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KEYWORDS	ABSTRACT
Academia, Job Satisfaction, Perceived organizational support, Role stressors, Workplace happiness	Background: In today's dynamic academic environments, faculty members in academia faces continuous work-related stressors such as role conflict, role ambiguity and role overload, these can have a deleterious effect on their job satisfaction and well-being. Objective: The purpose of this study was to investigate the effects of role stressors on job satisfaction and workplace happiness among academicians of universities in Karachi. Also mediating role of Perceived Organizational Support (POS) was analyzed that how it can impact as a mediator, which is the reliance of the company support and cares for its employees. Methods: A cross-sectional survey was conducted for data collection from 365 faculty members from public and private universities of Karachi. Structured questionnaire was used for data collection. Descriptive statistics, regression and mediation analyses were conducted using SPSS to examine the associations between variables and hypothesis testing. Results: The results of the regression analysis showed that role stressors had negative and direct impact on job satisfaction and workplace happiness, whereas perceived organizational support that were had a favorable direct impact on these outcomes. However, POS did not significantly mediate the relationship between role stressors on job satisfaction and workplace happiness, mediation results shows indirect effects non-significant according to bootstrap confidence interval. Conclusion: The findings of this paper suggests that well-being of faculty members can be improved by the support of their organizations. Managers should focus on organizational support by defining their roles, balancing workloads, make policies for reducing job-related stress and make counseling in order to strengthen job satisfaction and happiness of employees.
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Introduction

Background

Fostering employee well-being is no longer a peripheral concern in today's dynamic and demanding organizational environments, it has become a strategic priority. Role stressors, such as role conflict, role ambiguity, and role overload have widespread effects on workers' psychological and professional efficiency are among the serious issues that organizations are facing around the globe. When these stressors are continuous, it harm pleasant work experiences and affect significant outcomes including job satisfaction and workplace happiness (Addae, Parboteeah, & Velinor, 2008; Naseem, 2018). According to Garwood et al. (2018) and Rao et al. (2018), employees who face contradictory demands, unclear expectations, and excessive workload continuously express less satisfactory feeling at work that has negative impact on employee's motivation, their engagement and overall productivity at work.

Organizational commitment and individual performance of each employee can be determined by job satisfaction, highlighted by faculty members. When workers are overburdened by role stressor, dissatisfaction at work increased and workplace happiness can easily be reduced. Unaddressed role stress has been repeatedly weakened emotional commitment, increase turnover intentions, and increased risk of burnout, especially in high-pressure settings as the public sector and the medical field (Nazir et al., 2016; Tayyab & Shareef, 2025). Employees who are more stress tolerant, having higher levels of job satisfaction, and having greater commitments to their job are the results of excellent organizational support that they are experiencing from their workplace (Maan et al., 2020; Imran et al., 2020). By eliminating the negative consequences of role and workplace stressors, POS not only directly improves job satisfaction but also promotes favorable psychological wellbeing (Khair et al., 2024; Mascarenhas et al., 2022). Additionally, it also enhances a culture of emotional safety and trust, both of which are critical for securing workplace happiness even in the situation of difficulties that are unavoidable.

Despite its importance there is still an important gap in the literature. Mostly previous studies has examined the overall advantages of organizational support or the direct correlation between role stressors and negative consequences such as burnout, frustration and leaving intentions (Chang, 2008; Pflügner et al., 2021). The impacts of role stressors on favorable outcomes, such as job satisfaction and workplace happiness with the mediating effect of perceived , has been the subject of far fewer studies. This variation is especially significant in nations like Pakistan and in Karachi, where workers frequently deal with systemic stressors and a lack of psychosocial support (Zehra et al., 2017).

Furthermore, Employees involvement in their jobs that how much deeply they are involved their upbeat, sensory condition that represents their motivation are all sensory conditions of workplace happiness. Similarly, comprehensive assessment of one's overall experiences, benefits, and working conditions, all are the components of job satisfaction. Although the two are related, they are not

the same; satisfaction represents a more critical assessment of the work as a whole, while happiness concentrates on daily emotions and participation.

Previous studies showed the negative effects of role stressors, but how organizational support can reduce these effects are still an important question to explore. Similarly, POS is widely recognized as a buffer to reduce stress, its role in changing role stressors into favorable outcomes such as workplace happiness and job satisfaction has not been fully examined. Although Jufrizen et al. (2024) discovered that POS increases employee happiness and engagement, but they did not clearly explain that how it alters employees stress and their perceptions. Similarly, Tayyab and Shareef (2025) focused on psychological empowerment as a moderator and POS as a mediator were overlooked in this relation. To emphasize external support and its tendency, contributing support from family, while ignoring the organizational mechanisms in which resilience is supported by perceived organizational support is another gap observed in the literature.

Furthermore, there is limited context-specific evidence about how POS operates in industries that experience high levels of role stress. These mechanisms can also vary by different working conditions and environment. This study addresses these gaps by investigating how POS mediates the relationship between role stressors and workplace happiness / job satisfaction, Identifying different organizational policies and practices that raise the efficacy of Perceived Organizational support in high stress departments and Providing more insights to consider different sector i.e. education sector.

By filling in these gaps, this study contributes to theoretical frameworks such as the Job Demands-Resources model and provides businesses with practical ways to create supportive environments that transform stressors into chances for development and fulfillment.

Researches that are conducted in Pakistan have not distinguished between the evaluative and affective components of well-being, despite the fact that some have examined job stress or satisfaction among university professors. Others have looked at broad elements like burnout or workload, but they haven't used a precise theoretical framework. This study fills the gap in prior research that has mostly been descriptive or lacking of mediation analysis by providing a more theory-driven and empirically supported understanding of employee well-being in the academic setting in Karachi, Pakistan.

Objectives of the Study

1. To analyze the effect of role stressors on workplace happiness.
2. To analyze the effect of role stressors on job satisfaction.
3. To analyze the effect of perceived organizational support on workplace happiness.
4. To analyze the effect of perceived organizational support on job satisfaction.
5. To analyze the mediating role of perceived organizational support between role stressors and workplace happiness.
6. To analyze the mediating role of perceived organizational support between role stressors and job satisfaction.

Literature Review

Instead of being simply joy, workplace happiness is considered to reflect employee engagement, their emotional wellbeing and purpose of work. However, this pleasant engagement of work is therefore considered as role conflict, role overload and role ambiguity. These are the pressures that are caused due to mental and emotional burnout which simultaneously reduce the ability to feel enthusiastic and satisfied with the job. Naseem (2018) discovered that role stressors are highly linked with lower job satisfaction. Professionals dealing with high responsibilities or excessive workloads, can frequently express low morale and emotional exhaustion in high-pressure healthcare environments (Tayyab & Shareef, 2025). Unclear and contradictory roles are caused due to employee disengagement and a reduction in positive emotional (Garwood et al., 2018).

H1: Role Stressors Have a Negative Impact on Workplace Happiness.

Job Satisfaction that is highly affected by workplace stressors, is the level at which employees feel satisfied and valued at work. Role stressors are well known used contributing factors of emotional exhaustion and dissatisfaction that results in decreased job satisfaction. Role ambiguity and overload can leave employees feeling unsupported and unmotivated (Malik; Waheed, 2010). Chiang and Liu (2017) emphasize that chronic stress creates a sense of helplessness that lowers professional engagement and personal performance.

According to a recent study, role ambiguity, conflict, and workload pressure remain among the top indicators of reduced job satisfaction and well-being. Almaaitah et al. (2025) claim that when workers deal with competing goals or high demands, their basic motivation and mental health decline, which commonly leads to burnout or withdrawal. Similarly, Nazir and Islam (2023) found that when job goals are unclear and feedback mechanisms are inadequate, university faculty members suffer from higher psychological strain and lower levels of satisfaction. Therefore, to reduce the negative effect of role stressors on job satisfaction, fair workload distribution and open communication is necessary.

H2: Role Stressors Have a Negative Impact on Job Satisfaction.

POS strongly impact work experiences towards employee's attitude. Workers feel are more likely to feel happy and engaged in their work, when their managers actually encourage achievements and well-being (Eisenberger et al., 1986). Cooperative environments provide psychological safety and recognition to promote pleasure. Khair et al. (2024) found a positive relationship between POS and employees engagement and commitment to work, even in high-stress settings. Furthermore, research shows that when organizations offer assistance, whether through supportive policies, or fair treatment, it enhances a sense of belonging and job satisfaction (Maan et al., 2020).

Abu-Alruz et al. (2024) suggests that when employees feel their employer appreciates and treats them fairly, their motivation and satisfaction levels rises. Similarly, Khair et al. (2024) claims that cooperative management and open communication raises employee's engagement and emotional

strength even in the face of adversity. Furthermore, Qamar et al. (2024) discovered that in post-pandemic educational settings, job purpose of faculty and their happiness were significantly influenced by organizational empathy and trust. Together, these studies show that POS is a crucial organizational tool and mediator that supports psychological well-being and keeps people happy while they are under stress from their roles.

H3: Perceived Organizational Support Has a Positive Impact on Workplace Happiness.

Job satisfaction and perceived organizational support are related in context with previous researches. Supported workers are more likely to be happy with their jobs, duties, and workplace culture (Imran et al., 2020). When companies show their concern through gratitude, training, or compassion, workers are more likely to perform better and return the favor by being loyal and satisfied (Alias et al., 2018). Khair et al. (2024) found that even in the ongoing workload demands, employees report greater levels of satisfaction when their managers provide them support and use with effective communication and assistance. POS increases employee satisfaction by supporting them in finding fulfillment and meaning in their work.

H4: Perceived Organizational Support Has a Positive Impact on Job Satisfaction.

New research suggests that POS could lessen the negative impact of role demands on happiness. In other words, organizational assistance serves as a protective measure. Job satisfaction is less likely to decline for employees who feel supported by their employer in spite of significant role stress (Canboy et al., 2022). POS helps employees emphasize stress as manageable. This mediation effect is particularly significant in jobs like public service and healthcare, where stressors are high yet perceived organizational support might enhance influence on emotional outcomes (Tayyab & Shareef, 2025; Maan et al., 2020).

H5: Perceived Organizational Support Mediates the Relationship between Role Stressors and Workplace Happiness.

Additionally, POS mediates the relationship between role stressors and workplace. When employees feel their employer is supportive and encouraging, they are more likely to be happy despite of role stressors. Various organizational support techniques, such as providing opportunities for growth, demonstrating management empathy, and recognizing employee's efforts, can reduce the stress load (Imran et al., 2020). Supportive work environments enable employees to feel valued and satisfied, which keeps them content with their jobs even when they are under a lot of stress (Mascarenhas et al., 2022). In this way, perceived organizational support (POS) is crucial for both creating a positive work environment and preserving job satisfaction in the face of adversity.

H6: Perceived Organizational Support Mediates the Relationship between Role Stressors and Job Satisfaction.

Theoretical background

The Job Demands-Resources (JD-R) Model offers a critical framework for comprehending that how job demands affect employee outcomes and resources, including perceived organizational support, serves as the foundation for this study. Jobs has different factors of stress, which can be divided into job demands and job resources, according to the JD-R model (Demerouti et al., 2001).

The Job Demands-Resources (JD-R) model was selected instead of other frameworks, such as the Conservation of Resources (COR) theory, because it offers practical way to understand how different workplace factors affect employee well-being and performance. The JD-R approach classify these elements down into job demands and job resources, which helps organizations better understand what stresses workers and what keeps them engaged.

Conceptual Framework

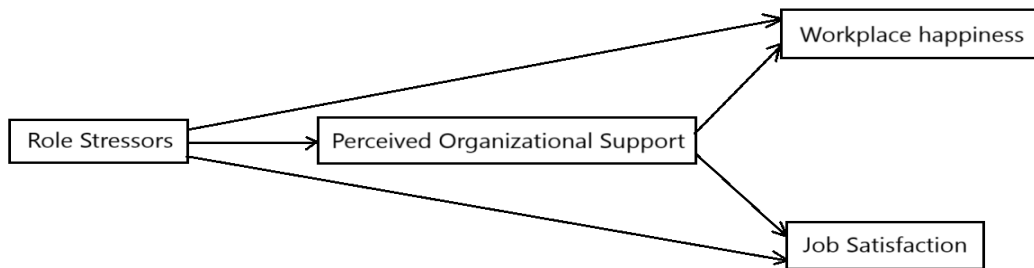


Figure 1 Conceptual framework

Methodology

Study Design

This study adopted a purely quantitative, cross-sectional design following a positivist research paradigm and a deductive approach. A survey method was used and data were collected at one time using an online questionnaire to evaluate hypotheses based on the Job Demands-Resources (JD-R) model.

Study Population and Sample

The target population comprised of around 7000 to 8000 faculty members who are currently working in higher education institutions (HEIs) in Karachi, Pakistan. Using the Raosoft sample size calculator with a 95% confidence level and a 5% margin of error, a sample size of 365 respondents was determined. The participants were recruited through a non-probability convenience sampling technique because this method was considered practical and there was not a comprehensive faculty sampling frame available. The inclusion criteria for this research was academia which includes faculty members of higher education institutions (HEIs) of Karachi

including public and private sectors universities that were currently employed. In this research, non-teaching staff, administrative staff and students of HEIs other than Karachi and other cities of Pakistan and those who refuse to participate or incomplete questionnaire responses were not included.

Data Collection Tools and Procedures

The data collection was conducted through self-administered, structured electronic questionnaires from March to July 2025, via Google Forms. The instrument consisted of Socio-demographics variables and four primary constructs with a validated scale: 9 items for Role Stressors (Bowling et al., 2017), 6 items for Job Satisfaction (Isse & Abdirahman, 2018), 6 items for Workplace Happiness (Rastogi, 2020), and 7 items for Perceived Organizational Support (Al-Omar et al., 2019). The responses for each item measuring the main constructs were rated on a standard 5-point Likert scale from 1 ("Strongly Disagree") to 5 ("Strongly Agree"), with a preliminary pilot test of 25 faculty members finding the instrument to be reliable and clear.

Data Analysis Tools and Procedures

The IBM SPSS Statistics (version 27) software was used for data analysis along with the PROCESS Macro extension. Data were analyzed using frequency and percentage for Qualitative variables, mean $\pm$ SD for Quantitative Variables, Cronbach's alpha for scale internal consistency reliability, linear analysis for testing direct impact of hypotheses, and bootstrapping mediation analysis (95% confidence intervals) for testing mediation of perceived organizational support. Level of significant considered P-Value < 0.05.

Ethical Consideration

Before the data collection process, the research was formally approved by the Institutional Review Committee. At the start of the online questionnaire, informed consent statements regarding the purpose, potential benefits, risks, and the voluntary nature of the study were presented, assuring participants that their identities and their responses would remain strictly confidential, would be stored in a secure manner, and would be used only for academic purposes.

Results

The data shows that most of the respondents are in the age group of 33–41 years and 42–50 years proving that most of the faculty staff in this academic setting are experienced. The gender representation in the sample is approximately equal with 55.3% and 44.7% females and males respectively. In terms of education, most participants are Master, MPhil or PhD holders, which is highly qualified and meets the minimum requirement of higher education faculty of 18 years of education. The distribution of work experience shows that the highest proportion (25.5%) has 6–10 years' experience, followed by 20% with 11–15 years' experience, 18.1% with 16–20 years, 14.5% with 21–25 years, 9.3% with 0–5 years, 8.8% with 26–30 years and a small minority (3.9%) with more than 30 years. The employment split indicates that regular and contractual

employees make up the bulk of the sample, while third party employees make up a very small percentage of the sample. Income analysis indicates that 24.1% of respondents earn 225,001–275,000, 20.5% earn 125,001–175,000, 17% earn 175,001–225,000, 14% earn 75,001–125,000, 11.8% earn 275,001–325,000, 11.5% earn less than 75,000, and 1.1% make above 325,000.

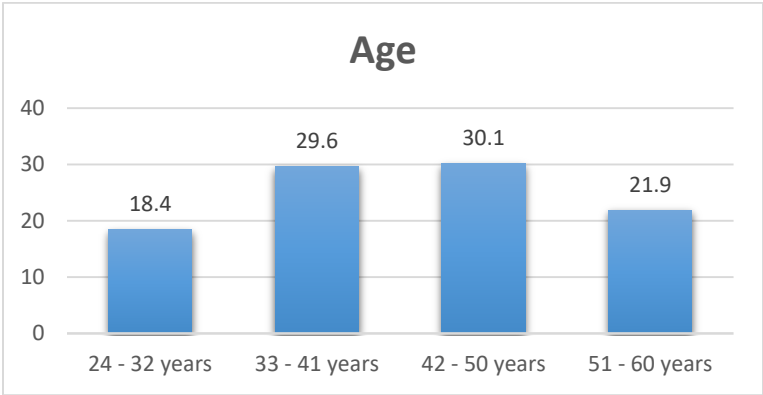


Figure 2: Age of the Respondent

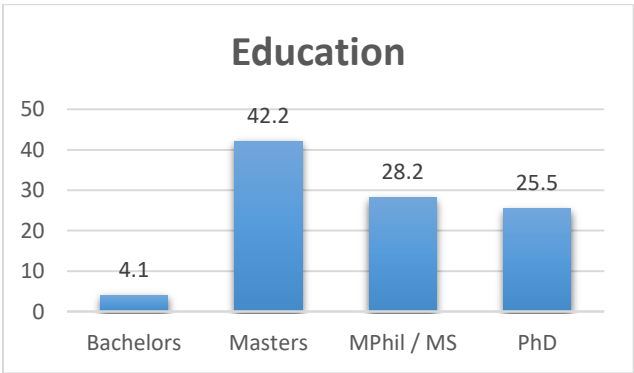


Figure 3: Education of the Respondent

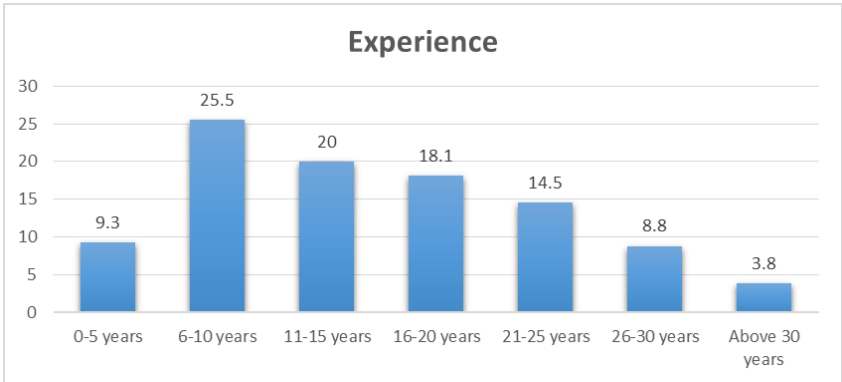


Figure 2: Experience of the Respondent

Reliability test

To assess the internal consistency reliability of the measurement instruments, Cronbach's alpha (alpha) coefficient values were calculated. All scales showed values higher than the recommended internal consistency value of 0.70 (Nunnally & Bernstein, 1994), which represents acceptable to strong reliability among constructs, as presented in Table 2. In particular, the 9 item Role Stressors scale had a high reliability score (0.799). Both the Workplace Happiness scale (6-items, alpha = 0.764) and Job Satisfaction scale (6-items, alpha = 0.783) had desirable internal consistency. The Perceived Organizational Support scale had a high internal consistency of 0.801 with seven items. Thus, all constructs had appropriate psychometric properties which were appropriate for further inferential statistical analysis.

Table 1 Cronbach alpha

Variables	Responses	Number of items	Cronbach Alpha
RS	365	9	0.799
WH	365	6	0.764
JS	365	6	0.783
POS	365	7	0.801

Regression

In order to determine if role stresses and perceived organizational support (POS) significantly affect workplace happiness and job satisfaction regression analysis was used. The findings demonstrated that all tested hypotheses had statistically significant coefficients ($p < 0.05$), suggesting that the predictors significantly account for changes in the outcome variables.

H1: Role Stressors Have a Negative Impact on Workplace Happiness.

Table 2 Regression of RS and WH

		Coefficients ^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	3.114	.183		17.000
	RS	-.0420	.065	-.0410	-.6.000
					.0002

a. Dependent Variable: WH

H2: Role Stressors Have a Negative Impact on Job Satisfaction.

Table 3 Regression of RS and JS

Model		Unstandardized Coefficients		Coefficients ^a		
		B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.100	.187		17.355	.000
	RS	-0.350	.068	-0.340	-4.912	.008

a. Dependent Variable: JS

H3: Perceived Organizational Support Has a Positive Impact on Workplace Happiness.

Table 4 Regression of POS and WH

Model		Unstandardized Coefficients		Coefficients ^a		
		B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.700	.168		15.882	.000
	POS	.450	.070	.430	6.429	.0000

a. Dependent Variable: WH

H4: Perceived Organizational Support Has a Positive Impact on Job Satisfaction.

Table 5 Regression of POS and JS

Model		Unstandardized Coefficients		Coefficients ^a		
		B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.700	.081		16.875	.000
	POS	.390	.055	.410	7.091	.0001

a. Dependent Variable: JS

Table 6 Linear regression

HYPOTHESIS	Beta	Std error	Sig	Decision
H1: Role Stressors → Workplace Happiness	~ 0.420	0.065	0.0002	Accepted

H2: Role Stressors → Job Satisfaction	-0.350	0.068	0.008	Accepted
H3: Perceived Organizational Support → Workplace Happiness	0.450	0.070	0.0000	Accepted
H4: Perceived Organizational Support → Job Satisfaction	0.390	0.055	0.0001	Accepted

Role stressors negatively impact job satisfaction, according to H1. This hypothesis was validated by a substantial negative beta ($\beta = -0.420$, $p = 0.0002$). The negative beta value indicates a strong negative correlation, indicating that faculty members' job satisfaction decreases as they encounter more position ambiguity, conflict, or workload. This result is in line with earlier study that demonstrate that high demands and ambiguous job expectations lower workers' emotional engagement and wellbeing (Almaaitah et al., 2025)

Role demands have a negative impact on job satisfaction, claims H2. The hypothesis was accepted with a negative beta ($\beta = -0.350$, $p = 0.008$). This indicates that when role stress increases, job satisfaction decreases. Role stressors had relatively greater effect on workplace happiness than on job satisfaction, according to a comparison of H1 and H2, which indicates that mental wellbeing is more influential to stress than assessments of one's work.

H3 states that workplace happiness is positively impacted by perceived organizational support. A positive and substantial beta ($\beta = 0.450$, $p < 0.001$) supported this. Organizational assistance can improve employee well-being and reduce the negative effects of job demands, is supported by this model. Positive feelings and increased engagement in their work are common among employees who feel satisfied and supported by their organizations.

Perceived organizational support also significantly improves job satisfaction, according to H4. This hypothesis is supported by a significant and positive beta ($\beta = 0.390$, $p = 0.0001$). Because they feel valued, respected, and secure in their positions, workers who feel that their companies are supporting them are more satisfied with their jobs.

When combined, the findings for H3 and H4 demonstrate how important organizational support is for fostering both the cognitive and emotional aspects of well-being. Faculty members are often happier and more content with their positions when they believe that their organization appreciates their work and is concerned about their well-being.

All four direct hypotheses are well supported by the regression results. Job satisfaction and workplace happiness are clearly negatively impacted by role pressures, but both outcomes are positively and significantly impacted by perceived organizational support in order to improve faculty well-being at higher education institutions, these findings emphasize the significance of lowering work-related stress and creating supportive settings.

Mediation Analysis

The results show that the relationship between role stressors and workplace happiness is not significantly mediated by perceived organizational support (POS). The 95% CI, which includes zero, between -0.0078 and 0.0176, and the indirect effect was insignificant (Effect = 0.0030). This indicates that there is no statistically significant mediation effect. In other words, role pressures' impact on workplace Happiness in this study cannot be adequately mediate by Perceived Organizational Support. H5 was not supported as a result.

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
POS	.0030	.0062	-.0078	.0176

Figure 3 Mediation analysis of RS, POS, and WH.

The results shows that the association between role stressors and job satisfaction is not substantially mediated by perceived organizational support (POS). The finding is not statistically significant since the indirect effect was insignificant i.e. -0.0004 and the 95% CI varied from -0.0136 to 0.0129, including zero. So, this implies that role stressors' influence on employee's job satisfaction in this study is not significant explained by the mediating role of Perceived Organizational Support. H6 was consequently not supported.

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
POS	-.0004	.0064	-.0136	.0129

Figure 4 Mediation analysis of RS, POS, and JS.

Despite having a considerable direct impact on job satisfaction and workplace happiness, perceived organizational support (POS) had little indirect impacts via the role stressor pathway. This might be the case because POS serves more as a direct source of assistance than as a pathway for the impacts of stressors. Another argument is that the POS scale may not directly affect certain job-related pressures like workload or role clarity, but rather represents general perceptions of support throughout the organization. Overall results indicate that although organizational support improves well-being, it might not be sufficient to mitigate the direct negative impact that role stressors lead to job satisfaction and workplace happiness.

Discussion

This research enhances valued insight into how faculty associates in higher education institutions experience job satisfaction and workplace happiness in spite of facing role-related pressures. In reference with the earlier research, our findings confirms that stressing such ambiguity, conflict, and overload had a negative effect on faculty's health (Addae, Parboteeah, & Velinor, 2008; Naseem, 2018). Employee's emotional commitment and job satisfaction are expected to be affected when they are unclear of their job roles or feel overwhelmed.

Similarly, this study discovered clear evidence that workplace happiness and job satisfaction are significantly impacted by perceived organizational support (POS). This is linked with the Job Demands-Resources (JD-R) model, which highlights that job resources, like organizational support, can increase employee well-being even in difficult working conditions (Bakker & Demerouti, 2007; Eisenberger et al., 1986). Faculty members are more steered and emotionally devoted in their work when they realise that their institutions value and support them (Maan et al., 2020; Imran et al., 2020).

However, the study concluded that POS did not significantly enhance the relationship between job satisfaction and workplace happiness. The consequences of organizational dynamic forces in Pakistan's higher education sector may be conveyed in this context. While assistance is valued, it cannot always result in actual task adjustments or expectations being made. Employees may suppose organizational assistance in these conditions (Khair et al., 2024).

The results of this study highlight the need for higher education institutions to provide more than just emotional support, organizations also need to take proactive measures that directly encourage the positive working environment. The importance of employee's well-being and assistance is addressing workload division, ensuring that roles are more clearly defined, and effectively resolving conflicts among employees. Institutions must establish settings in which meaningful actions are taken to experience support while conveying it.

Staffs may experience organizational support, but it may not be sufficient to balance the direct effects of role conflict, ambiguity, and overload on happiness and satisfaction, referring to the refusal of mediation. Support networks in Pakistani HEIs are repeatedly relational relatively than procedural, emphasizing administrative compliance over individual welfare (Khair et al., 2024). It is not a meaningful psychological experience if it lacks emotional depth or persistent follow-through. General support signals cannot decrease role tension if they are coupled with practical managerial measures like workload allocation and acknowledgment, corresponding to studies conducted in similar collectivist situations (Abu-Alruz et al., 2024; Tayyab & Shareef, 2025). Rather than being a theoretical defect, mediation could be the result of an implementation gap.

In accordance with the academic perspectives, resilience, psychological safety, and style of leadership have exhibited powerful mediating effects (Nazir & Islam, 2023; Imran et al., 2020). The workforce experiences the presence of stress can be directly influenced by supportive leadership practices embracing empathy, participatory decision-making, and equitable job

distribution. With the addition of these factors, future studies could expand the model further of this study and multi-level mechanisms in HEIs was uncovered.

By comparing job satisfaction and workplace happiness, two distinct concepts that were less studied together in Pakistan, this study theoretically reflects on organizational behavior. The JD-R framework in the academic sector is also empirically validated, indicating that while job demands frequently decreases well-being, contextual credibility may determine how effective resources such as POS are as a buffer. The findings require a two approaches: reduce structural stress (overload, uncertainty) and organizations must simultaneously increase relationship resources (support, trust, and feedback).

Limitations and Weakness of the study

For this study, there were some limitation during the research.

- The convenience sampling method could make the data less representative.
- Self-administered questionnaires can lead to bias or common method bias.
- POS was the only mediator that was put to the test. The relationship between stressors and results may also be influenced by additional psychological factors.

Strength of Study

This research has many strengths beside limitations mentioned previously. In an academic context, it provides area-specific information by addressing an understudied mediation model in the context of higher education in Pakistan. The accuracy of the data gathered is ensured using validated measurement tools. Additionally, the findings are statistically clear when statistical techniques such as regression analysis. By filling the gaps in academic studies, particularly in the Pakistani context, this research also gives contribution to the literature already available and provides insights and information for academicians leaders and policymakers.

Conclusion

This study summarizes that role stressors significantly decreases job satisfaction and workplace happiness among academic staff of universities in Karachi. Although perceived organizational support is important to enhance these outcomes, the effects of role stressors are not significantly reduced due to the contribution on this study.

These results showed that organizational support is necessary to reduce stress, it must be combined with structural changes such as defined manageable workloads, job commitments, and openness in communication. To encourage a healthier, happier, and more efficient academic staff, university administrators and legislators should provide policies that reduce stressors and improve support systems.

This study also represents that role stresses, such as ambiguity, conflict, and overload, have a prominent effect on academicians' employment and workplace happiness. Although it does not demonstrate the association between stressor and outcome, perceived organizational support increases positive outcomes. These findings suggest that perceived organizational support is not only considered as a tool that could reduce stressful workplace and job situations, but rather as a general encouragement in Pakistani HEIs.

Recommendations

Although this research emphasizes the importance of impacting employee's job satisfaction and happiness, there are various other ways in which future research can be conducted on these findings. Researchers are suggested to investigate alternative psychological characteristics consists of emotional intelligence, resilience, or psychological empowerment, as perceived organizational support (POS) did not significantly contributes the association in this study. Similarly, conducting a longitudinal research design may make it simpler to emphasize the ways in which these associations can cause variation over time, supporting a more dynamic understanding of workplace happiness. HEIs should eliminate overload by incorporating rotation systems and effective workload policies and procedures. Create grievance reporting procedures, mentorship programs, and recognition programs to encourage faculty.

Researchers may be able to study different experiences in detail if they incorporate qualitative methods such as focus groups and interviews. In short, given these elements may influence how stress and support are perceived, future research should consider the impact of leadership styles, corporate culture in organizations, and demographics such as age or employment. Future findings may be more accurate and relevant if measurement instruments are modified to reflect the in local workplace. Potential studies should also embrace moderators such as transformational leadership or resilience to examine if they foster POS.

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