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PSYCHOSOCIAL WORK ENVIRONMENT AND EMPLOYEE WELLBEING: STRESS AND PERSONALITY EFFECTS

AMBIENTE PSICOSSOCIAL DE TRABALHO E BEM-ESTAR DO FUNCIONÁRIO: EFEITOS DO ESTRESSE E DA PERSONALIDADE

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Abstract
The study examines the impact of the psychosocial work environment, measured as a high-order construct, on employee wellbeing, with stress as a mediator and personality as a moderator. The study collects the data from 230 employees across multiple sectors in Pakistan. Using Partial Least Squares Structural Equation Modelling, the results reveal that psychosocial work environment has a positive effect on employee wellbeing both directly and indirectly through the reduction of stress. Additionally, personality significantly moderates stress and well-being relationships, indicating that individual differences influence the extent to which stress impacts wellbeing. These findings are consistent with Job Demands–Resources and Conservation of Resources theories. This study

Resumo
O estudo examina o impacto do ambiente psicossocial de trabalho, medido como um construto de ordem superior, no bem-estar dos funcionários, com o estresse como mediador e a personalidade como moderadora. Os dados foram coletados de 230 funcionários de diversos setores no Paquistão. Utilizando a Modelagem de Equações Estruturais por Mínimos Quadrados Parciais (PLS-SEM), os resultados revelam que o ambiente psicossocial de trabalho tem um efeito positivo no bem-estar dos funcionários, tanto direta quanto indiretamente, por meio da redução do estresse. Além disso, a personalidade modera significativamente a relação entre estresse e bem-estar, indicando que as diferenças individuais influenciam a extensão em que o estresse impacta o bem-estar.

contributes by validating PWE as a multidimensional construct within a single integrated model, offering new insights for enhancing wellbeing in developing country contexts. The findings suggest that organisations should enhance leadership capabilities, manage workloads effectively, and minimize offensive behaviour to foster supportive work environments. Further, improving psychosocial work conditions promotes healthier workplaces, leading to improved mental health and productivity in the broader society. ping country contexts.

Keywords: Psychosocial Work Environment, Stress, Personality, Employee Wellbeing.

Essas descobertas são consistentes com as teorias de Demandas-Recursos do Trabalho e Conservação de Recursos. Este estudo contribui ao validar o Ambiente Psicossocial de Trabalho como um construto multidimensional dentro de um modelo integrado único, oferecendo novas perspectivas para aprimorar o bem-estar em contextos de países em desenvolvimento. Os resultados sugerem que as organizações devem aprimorar as capacidades de liderança, gerenciar as cargas de trabalho de forma eficaz e minimizar comportamentos ofensivos para fomentar ambientes de trabalho favoráveis. Além disso, a melhoria das condições psicossociais de trabalho promove ambientes de trabalho mais saudáveis, levando a uma melhoria da saúde mental e da produtividade na sociedade em geral.

Palavras-chave: *Ambiente de trabalho psicossocial. Estresse. Personalidade. Bem-estar do funcionário.*

1 INTRODUCTION

Employee wellbeing has increasingly become a focal point in organizational research and practice, particularly in the face of evolving work dynamics, economic pressures, and heightened mental health concerns (Elufioye *et al*., 2024). While organizational outcomes such as productivity, innovation, and retention remain critical, they are inextricably linked to the psychosocial conditions under which employees operate. The psychosocial work environment (PWE) encompassing the psychological and social dimensions of the workplace has been identified as a pivotal determinant of employee wellbeing. Despite increasing scholarly attention, research in this area remains fragmented, with most studies examining psychosocial factors such as job demands, supervisory support, work-life conflict, or interpersonal mistreatment as discrete, isolated variables (Potter *et al*., 2024). This reductionist approach overlooks the interdependent nature of workplace experiences and fails to capture the integrated and dynamic reality of employees' psychosocial environments.

Contemporary workplace challenges ranging from high workloads and rapid technological change to remote work and toxic interpersonal environments often occur

simultaneously (Salina, 2023), making it essential to study psychosocial conditions as multidimensional constructs (Nino *et al*., 2023). While some researchers have begun to explore more comprehensive models, limited efforts have been made to conceptualize and empirically test the psychosocial work environment as a second-order construct (Kazlauskaitė *et al*., 2023). A theoretically grounded framework that captures multiple dimensions such as demand at work, interpersonal leadership, work-individual interface, and offensive behavior can provide a more holistic representation of how complex environmental factors interact to influence employee wellbeing. This multidimensional approach consists of recommendations from occupational health psychology to adopt systemic perspectives in understanding work-related stressors (Angelini *et al*., 2024).

Prior studies have established a negative relationship between poor psychosocial conditions and employee wellbeing outcomes including emotional exhaustion, disengagement, and psychological distress relatively little is known about the mechanisms through which these effects occur (Ye *et al*., 2025). In this regard, Shchaslyvyi *et al*., (2024) mention that despite stress, is a well-documented in literature considering the response to chronic exposure to adverse work conditions, it is rarely modeled as a mediating variable in empirical studies linking psychosocial work environment and wellbeing. This omission is significant, as stress represents a proximal outcome of environmental strain and a critical pathway through which external demands are internalized into negative affective states (Stevenson *et al*., 2024). Without incorporating stress as a mediator, the process by which work conditions affect health and wellbeing remains theoretically incomplete.

Moreover, existing models often adopt a “one-size-fits-all” perspective, assuming uniform responses across individuals. However, emerging evidence suggests that personality traits significantly influence how employees perceive, react to, and cope with psychosocial stressors. Traits such as emotional stability, conscientiousness, and agreeableness may buffer the adverse effects of high work demands or hostile environments, while other profiles may exacerbate vulnerability (Sun & Xu, 2025). Person–Environment Fit model and Transactional Stress Theory emphasize the importance of an individual's personality in determining how they appraise environmental challenges and regulate their emotional response (Mihalache & Mihalache, 2022). However, there are few empirical studies assessing personality as a moderator of the

psychosocial work environment and wellbeing link (Amoadu *et al*., 2023). The gap inhibiting the understanding of divergence in outcomes across individuals, and the immersive capability of organizations to craft optimal interventions to suit personality-driven requirements.

Overcoming some of these conceptual and empirical limitations, this study proposes a framework with a theoretically driven and empirically testable model of the psychosocial work environment, the latter being a second-order construct comprising four interrelated first-order aspects: demand at work, interpersonal leadership, work-individual interface and offensive behavior. The study positions stress as a mediating variable that explains the mechanism by which the psychosocial environment influences employee wellbeing and incorporates personality traits as a moderating variable that conditions the strength and direction of this relationship.

2 LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Psychosocial work environment and employee wellbeing

The psychosocial work environment (PWE) refers to the social and psychological aspects of the work setting that influence employees' attitudes, behavior, and health outcomes (Zhang *et al*. 2024). It covers a wide variety of elements such as demands at work, leadership styles, interpersonal relations, clarity of roles, and exposure to violence or harassment. Historically, research has been inclined towards studying these components in isolation—specifying job strain or emotional demands only, leading to dispersed understanding of the joint effect of the elements on the success of employees (Bashir, 2025).

Employee wellbeing is broadly defined as a state in which individuals perceive themselves as healthy, satisfied, and capable of managing workplace demands (Pradhan *et al*., 2025). It encompasses emotional, psychological, and sometimes physical domains, and is increasingly recognized as an essential outcome of organizational effectiveness (Tay *et al*., 2023). Several studies have confirmed the influence of work conditions on employee wellbeing. High levels of autonomy, meaningful work, and supportive relationships typically enhance wellbeing, whereas excessive demands, poor leadership,

and conflict undermine it (Whitsed *et al*., 2025). Notably, wellbeing is not merely the absence of illness or stress, but a positive and flourishing psychological state. Therefore, understanding the antecedents of wellbeing within the psychosocial environment is crucial.

The present paper adopts a wider perspective of psychosocial work environment due to its second-order psychosocial work environment conceptualization (comprising demand at work, interpersonal leadership, work-individual interface and offensive behavior), which resonates well with the systemic perspectives of occupational health (van Veen *et al*., 2024). A positive psychosocial environment is expected to provide employees with a sense of control, support, and predictability, thereby enhancing their overall wellbeing (Yiming *et al*., 2024). In contrast, exposure to offensive behaviors, excessive workloads, or poor work-life alignment may significantly compromise employees' psychological resources, leading to negative wellbeing outcomes.

H1: *The psychosocial work environment is positively associated with employee wellbeing.*

2.2 Stress as a mediator

Stress functions as a central mechanism through which adverse workplace conditions influence health and psychological outcomes. The transactional model of stress Ryu, (2024) posits that stress arises when perceived demands exceed available coping resources (Yu *et al*., 2025). In the organizational context, stress has been linked to a wide range of negative outcomes, including emotional exhaustion, cognitive impairment, and reduced work engagement (Romo *et al*., 2025).

Several studies suggest that psychosocial risk factors such as workload pressure, poor supervision, and interpersonal conflict are directly associated with elevated stress levels (Dehne *et al*., 2025). However, the mediating role of stress between psychosocial work environment and wellbeing is often under-theorized and under-tested. Conceptually, when stress is positioned as a mediator, it helps explain how and why specific work conditions lead to impaired wellbeing. High job demands may not directly lead to poor wellbeing but can first trigger stress responses, which then erode psychological health over time. Similarly, offensive behavior in the workplace can heighten feelings of anxiety

and insecurity, subsequently diminishing wellbeing (Coelho *et al*., 2024). Despite its central role in occupational health theory, stress is often omitted from empirical models as a mediating variable (Küchler *et al*., 2023). By explicitly modeling stress as a mediator, this study aims to capture the dynamic processes through which the psychosocial work environment influences wellbeing.

H2: *Stress mediates the relationship between the psychosocial work environment and employee wellbeing.*

2.3 Personality as a moderator

Wellbeing is substantially affected by the psychosocial work environment; individuals may differ in their sensitivity or resilience to such conditions. Individual personality traits are stable dispositional factors that shape how employees perceive, evaluate, and respond to their work contexts (Alphenaar *et al*., 2025). Emotional stability, conscientiousness, and agreeableness are just a few of the common personality traits that may buffer from stressors while traits such as neuroticism are likely to multiply their effects on psychological outcomes. According to the Person–Environment Fit theory, wellbeing outcomes are maximized when individual characteristics are aligned to demands of the environment (Phanniphong *et al*., 2024).

Research findings have shown that emotionally unstable persons (that is, people high in neuroticism) tend to appraise workplace demands as threat and thus are more likely to experience greater stress and poorer wellbeing (Schmitt *et al*., 2024). In contrast, a study Senewiratne *et al*. (2025) stated that individuals with higher conscientiousness and emotional regulation capacities may perceive stressors as manageable challenges, thus preserving their wellbeing even under adverse conditions. Despite the theoretical importance of personality, relatively few empirical studies have examined its moderating role in the relationship between psychosocial work environment and wellbeing (Schmitt *et al*., 2024). This study seeks to address this limitation by incorporating personality as a moderator in the proposed model.

H3: *Personality moderates the relationship between the psychosocial work environment and employee wellbeing, such that the relationship is stronger for individuals with personality traits associated with greater emotional instability.*

2.4 Theoretical underpinning

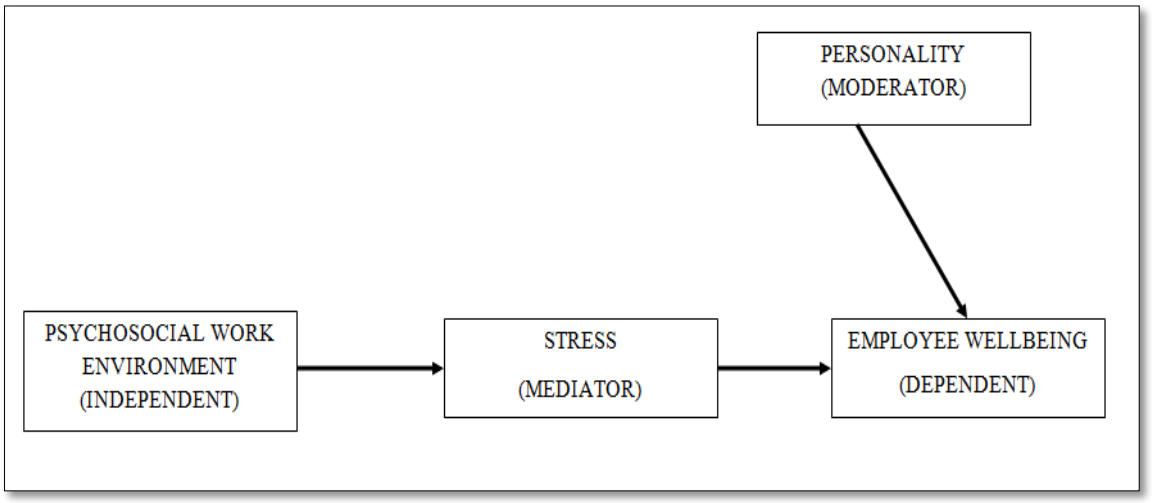
This research is conceptually based on two main theories. The Person–Environment Fit (P–E Fit) Theory (Wightman & Christensen, 2025) proposes that pleasantness of outcomes related to person (e.g., satisfaction and wellbeing) relates to the extent of fit between personal characteristic and environmental demand. A bad fit leads to maladjustment, stress, and lowered wellbeing. According to the Transactional Model of Stress and Steffen & Anderson, (2025) stress is seen as a result of the relationships exist individuals and their environment. It suggests that people constantly evaluate stressors and adapt their coping strategies according to their personality, history, and resources. Both theories emphasize the need to account for both environmental (PWE) and personal (personality traits) factors associated with wellbeing.

2.5 Conceptual framework and theoretical underpinning

The present research provides a framework based upon the Job Demands (JD-R) theory (Gone *et al*., 2025), further extended by the Transactional Model of Stress and Coping (Wu *et al*., 2025). The model investigates the impact of psychosocial work environment on wellbeing of employees, where the effect of work environment is mediated by stress, and where personality traits serve as moderators. As proposed by the transactional model, certain personality traits can either buffer or intensify the impact of stress on wellbeing (Raper *et al*. 2024).

Figure 1

Conceptual Framework



3 METHODOLOGY

3.1 Research design and sampling

The target population consisted of professionals employed in the private sector organizations. The data was collected over 4 weeks from 230 respondents. A random sampling technique was employed to minimize sampling bias and maximize generalizability of the findings. Strict ethical research standards were followed; thus, participants were recruited online, informed consent was obtained. A self-administered online questionnaire was used to collect data which is appropriate for a diverse and geographically dispersed workforce. The questionnaire was pilot tested with a small group of professionals to confirm that the questionnaire was clear, uniform and the content is valid, before being distributed. Participation was voluntary, and absolute anonymity and complete confidentiality of responses was maintained. The study analyzed the data with Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS software. PLS-SEM is especially useful for highly complex theoretical models with hierarchical constructs mediators, as well as moderators and provides robust estimation with moderately large sample sizes (Sarstedt *et al*., 2025).

3.2 Measurement of the variables

The study measured the psychosocial work environment (PWE) as a second-order reflective construct with four dimensions including (i) demand at Work (5 items), (ii) interpersonal Leadership (4 items), (iii) work individual Interface (4 items) and (iv) offensive behavior (2 items) adopted form (Burr *et al*., 2019). For the assessment of employee wellbeing, the study used 4 items on the affective, cognitive, and physical dimension of occupational wellbeing. Stress was measured with 3 items assessing perceived psychological stress due to work. Personality types were operationalized by 6 items on emotional resilience, adaptability and interpersonal orientation. Responses were recorded on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree).

3.3 Demographic profile

The demographic profile reveals that the majority of respondents (60.4%) were between 20–30 years old, indicating a predominantly young workforce. Female participants slightly outnumbered males (53.5% vs. 46.5%). In terms of education, more than half (52.2%) held a master's degree, followed by bachelor's degree holders (43.9%), suggesting a highly educated sample. Regarding work experience, the largest groups had four years (37.8%) or more than four years (36.1%) of professional experience, reflecting a balance between early- and mid-career professionals in the sample.

4 FINDINGS

4.1 Measurement model assessment

The validity and reliability of the measurement model were assessed using standard PLS-SEM evaluation procedures (Sarstedt *et al*., 2025). Table 1 provides the indicator of reliability and convergent validity. The outer loadings of all items exceeded the threshold of 0.70, indicating acceptable indicator reliability. Internal consistency was supported as all constructs exhibited Composite Reliability (CR) values above 0.70. Average Variance Extracted (AVE) values were all above the recommended threshold of

0.50, affirming convergent validity. While some of Cronbach's alpha values (e.g., Personality = 0.65) were slightly below the ideal cutoff, CR values which are more suitable for PLS-SEM remained robust.

Table 1

Indicator Loadings, Internal Consistency, and Convergent Validity

Construct	Item	Outer Loading	CR	A	AVE
Demand at Work (DW)	DW1	0.805			
	DW2	0.853	0.833	0.703	0.626
	DW3	0.709			
Interpersonal Leadership (IRL)	IRL1	0.846			
	IRL2	0.891	0.883	0.801	0.716
	IRL3	0.799			
Offensive Behavior (OB)	OB1	0.900			
	OB2	0.831			
	OB3	0.900	0.916	0.879	0.733
	OB4	0.789			
Work–Individual Interface (WII)	WII1	0.719			
	WII2	0.803			
	WII3	0.917	0.878	0.813	0.644
	WII4	0.758			
Personality	Per1	0.759			
	Per2	0.785	0.800	0.647	0.572
	Per4	0.724			
Stress	Str1	0.849			
	Str2	0.955			
	Str3	0.899	0.929	0.884	0.813
Employee Wellbeing	EWB1	0.896			
	EWB2	0.800			
	EWB3	0.863	0.895	0.844	0.683
	EWB4	0.737			

Discriminant validity was assessed using the Fornell–Larcker criterion and HTMT ratio (See Table 2 and 3). The square roots of AVE for all constructs exceeded their inter-construct correlations, confirming discriminant validity. Additionally, all HTMT values were below the conservative threshold of 0.85, indicating that the constructs are conceptually distinct. These results collectively support adequate discriminant validity of the measurement model.

Table 2

Heterotrait–Monotrait Ratio (HTMT)

	DW	LR	OB	PR	ST	WII	WB	DW
Demand at Work (DW)								
Leadership (LR)	0.636							
Offensive behavior (OB)	0.273	0.535						
Personality (PR)	0.098	0.205	0.635					
Stress (ST)	0.639	0.841	0.516	0.333				
Work-Individual Interface (WII)	0.441	0.515	0.723	0.589	0.646			
Wellbeing (WB)	0.413	0.570	0.465	0.461	0.827	0.790		
Demand at Work (DW)	0.615	0.260	0.503	0.252	0.587	0.718	0.649	

Note: All HTMT values are below the threshold of 0.85, confirming strong discriminant validity.

Table 3

Fornell–Larcker Criterion

Construct	DW	LR	OB	PR	ST	WII	WB
Demand at Work (DW)	*0.791*						
Leadership (LR)	0.493	*0.846*					
Offensive behavior (OB)	0.050	0.152	*0.856*				
Personality (P)	0.463	0.621	0.289	*0.756*			
Stress (ST)	0.441	0.515	0.589	0.646	*0.902*		
Work-Individual Interface (WII)	0.306	0.476	0.415	0.618	-0.683	*0.800*	
Wellbeing (WB)	0.482	0.224	0.189	0.483	-0.634	0.530	0.826

Note: Diagonal values (*Italicized*) represent the square root of AVE and should be higher than corresponding off-diagonal correlations for acceptable discriminant validity.

4.2 Higher-order construct assessment: psychosocial work environment

The Psychosocial Work Environment was conceptualized as a second-order reflective construct comprising four dimensions: Demand at Work (DW), Interpersonal Leadership (IRL), Offensive Behavior (OB), and Work-Individual Interface (WII). All first-order constructs demonstrated significant contributions to the higher-order construct, with WII showing the highest weight ($\beta = 0.494$, $t = 13.696$, $p < 0.001$), followed by OB ($\beta = 0.379$), IRL ($\beta = 0.287$), and DW ($\beta = 0.239$). These results affirm the formative validity of the second-order construct. Additionally, variance inflation factor (VIF) values ranged from 1.218 to 1.562, well below the threshold of 3.3, confirming that multicollinearity is not a concern.

Table 4

Outer Weights and Collinearity Statistics for Higher-Order Construct: Psychosocial Work Environment

First-Order Construct	Outer Weight (β)	t-Value	p-Value	VIF
Demand at Work (DW)	0.239	7.105	0.000	1.340
Leadership (LR)	0.287	10.045	0.000	1.562
Offensive Behavior (OB)	0.379	7.721	0.000	1.218
Work-Individual Interface (WII)	0.494	13.696	0.000	1.550

4.3 Structural model assessment

The structural model was assessed using path coefficients, *t*-statistics, *p*-values, coefficient of determination (R^2), effect sizes (f^2), and collinearity diagnostics (VIF). The model demonstrates explanatory power with adjusted $R^2 = 0.573$ for stress and $R^2 = 0.447$ for wellbeing. These results indicate that the proposed model explains 57.3% of the variance in stress and 44.7% of the variance in wellbeing, suggesting good model fit for behavioral research in organizational settings. The explanatory power of the model was assessed using R^2 and adjusted R^2. Effect sizes (f^2) were calculated to understand the individual contribution of predictors. Collinearity was examined using VIF values, all of which were below the threshold of 3.3, indicating no multicollinearity issues.

The results indicate that the psychosocial environment has a strong negative effect on stress ($\beta = -0.758$, $p < 0.001$), which in turn negatively impacts wellbeing ($\beta = -0.474$, $p < 0.001$). The direct effect of the psychosocial environment on wellbeing is insignificant ($\beta = -0.128$, $p = 0.247$), while the indirect effect via stress is significant, indicating full mediation. In addition, personality significantly moderates the relationship between psychosocial environment and wellbeing ($\beta = 0.145$, $p < 0.01$), confirming that individual personality traits shape how employees experience wellbeing in high or low psychosocial environments (See Table 5).

Table 5

Hypothesis Testing – Direct, Indirect, and Moderating Effects

Relationship	**β (O)**	**t-value**	**p-value**	**Decision**	VIF
Psychosocial Env → Stress	0.758	24.592	0.000	Supported	1.000
Psychosocial Env → Wellbeing	0.128	1.157	0.247	Not Supported	3.563
Stress → Wellbeing	0.474	6.041	0.000	Supported	3.038
Psychosocial Env → Stress → Wellbeing *(Indirect)*	0.360	5.559	0.000	Supported	---
Moderating Effect (Personality) → Wellbeing	0.145	2.665	0.008	Supported	2.019

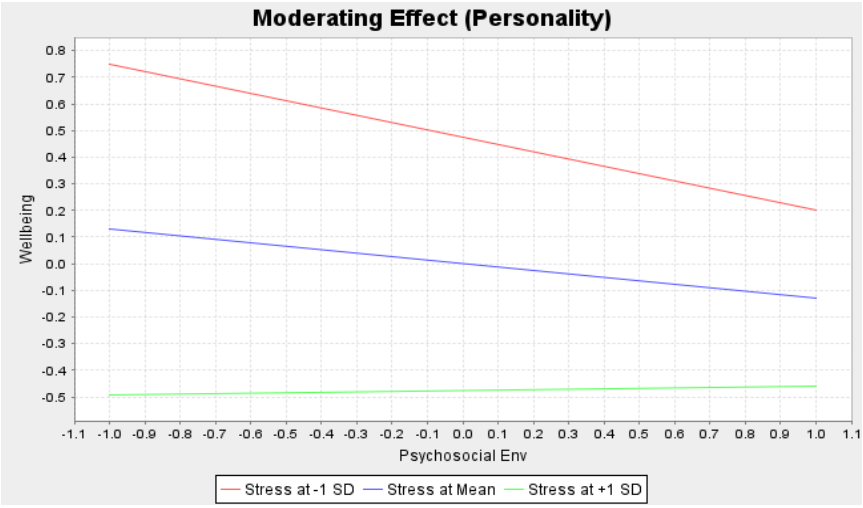
Note: Significance based on $p < 0.05$, VIF = Variance Inflation Factor

4.4 Moderation analysis and interaction plot

As shown in Figure 2, the lines represent three levels of Stress: Low Stress (-1 SD), mean Stress and High Stress (+1 SD). The graph reveals that when Stress is low, the positive effect of Psychosocial Work Environment on Wellbeing is strongest, indicating that a supportive environment significantly enhances wellbeing. As stress levels increase the positive slope flattens, and at high stress (+1 SD), the effect of psychosocial work environment on wellbeing becomes negligible or even negative. This pattern confirms a moderation effect, where Personality traits buffer or amplify the influence of psychosocial factors depending on the individual's stress levels.

Figure 2

Simple Slop (Personality x psychosocial work environment)



5 DISCUSSION

The current study set out to examine the impact of the psychosocial work environment on employee wellbeing through the mediating role of stress and the moderating role of personality traits. The results of the structural model reveal several key findings that offer both theoretical contributions and practical implications. The findings are consistent with extensive literature suggesting that a supportive and well-structured work environment can buffer psychological strain (Jain *et al*., 2022). It reinforces the relevance of the Demand-Control-Support model (Zou *et al*., 2024), which posits that psychosocial aspects of the workplace reduce the likelihood of stress-related outcomes.

The study finds the mediating effect of stress aligns with prior findings by Noblet and LaMontagne (2006), who emphasized the mediating influence of psychological strain in occupational settings. The results underscore the mediational role of stress, as confirmed through a significant indirect effect thereby supporting the stress-strain-outcome sequence proposed in the Job Demands-Resources (JD-R) framework (Yu *et al*., 2025). The findings also corroborated by studies highlighting the adverse effects of chronic work-related stress on emotional and physical health (Barnard *et al*., 2024; Vallone & Zurlo, 2024). This underscores the importance of managing stress as a pathway to safeguarding wellbeing.

The study also confirms a significant moderating role of personality traits in the relationship between stress and wellbeing. This finding extends the Conservation of Resources (COR) theory (Hobfoll, 1989), suggesting that personality traits may act as internal resources that help preserve psychological wellbeing under stress. This result aligns with the work of Tang & Soltwisch, (2024) who found that personality influences stress appraisal and coping efficacy.

Furthermore, the high-order construct of the psychosocial work environment was validated, with four dimensions. Notably, the WII showed the strongest loading, indicating that the alignment between personal and professional life is a dominant concern in employee perceptions of workplace quality. This is particularly relevant in the post-pandemic era where work-life integration has become a pressing organizational priority (Raksithaa & George, 2025).

6 IMPLICATIONS OF THE STUDY

The findings of this study carry important implications for theory, practice, and policy in organizational psychology and human resource management. By demonstrating the full mediation effect of stress in the relationship between the psychosocial work environment and employee wellbeing, the study supports the notion that work-related demands and resources operate through psychological mechanisms rather than exerting direct influence on outcomes. Additionally, by confirming the moderating role of personality, the study integrates individual differences into stress-wellbeing models, reinforcing the argument that not all employees respond to workplace stressors in a uniform manner. This theoretical intersection opens avenues for multi-level models that combine environmental and dispositional factors.

From a managerial standpoint, the results highlight the critical need for organizations to monitor and enhance the psychosocial quality of the workplace. Among the four key dimensions of the psychosocial environment, the Work-Individual Interface (WII) showed the highest loading, suggesting that employee perceptions of balance between work and personal life are highly influential. Employers should therefore adopt policies and practices that promote flexibility, boundary management, and psychological safety. Moreover, since stress was identified as a significant mediator, interventions such as mindfulness training, stress audits, and workload adjustments can help mitigate stress and, by extension, enhance employee wellbeing. Importantly, the role of interpersonal leadership (IRL) suggests that managerial behavior directly influences employee psychological states.

7 CONCLUSION AND FUTURE RESEARCH

This study provides a comprehensive examination of how the psychosocial work environment influences employee wellbeing, with stress serving as a mediating variable and personality acting as a moderator. Using Partial Least Squares Structural Equation Modeling (PLS-SEM), the analysis confirmed that a negative psychosocial environment contributes to increased stress, which in turn deteriorates employee wellbeing (Elshaer, 2024). However, the direct relationship between the psychosocial environment and

employee wellbeing was not statistically significant, reaffirming the mediating role of stress. Moreover, personality traits as potential moderators of the stress–wellbeing relationship were also significant, indicating that individual differences play a crucial role in determining psychological responses to workplace stressors (Benjamin *et al*., 2025).

This study reinforces the need for organizations to pay attention to psychosocial elements including those related to workload demands, leadership behavior, offensive interactions, and work-life balance (Akande *et al*., 2025). Future research should examine other moderators such as organizational culture, leadership style, or coping strategies to draw boundary conditions. Besides, qualitative designs like interviews or case studies could complement the existing literature about psychosocial stressors by investigating the employees' experience and attribution in different organizational contexts. Comparative work across sectors or nations might also bring to light contextual variations and contributions for culturally informed intervention development.

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Authors' Contribution

All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

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