in stress management and emotional expression in the work contexts indicating that there were variations in emotional regulation and expression.

Research that is specific to the profession gives further information on gendered coping mechanisms. In their comparative research of quantity surveyors, Ojo et al. (2019) discovered that gender differences in the strategies of coping with stresses in the workplace were large, implying that men and women apply

different adaptive strategies in reaction to occupational pressures. He et al. (2017) found convergent and divergent coping styles in male and female officers in policing especially concerning work-family conflict and environmental stress factors.

These patterns are further put into context by theoretical views of individual differences. Semmers & Meier (2003) pointed out that the interaction of personal attributes with stressors at the workplace influences the outcome of health. Beasley et al. (2003) also emphasized the role of resilience and coping style, and cognitive hardiness in mediating responses to stress in life, which could in turn be acquired by gender socialization. Also, experimental studies show that interventions like music can adjust physiological responses to stress (Thoma et al., 2013), which may indicate that responses to stress take place in both psychological and biological levels.

Workplace Stress Psychological Consequences

Distinctions between sexes in terms of stress reaction are directly associated with differences in the psychological outcomes, especially depression and anxiety. According to epidemiological and meta-analytic studies, the prevalence of depression in women is always higher than that of men (Kuehner, 2017; Parker & Brotchie, 2010; Salk et al., 2017). This disparity has been suggested to be explained by the integration of affective, biological and cognitive models with focus on the interaction between vulnerability factors and exposure to stress (Hyde et al., 2008). Cognitive vulnerability-stress model also indicates a difference in the production of depressive symptoms based on rumination and negative attribution style, based on gender (Mezulis et al., 2010).

Leach et al. (2008) established that psychosocial mediators, such as life stressors and social roles are critical in explaining gender differences in depression and anxiety throughout adulthood. In the same manner, Wiklund et al. (2012) established that perceived stress and anxiety are strongly correlated with subjective health problems, and significant gender differences exist. Olff et al. (2007) also found

that there are pronounced gender disparities in posttraumatic stress disorder (PTSD) in the context of traumatic stress, which supports the value of analyzing the outcome of stress in a gender-sensitive manner.

Work environment stressors like sexual harassment have also been proven to cause negative psychological and physical effects, which disfavor women who mostly suffer (Chan et al., 2008). In addition, the minority stress models imply that the psychologically and biologically experienced consequences of socially marginalized identities are interconnected (Flentje et al., 2020), which highlights the intersectional aspects of workplace stress. Stress and mental health outcomes may be further mediated by family structure and socioeconomic conditions which highlights the interdependence between work and family spheres (Barrett & Turner, 2005).

Work–Family Conflict and Role Expectation

Gender determines workplace stress as a central mechanism that is defined by work-family conflict. According to Duxbury and Higgins (1991), there were significant gender differences in work-family conflict experiences and females were seen to experience strain as a result of competing role demands. The relationships concerning the gender and work-family conflict were even better understood by meta-analytic results by Shockley et al. (2017), who have argued that, on one hand, the conflict depends on the societal norms and structural arrangements.

He et al. (2017) also noted the importance of work-family relationships in influencing stress among police officers, and Miller et al. (2000) placed greater focus on cross-cultural differences in interactions between gendered role expectancies and professional stress. These results demonstrate that stress at work cannot be separated out of larger social organization that allocates men and women differentiated care giving and professional roles.

Although quantitative studies have determined strong patterns of variations in gender exposure to stress, coping and outcomes, qualitative research has helped a lot in knowing the subjective meanings that people give to these experiences. Mazzola et al. (2011)

stressed that qualitative research is important to uncover the contextual and lived aspects of occupational stresses such as the way in which people perceive, negotiate and give accounts of their stress experiences.

A more interpretative sociological perspective is thus necessary in looking at the way gender functions not necessarily as a demographic variable but as a socially constructed identity that has impacts on perceptions of stress, response mechanisms as well as psychological outcome. The current body of literature provides sufficient reasons to conduct a comprehensive qualitative study by summarizing the results on occupational stress measurement (Spielberger and Reheiser, 1994), coping strategies (Ptacek et al., 1994; Ojo et al., 2019), as well as psychological outcomes (Kuehner, 2017; Hyde et al., 2008). This strategy can help shed some light on the interplay between gendered organizational situations, coping strategies and mental health outcomes, which will further contribute to a more refined concept of stress in modern work environments (Makhbul, & Hasun 2011).

Theoretical Framework

This paper is based on two theoretical approaches that are complementary to each other: The Cognitive Vulnerability-Stress Model. of Depression and the Work-Family Conflict Theory. Combined, the two frameworks offer a sociologically informed perspective of understanding the role of gender in influencing stress response coping strategies and psychological outcomes in workplaces.

Cognitive Vulnerability–Stress Model

According to the Cognitive Vulnerability-Stress Model, the psychological consequences, especially that of depression and anxiety, are the product of the interaction between environmental stressors and individual cognitive vulnerabilities. Instead of stress existing in isolation as a source of psychological distress, the model posits that, underlying cognitive patterns (ruminations, negative attribution styles and maladaptive beliefs) mediate the reactions people develop to stressful events (Hyde et al., 2008; Meersaul

et al., 2010). Studies have also shown that women tend to have more cognitive styles of rumination and internalized negative appraisal and this can make them more prone to depressive symptoms in the face of stress (Hyde et al., 2008; Meerulis et al., 2010). The meta-analytic findings also prove that depression is more common in women than in men, indicating the applicability of gendered cognitive and affective mechanisms in the results of stress (Kuehner, 2017; Salk et al., 2017). Parker and Brotchie (2010) also noted that the difference in gender in depression is based on complicated interplay of biological, psychological as well as social aspects. In occupational environment, exposure to chronic job stressors would trigger these cognitive vulnerabilities with varying psychological effects in men and women. To illustrate, despite the similarity in stressor appraisal, the gender of stressor coping may vary (Ptacek et al., 1994), which may have an impact on emotional control and subsequent long-term mental well-being. Therefore, the Cognitive Vulnerability-Stress Model offers a theoretical framework of the influence of gendered patterns of meaning-making and emotional processing on the psychological outcomes of work stress.

The model facilitates the investigation of the way employees recount and constructively situate their experiences of stress in the context of this interpretative study, which demonstrates how gendered socialization can potentially make a difference in appraisal and coping plans.

Work-Family Conflict Theory

Stress is described by the work-family conflict theory as a result to incompatible occupational and family demands. According to the theory, where the demands of the work and family spheres are mutually incompatible, people suffer strain that might negatively impact the psychological well-being (Duxbury & Higgins, 1991). The gender factor is at the heart of this framework as the social norms and structural inequalities tend to put a greater load on women in matters of care giving and household duties. Numerous empirical studies have been able to consistently indicate the differences between the

gender in the experiences of work-family conflict with women experiencing a greater role strain because of the dual responsibility (Duxbury & Higgins, 1991). The results of meta-analysts also explain the idea that gender-specific work-family conflict depends on the structural factors and cultural norms (Shockley et al., 2017). The work-family relationships have been observed to affect the stress management approach differently among male and female officers in occupational settings, including policing (He et al., 2017). Work-family conflict has been also linked closely with negative psychological consequences, such as anxiety and depression (Leach et al., 2008).

This study will use the Work-Family Conflict theory in a structural approach to explain the effect of gendered role expectations on stress response plans and psychological outcomes. It provides an opportunity to look into the way participants in negotiations struggle and balance between competing needs and how negotiations are incorporated into wider sociocultural conventions.

The Cognitive Vulnerability-Stress Model and Work-Family Conflict Theory can be used together to provide a multi-level perspective on gender variations in workplace stress. The former focuses on intra-individual cognitive and emotional processes whereas the latter focuses on structural and role-based determinants of stress. A combination of these views provides the possibility of an all-inclusive interpretative analysis that takes into consideration both subjective sense-making and socially organized role expectations.

Methodology

The research paper has adopted a qualitative interpretative mode of inquiry to determine the gender discrepancy in stress management defense mechanisms and psychological conditions among the workers of the Crescent Bahuman Limited (CBL), Pindi Bhattian, District Hafizabad, Punjab, Pakistan. The study is based on the Cognitive Vulnerability-Stress Model (Hyde et al., 2008; Meer et al., 2010) and the Work-Family Conflict Theory (Duxbury &

Higgins, 1991; Shockley et al., 2017) to combine both the processes of cognitive-emotional and structurally concealed gender role expectations to explain the experience of workplace stress. The ontological foundation of the study is constructivism, which presupposes the reality of stress as constructed and shaped by gendered organizational and interpersonal conditions, with the epistemological one following the interpretivist paradigm of knowledge co-construction between the researcher and his or her participants (Mazzola et al., 2011). A purposive sampling method was used to derive information-rich cases, which included a total sample of 15 respondents (9 male and 6 female employees) working in various departments and hierarchical levels of CBL that had encountered stress in their place of work. Semi-structured in-depth interviews were employed to collect data, and these were done face-to-face and in a confidential environment at the organization, audio-taped with consent and transcribed verbatim. The interview guide was based on the perceptions of workplace stressors, coping strategies, work-family relationships, and psychological consequences. The thematic analysis involved open coding, categorization and theme development in the interpretation of the data on a theoretical basis guided by cognitive process of appraisal and the dimensions of role-conflict. There were moral considerations that were adhered to such as the informed consent, voluntary participation, anonymity through pseudonyms, confidentiality of organizational information, protection of digital data storage, and the ability to withdraw at any point with no negative effects on the study.

Results

This part is the presentation of the results of the qualitative analysis of the staff members of Crescent Bahuman Limited (CBL), Pindi Bhattian. The findings are divided into two categories (1) demographic profile of the respondents and (2) thematic findings with supporting verbatim quotes.

Table 1

Demographic Profile of Respondents

ID	Gender	Age	Marital Status	Department	Years of Experience
R1	Male	35	Married	Production	10 years
R2	Male	29	Single	HR	5 years
R3	Male	42	Married	Administration	16 years
R4	Male	33	Married	Production	8 years
R5	Male	38	Married	Accounts	12 years
R6	Male	27	Single	IT	4 years
R7	Male	45	Married	Production	20 years
R8	Male	31	Married	Logistics	7 years
R9	Male	28	Single	Quality Control	5 years
R10	Female	32	Married	HR	9 years
R11	Female	26	Single	Accounts	3 years
R12	Female	39	Married	Administration	14 years
R13	Female	30	Married	Production	7 years
R14	Female	36	Married	Compliance	11 years
R15	Female	25	Single	HR	2 years

Table 2

Summary of Themes

Theme	Description	Dominant Gendered Pattern
Perceived Workplace Stressors	Workload, deadlines, performance pressure, organizational politics	Similar stressors, different emotional interpretations
Gendered Coping Strategies	Problem-solving, emotional suppression, social support, emotional expression	Men: task-focused & suppression; Women: emotional processing & support-seeking
Work–Family Conflict	Dual role burden, time pressure, guilt	More intense among female respondents
Psychological Outcomes	Anxiety, irritability, emotional exhaustion, somatic symptoms	Women: internalized distress; Men: irritability & physical symptoms

Theme 1: The Perceived Stressors at Workplace

According to both male and female respondents, heavy workload, strict production deadlines, and performance monitoring were some of the leading stressors. Nonetheless, there were different interpretations.

(R3, Male) stated:

"In this organization, goals are all that. When you fail to meet one of the deadlines, you feel as though your credibility is doubted."

Gendered perceptions were pointed out by (R13, Female):

"Sometimes we have to work twice as much to demonstrate our competence."

The more common were female respondents referring to emotional labor and subtle bias, and male respondents referred to competition and productivity pressure.

Theme 2: Coping Strategies as Gendered

There were evident differences in strategies of stress response. Problem-focused coping and emotional restraint were mostly described by male participants.

(R1, Male) explained:

"When I am stressed, I become concentrated on correcting the situation. I don't discuss it much."

(R6, Male) added:

"Discussion of stress does not make the workload any lighter. Much I only keep within myself."

On the contrary, female respondents claimed to express emotions and to seek social support.

(R10, Female) stated:

"My way of coping with stress is through talking to colleagues or family. By sharing the burden is made easier."

(R11, Female) remarked:

"In case I suppress my feelings, it will influence my concentration. So I try to talk it out."

These results represent gendered emotional control patterns.

Theme 3: Work-family Conflict and Role Strain

Conflict between work and family became very apparent amongst married female respondents.

(R12, Female) explained:

"I transfer to family duty after work. There is no real break."

(R14, Female) shared:

"To do both children and management duties is a constant mental one."

Male interviewees did not deny family roles but gave more conflict.

(R5, Male) stated:

"There is work stress, and at home I attempt to be relaxed. Family is my comfort zone."

This shows that female employees have greater dual role strain.

The above-mentioned theme can be translated into the following:

Theme 4: Psychological Outcomes of Stress

The stress manifested psychologically had gender variations. Women respondents were more likely to state anxiety, emotional exhaustion and self-doubt.

(R15, Female) shared:

"There are times that I am anxious even before I go to work."

(R10, Female) added:

"I have days when I am emotionally exhausted and my capabilities are in doubt."

The men respondents gave irritability and physical symptoms and not emotional distress.

(R4, Male) stated:

"I am short-tempered in times of pressure."

(R7, Male) reported:

"Majority of the effects of stress take a physical form such as headaches and fatigue."

The results have shown that although both male and female employees at CBL are stressed at workplace, gender influences greatly the stress interpretation, coping, work-family, and psychological consequences. Task-focused coping and suppression of emotions are majorly practiced by men, and emotional expression and support are commonly applied by women. The work-family conflict was found to be a critical mediator of stress among women and the psychological outcomes were internalized by women and externalized by males or somatic. These findings hold up the interpretative approach that workplace stress is socially constructed as well as gendered in organizational settings.

Discussion

The current interpretative research discussed the gender variations in stress response process and psychological consequences at the workplace of a company, Crescent Bahuman Limited (CBL), Pindi Bhattian. The results show that, although both, male and female employees are affected by workplace stress caused by work load, deadlines and organizational demands, gender is a major determinant of stress interpretation, management strategies and psychological perceptions of stress. These results are congruent with previous studies that show that there is a quantifiable gender variation in occupational stress perception and strain response (Spielberger and Reheiser, 1994; Miller et al., 2000). Like in the case of cross-cultural evidence, stressors in the current research did not differ in type, only that their meaning and emotional implications did not mechanically differ in gender (Miller et al., 2000).

In line with the previous studies, male respondents mostly used problem-oriented coping and emotional suppression and female respondents focused on behaviors of emotional expressiveness and social support. These trends are consistent with results of Ptacek et al. (1994) who indicated that despite the similarity in stressor appraisals, gender differences exist in coping responses. Likewise, Bennie & Huang (2010) recorded variations of gender in the management and expression of emotions in the workplace contexts by stating that women tend to express emotional strain more than men. Ojo et al. (2019) also note that the stress response strategies at the workplace are gendered and situation-specific to the profession, which is also supported by the findings. Sociologically, these differences in coping are manifestations of a gendered socialization process that socializes emotional restraint in men and relational coping in women as normal.

Work-family conflict became one of the major themes, especially in relation to married female employees, who reported the constant switching of roles and the sense of guilt related to the duality of the employment. This observation is a strong indication of a Work-Family Conflict Theory (Duxbury & Higgins, 1991) that argues that the incompatibility between the job and the household roles leads to strain. The feminine aspect of this strain is also supported by Shockley et al. (2017), who also highlighted the fact that women are the group that

experiences the work-family conflict escalated by structural and cultural norms. As He et al. (2017) discovered divergent effects of work-family conflict in male and female police officers, the current research indicates that female employees are exposed to the more long-term psychological tension associated with role overload. Such results also echo Miller et al. (2000) who pointed out the interaction of cultural role expectations with occupational stress in a variety of settings.

In terms of psychological outcomes, women respondents were more likely to report anxiety, emotional exhaustion, and self-doubt whereas men respondents more frequently characterized irritability and somatic symptoms (headaches and fatigue). This trend is in accordance with solid data that show prevalence rates of depression and anxiety among women are higher (Kuehner, 2017; Salk et al., 2017). The Cognitive Vulnerability-Stress Model (Hyde et al., 2008; Meersulis et al., 2010) offers an effective explanatory model, implying that rumination and negative self-appraisal gendered cognitive styles potentially mediate the stress-related psychological outcomes. Parker and Brotchie (2010) also held similar views arguing that a combination of biological, psychological and social influences is what determines gender variations in depression. Moreover, Leach et al. (2008) also highlighted the importance of psychosocial mediators in gender differences in anxiety and depression, which also is echoed in the current results when the role strain and organizational pressures were the factors that led to emotional distress of female participants.

The expression of stress in the forms of irritability and physical symptoms among male respondents is congruent with general literature that indicates that men can distract distress or engage in somatic but not emotional expression (Deng et al., 2016). Also, qualitative scholarship emphasizes the fact that the experiences of stress are highly contextual and influence the organizational culture and identity (Mazzola et al., 2011). The current research advances this piece of knowledge by showing how stress discourses of CBL workers are ingrained in gender

ideals of competence, emotional regulation and family accountability.

All in all, these results justify the use of the integrative theoretical framework that is applied in this research. Cognitive Vulnerability-Stress Model elucidates the gendered difference in psychological outcomes by the variation in cognitive appraisal and emotional processing (Hyde et al., 2008; Meersulis et al., 2010), whereas the Work-Family Conflict Theory situates stress in the context of structural role expectation (Duxbury & Higgins, 1991; Shockley et al., 2017). With these two visions in mind, the discussion points out that the issue of stress at work is not only a psychological individual experience but rather a socially constructed and gendered experience. The interpretative method, therefore, further introduces a previously existing body of quantitative research by revealing the lived meanings and subjective negotiation underlining gendered stress response strategies and mental health outcomes in organizational contexts.

Conclusion

To sum it up, this interpretative paper has shown that gender-specific and socially constructed workplace stress among the employees of Crescent Bahuman Limited (CBL), Pindi Bhattian, is an organizational, cognitively appraised, and gendered expected role, stress that is influenced by organizational demands, cognitive appraisal process, and expectations of work-family roles. Although there are structural stressors (including workload and pressure to perform) faced by both male and female employees, their coping patterns and psychological consequences are not similar. Male respondents were found to have had more reliance on problem-oriented coping and emotional suppression with frequent manifestations of stress through irritability and physical symptoms, whilst female respondents used more emotive expression and support-seeking and reported more anxiety, emotional fatigue, and role strain. Work-family conflict became a very important mediating variable, especially among women, which demonstrates the continuation of gendered role

demands both in the workplace and within family settings. The combination of the Cognitive Vulnerability-Stress Model and the Work-Family Conflict Theory help the study to emphasize the fact that the stress responses and mental health outcomes cannot be seen in isolation of the gendered socialization and structural inequality. Finally, the results also highlight the necessity of gender-sensitive organizational policies and mental health interventions that consider the differentiated coping pattern and role burden in the modern workplace.

Recommendations

Depending on the results of the current study, some practical and policy-based recommendations to the Crescent Bahuman Limited (CBL) and other organizational environment are offered. The first step the organization has to undertake is the development of gender sensitive stress management programs which assume the differences in the coping style, expression of emotions and psychological outcomes. Stress awareness, emotional regulation, and resilience-building workshops can be used to ensure that the employees develop healthier coping skills, especially embracing positive emotional expression by the male

employees and building problem-solving confidence in the female employees.

Second, the management ought to establish flexible working hours and policies that are friendly to work-family, including flexible working hours, enabling the provision of leaves, and reassigning workloads during the critical family times. Given that work family conflict has become a major stressor, particularly to female employees, institutional support systems may help relieve dual role pressure and enhance their general well-being.

Third, the organization must develop confidential counseling or employee assistance programs (EAPs) to support psychologically employees who are anxious, emotionally exhausted or have any symptoms of stress. Professional counseling can resolve the issue of cognitive vulnerabilities and avoid mental health problems in the long run.

Lastly, the qualitative and quantitative evaluations of the workplace stress should be continuously made in future research projects in the organization so that evidence-based decisions and policy change can be made. Through these suggestions, CBL will be able to build a healthier, fairer, and psychologically supportive working environment that recognizes gendered aspects of stress and responds to it.

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