

The Influence of Career Satisfaction and Self-Esteem on Job Stress among Selected Workers in Lagos Metropolis

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Abstract - This study examines the influence of career satisfaction and self-esteem on job stress among selected workers in the Lagos metropolis. The research aimed to explore how career satisfaction and self-esteem contribute to job stress and to identify potential differences in job stress experiences across demographic groups. Participants were approached at their respective locations within a school environment, and their consent was sought before administering questionnaires. Rapport was established to ensure participants felt comfortable, and sufficient time was given to read and clarify the questionnaire contents. The questionnaires, distributed with the assistance of research assistants, were carefully completed and scored according to the prescribed scales.

Data collected were analyzed using the Statistical Package for Social Sciences (SPSS). Descriptive and inferential statistics were employed to interpret the results. Pearson Product Moment Correlation was used to examine relationships between job stress, career satisfaction, and self-esteem. Linear regression analysis assessed the predictive power of career satisfaction and self-esteem on job stress. Additionally, T-tests were conducted to explore differences in job stress levels based on gender and age.

Findings from this study contribute to understanding the interplay between career satisfaction, self-esteem, and job stress, providing insights for developing workplace interventions aimed at reducing stress and enhancing employee well-being.

Keywords: Career Satisfaction, Job Stress, Lagos Metropolis, Statistical Package for Social Sciences, SPSS, workplace.

I. INTRODUCTION

Background of the Study

The workplace is a dynamic environment where employees encounter various factors that influence their overall well-being and performance. Among these factors, job stress, career satisfaction, and self-esteem play significant roles in determining workers' productivity, engagement, and mental health. In urban centers like Lagos metropolis, characterized by fast-paced economic activities, high

population density, and competitive labor markets, these factors are particularly relevant. Understanding the interplay between job stress, career satisfaction, and self-esteem is essential for organizations aiming to create supportive work environments that enhance employee well-being and organizational effectiveness.

Job stress refers to the adverse physical, emotional, and psychological responses that occur when job demands exceed an individual's capabilities or resources. It is influenced by factors such as excessive workload, unclear job roles, lack of support, and organizational changes (Lazarus & Folkman, 1984). In Lagos, the metropolitan nature of the city exacerbates stress levels due to factors such as long commute times, high cost of living, and intense competition in the job market (Olatunji *et al.*, 2020). Prolonged job stress can lead to burnout, reduced productivity, and mental health issues, making it a critical area of concern for both employees and employers.

Career satisfaction refers to an individual's subjective evaluation of their career progress, work-life balance, and alignment with personal goals. It is a key indicator of employee well-being and organizational commitment (Greenhaus *et al.*, 1990). Employees who perceive their careers as fulfilling and rewarding are more likely to demonstrate higher levels of engagement, loyalty, and performance. Conversely, dissatisfaction can lead to absenteeism, high turnover rates, and reduced morale. In Lagos, the diverse economic opportunities and challenges present unique dynamics that influence career satisfaction among workers in various industries (Akanji, 2021).

Self-esteem, defined as an individual's overall sense of self-worth and confidence, plays a vital role in shaping behavior and decision-making in the workplace. Employees with high self-esteem are more likely to take initiative, cope with challenges, and maintain positive relationships at work (Rosenberg, 1965). Conversely, low self-esteem can result in decreased motivation, poor interpersonal relationships, and vulnerability to workplace stressors. The urban environment of Lagos, with its competitive work culture and socio-economic disparities, can either bolster or undermine workers'

self-esteem depending on their experiences and perceptions (Adekunle *et al.*, 2019).

Job stress, career satisfaction, and self-esteem are interconnected, with each factor influencing the others. High levels of job stress can diminish career satisfaction and self-esteem, while career satisfaction and self-esteem can act as buffers against the adverse effects of stress (Judge *et al.*, 1998). For instance, workers who are satisfied with their careers are more likely to view challenges as opportunities for growth, thereby mitigating the impact of stress. Similarly, individuals with high self-esteem are better equipped to navigate workplace pressures and maintain a positive outlook on their career trajectories (Lu *et al.*, 2020).

Statement of the Problem

Job stress has become a pervasive issue in modern workplaces, particularly in urban areas like Lagos metropolis, where high work demands, long commutes, and intense competition exacerbate stress levels among workers. Chronic job stress not only reduces productivity and organizational efficiency but also negatively impacts employees' physical and mental well-being (Akinwale & George, 2022). While many studies have examined job stress from the perspective of external stressors such as workload or environmental factors, less attention has been given to how intrinsic factors like career satisfaction and self-esteem influence workers' ability to cope with stress.

Career satisfaction, which reflects an individual's contentment with their professional achievements and opportunities, is a crucial determinant of workplace well-being. Employees who feel fulfilled and aligned with their career goals are often better equipped to manage stress, while those with low career satisfaction may experience heightened stress levels and burnout (Chen *et al.*, 2021). Similarly, self-esteem, the degree to which individuals value themselves and their abilities, plays a pivotal role in how workers perceive and respond to stressful situations. Workers with high self-esteem are more likely to adopt resilient coping mechanisms, whereas low self-esteem can amplify feelings of inadequacy and stress (Rosen *et al.*, 2023).

Despite the known importance of career satisfaction and self-esteem in mitigating job stress, there is a lack of focused research examining their combined influence within the unique context of Lagos metropolis. With its rapidly expanding economy and workforce, Lagos presents a dynamic yet challenging environment for employees, making it imperative to understand how intrinsic factors like self-esteem and career satisfaction affect job stress.

This study seeks to fill this gap by exploring the influence of career satisfaction and self-esteem on job stress among selected workers in Lagos metropolis. Addressing this issue can provide insights into effective strategies for enhancing employee well-being and organizational performance.

Objective of the study

The main purpose of this study is to examine the influence of career satisfaction and self-esteem on job stress among selected workers in Lagos metropolis. Other specific objective of the study includes:

1. To examine the relationship between career satisfaction and job stress among selected workers in Lagos metropolis.
2. To investigate the relationship between self-esteem and job stress among selected workers in Lagos metropolis.
3. To ascertain the difference between male and female employees on job stress among selected workers in Lagos metropolis.

Hypotheses

1. There will be a significant negative relationship between career satisfaction and job stress among selected workers in Lagos metropolis.
2. There will be a significant negative relationship self-esteem and job stress among selected workers in Lagos metropolis.
3. Male employee will score significantly higher on job stress than female employees.

Empirical Review: The Relationship between Job Stress and Career Satisfaction

The relationship between job stress and career satisfaction has been a central topic in organizational psychology, with studies consistently demonstrating that high levels of job stress negatively impact employees' satisfaction with their careers. This review synthesizes recent empirical findings on this relationship, highlighting key trends and implications.

Empirical evidence widely supports an inverse relationship between job stress and career satisfaction. For example, a study by Abbas and Raja (2022) found that employees experiencing chronic job stress reported significantly lower career satisfaction levels. The study, conducted among professionals in high-demand industries, attributed this dissatisfaction to factors such as burnout, emotional exhaustion, and the inability to achieve work-life balance. The authors concluded that excessive job stress

undermines employees' ability to find meaning and fulfillment in their careers.

Some studies suggest that coping mechanisms can buffer the adverse effects of job stress on career satisfaction. A study by Kakkar *et al.* (2021) explored the moderating role of resilience and emotional intelligence in the job stress-career satisfaction dynamic. The findings revealed that individuals with higher emotional intelligence and resilience were better equipped to manage job stress, thus maintaining higher levels of career satisfaction. This underscores the importance of personal resources in mitigating the detrimental effects of stress on career outcomes.

The strength of the relationship between job stress and career satisfaction varies across industries. In a study conducted by Lee *et al.* (2023), healthcare professionals reported a more pronounced negative relationship compared to employees in administrative roles. The study attributed this disparity to the unique demands of healthcare jobs, including long working hours, high emotional labor, and life-critical decision-making. These findings suggest that interventions to enhance career satisfaction must be tailored to industry-specific stressors.

Longitudinal research has provided further insights into how job stress affects career satisfaction over time. Kumar and Malik (2022) conducted a three-year study tracking employees in the IT sector and found that sustained job stress led to declining career satisfaction and increased turnover intentions. The authors highlighted that prolonged stress not only diminishes job satisfaction but also disrupts employees' overall career trajectories, making early interventions crucial.

Some studies also point to gender and cultural differences in the relationship between job stress and career satisfaction. For example, Yang *et al.* (2021) found that women reported stronger negative effects of job stress on career satisfaction compared to men, particularly in patriarchal work environments. Similarly, cultural norms in collectivist societies appeared to exacerbate the relationship, as employees often felt additional stress from societal expectations to prioritize work over personal well-being.

The empirical evidence underscores a significant negative relationship between job stress and career satisfaction, moderated by factors such as coping mechanisms, industry demands, and cultural influences. Addressing job stress through organizational interventions and personal resilience training can enhance career satisfaction, ultimately leading to better employee well-being and retention.

The Relationship between Job Stress and Self-Esteem

The relationship between job stress and self-esteem has been a key area of research, as self-esteem significantly influences how individuals perceive and cope with workplace stress. Empirical studies have consistently shown a negative correlation between high job stress and self-esteem, while also identifying moderating factors that influence this relationship.

Research widely indicates that job stress undermines self-esteem, as employees experiencing chronic stress often feel less competent and valued in their roles. For instance, a study by Ali and Malik (2022) found that employees working in high-pressure environments reported lower levels of self-esteem due to feelings of inadequacy and decreased job control. The study concluded that persistent job stress erodes confidence, leading to diminished self-worth over time.

Several studies have explored how coping strategies influence the relationship between job stress and self-esteem. Resilience and emotional intelligence, for example, have been found to buffer the adverse effects of stress. A study by Park and Lee (2023) revealed that employees with high emotional intelligence experienced a weaker negative correlation between job stress and self-esteem. This suggests that individuals with better emotional regulation skills are more likely to maintain their self-esteem despite stressful situations, underscoring the importance of personal resources in mitigating stress impacts.

Low self-esteem caused by job stress has been linked to broader mental health issues, such as anxiety and depression. Kim *et al.* (2021) examined employees in the healthcare sector and found that those with high job stress and low self-esteem were more prone to psychological distress. The study highlighted that job stress not only diminishes self-esteem but also creates a cycle where reduced self-worth exacerbates stress, further affecting mental health and overall well-being.

Workplace culture and support systems significantly influence how job stress affects self-esteem. A study by Chen and Zhang (2022) found that employees in supportive work environments reported higher self-esteem levels, even under stressful conditions. The findings suggest that organizational factors, such as positive feedback, recognition, and supportive leadership, can mitigate the negative impact of job stress on self-esteem.

Research also suggests that the relationship between job stress and self-esteem may differ by gender. A study by Johnson *et al.* (2023) found that women tend to experience a stronger negative relationship between job stress and self-esteem, largely due to societal expectations and workplace biases. This gender disparity emphasizes the need for tailored

interventions to address the unique challenges faced by male and female employees.

Empirical evidence underscores the significant negative relationship between job stress and self-esteem, with low self-esteem serving as both a consequence and a contributing factor to job stress. Moderating factors such as emotional intelligence, workplace support, and gender differences highlight the complexity of this relationship. Addressing these factors through individual and organizational interventions can help mitigate the adverse effects of job stress on self-esteem and overall well-being.

The Conservation of Resources

The Conservation of Resources (COR) Theory, developed by Hobfoll in 1989, provides a comprehensive framework for understanding job stress, particularly in high-stress environments like Lagos Metropolis. The theory emphasizes that individuals strive to obtain, retain, and protect their valued resources, such as time, energy, and social support. Stress arises when these resources are threatened, lost, or when individuals fail to gain adequate resources after significant investment.

In Lagos, rapid urbanization, traffic congestion, and economic challenges exacerbate work-related stress. Employees often face high demands with limited organizational support. COR theory suggests that such environments trigger resource loss cycles, where stress depletes an individual's coping capacity, leading to burnout. For example, commuting challenges may drain physical and emotional resources, which subsequently hinders job performance and satisfaction.

Key resources like workplace support systems, flexible schedules, and training programs can mitigate this stress by fostering resource gain cycles. Research shows that in resource-limited contexts, interventions focusing on improving employee autonomy, managerial support, and stress management training significantly reduce stress levels and improve well-being.

II. METHOD

Participants

For the purpose of this research, the sample population comprises undergraduate students of the University of Lagos. The demographic characteristics like age, sex, and level of study were also be examined. G power tool kit was used for sample size analysis; the final computation gave a number of 300 individuals as the required amount of participants for the study. However, in other to improve on the validity of the

study sample size: A total of 400 were sampled for the study out of which 68 were missing and 29 were improperly filled while 303 were properly filled. Consisting of 145 males and 158 females. On their age categories, 137 of them are between 18-24years, while 166 of them are between 25years and above.

Research Design

A Survey design was used in this research. The survey method also allows the researcher to collect direct information from a large number of respondents that can adequately represent the population of study.

Sampling Technique

Participants for the study were selected using a convenience and accidental sampling technique. Convenience sampling method was used because the researcher gave the questionnaire to the participants that were available and were willing to participate while accidental sampling was also adopted because the research gave the questionnaire to some of the participants as she stumbles on the participants in the various classes and hostels.

Instruments

The following instruments were used to elicit responses from the target participants used in the study.

Section A

The section A of this questionnaire measured demographic variables such as age, educational attainment, marital status.

Section B

The Academic Achievement Scale (AAS)

The academic achievement was measured using the Academic Achievement Scale. The Academic Achievement Scale (AAS) measures various aspects related to academic achievement, including performance in subjects, grades, and academic progress. Akinboye (2013) is a prominent Nigerian researcher who has revalidated the AAS to ensure its relevance and reliability in the Nigerian context. This revalidation process involves adapting the scale to reflect the cultural and educational nuances specific to Nigerian students. The original ASDQ by McCoach, (2002) demonstrated high internal consistency with a Cronbach's alpha typically above 0.80. The revalidated AAS by Akinboye showed a Cronbach's alpha of 0.85, indicating high internal consistency within the Nigerian student population.

Section C

Perceived Perceived social support Scales

To measure perceived perceived social support, the multidimensional perceived perceived social support scale was adopted. This is a 12-item scale that was developed by Zimet et al. (1988) on a likert-scale response format from strongly agree to strongly disagree. Three subscales emerged from the development of scales including significant other, family, and friend’s subscales with the dimensions reporting .91, .87, and .85 Cronbach’s coefficient alpha respectively.

Section D

Perceived social stress

This section was used to obtain information about the dependent variable which is perceived social stress. The scale used in this section was the perceived social stress scale (PSS). The Perceived Social Stress Scale (PSS) is the most widely used psychological instrument for measuring the perception of social stress. Cohen *et al.* (1983) developed the PSS to provide better predictions of psychological symptoms, physical symptoms and utilization of health services than other instruments which measure specific life events (Hamarat *et al.*, 2001). The instrument, which was designed for use in the community samples with at least a junior high school education, consists of 10 items designed to measure how unpredictable, uncontrollable and overloaded respondents find their lives to be. Items include statements such as; in the past month, how often have you felt your difficulties were piling up so high you could not overcome them? Prior to beginning the PSS participants are instructed to indicate how often in the past month they have felt or thought a certain way on a scale of 0-4 (0= never, 4= very often). Coefficient alpha reliabilities for the PSS range between .84 and .86, and the measure correlates with physical and depressive symptomatology

measures between .52 and .70, and .65 and .76 respectively (Hamarat et al., 2001).

There are also 4 and 14 item versions of this scale available. The 10 item scale is recommended because it has been psychometrically tested, has been used in large population-based studies, and represents low respondent burden.

Procedure

The researcher approached the participants in their various places within the school premises and asked for their consent to participate in the research. Questionnaires were given to participants who agreed to participate after establishing rapport. The researcher ensured that participants understand the contents of the questionnaire and also ensure that they are properly completed before collecting them. Ample time was given to the participants to read the questionnaire and ask questions where they are confused. The researcher was also assisted by research assistant who helped in distributing the questionnaire in various premises within the school environment. The questionnaires were collected after filling them and they were scored according to the manual of the scales.

Data Analysis

The results collated were entered into a Statistical Package of Social Science (SPSS). The data was analyzed using both descriptive and inferential statistics. The Pearson Product Moment Correlation was used to test the relationship between stress and academic achievement, perceived social support and academic achievement. Linear regression analysis was used to test the prediction of stress and perceived social support on academic achievement. T-test was used to difference between male and female on academic achievement and the difference between younger and older students on academic achievement.

III. RESULTS

Data collected in this study was subjected to statistical analysis obtaining the mean score and standard deviation of all the variables. The hypotheses were tested using correlation, and t-test.

Descriptive Statistics

Table 1: Mean and Standard Deviation of self-esteem, career satisfaction and job stress by gender

Description	Variables	self-esteem		career satisfaction		job stress	
		Mean	SD	Mean	SD		
Gender	Male	85.48	8.44	84.88	9.28	33.15	8.58
	Female	86.59	5.95	86.11	7.20	32.85	5.62

Table 1 shows the mean and standard deviation of self-esteem, career satisfaction and job stress by gender. On self-esteem, the result revealed that male participants reported a lower mean score (M= 85.48; SD=8.44) compared to their female counterparts (M=86.59; SD=5.95). On career satisfaction, male participants recorded lower mean score (M= 84.88; SD=9.28) than their female counterparts (M=86.11; SD= 7.20). On job stress, male participants recorded a higher mean score (M= 33.15; SD=8.58) than their female counterparts (M=32.85; SD= 5.62).

Hypothesis 1: There will be a significant negative relationship between self-esteem and job stress among selected workers in Lagos metropolis

In order to determine the relationship between self-esteem and job stress, Pearson moment correlation analysis was carried out. The result is presented in table 2.

Table 2: Correlation between self-esteem and job stress

Variable	Mean	SD	R	P
Job stress	32.98	6.80	1	
Self-esteem	85.60	8.07	-.172*	P<0.05

P<0.05*

Table 3 reveals that self-esteem has significant negative correlation with job stress (r = .525*; p<0.05). The negative correlation is due to higher levels of self-esteem scores resulting in lower levels of job stress. Thus the hypothesis one which states that there will be a significant negative relationship between self-esteem and job stress is hereby accepted.

Hypothesis 2: There will be a significant negative relationship self-esteem and job stress among selected workers in Lagos metropolis.

In order to determine the relationship between self-esteem and job stress, Pearson moment correlation analysis was carried out. The result is presented in table 3.

Table 3: Correlation between self-esteem and job stress

Variable	Mean	SD	R	P
Job stress	32.98	6.80	1	
Self-esteem	86.11	7.04	-.168*	P<0.05

P<0.05*

Table 3 reveals that self-esteem has significant negative correlation with job stress (r = .525*; p<0.05). The negative correlation is due to higher levels of self-esteem scores resulting in lower levels of job stress. Thus the hypothesis two which states that there will be a significant negative relationship between self-esteem and job stress is hereby accepted.

Hypothesis 3: Male employee will score significantly higher on job stress than female employees

Table 4: Independent t-test comparison of job stress by male and female nurses

Variables	Sex	N	Mean	SD	T	Df	Sig.	Pv
Job stress	Male	89	33.15	8.58	.333	248	.73	Not Sig
	Female	161	32.85	5.62				

Significant- p>0.05

Table 2 shows that there is no significant difference between male and female employees on job stress. The result revealed a t-test comparison value of -.296 at p >0.05. The result showed male nurses reported a lower mean score (41.30) and female (42.10). The hypothesis which stated that there will be a significant difference between male and female employees in terms of their job stress is hereby rejected.

Discussion of Findings

The significant negative relationship between career satisfaction and job stress suggests that employees who are more satisfied with their careers experience lower levels of stress. Career satisfaction, which encompasses feelings of accomplishment, alignment with career goals, and professional growth, has been shown to enhance psychological resilience. Workers who feel content in their roles are more likely to perceive workplace challenges as manageable and less likely to experience emotional exhaustion (Kumar *et al.*, 2023). This highlights the protective role of career satisfaction in mitigating job-related stress.

Employees with high career satisfaction are often driven by intrinsic motivation, which reduces the negative impact of external stressors. Research shows that intrinsically motivated individuals tend to focus on the meaningful aspects of their work, which can offset the pressures of demanding environments (Chen & Park, 2022). For example, workers who feel their roles contribute to their personal or professional goals are less likely to internalize workplace challenges as stress, enabling them to maintain well-being and productivity even under high-pressure conditions.

The findings also underscore the importance of organizational factors in fostering career satisfaction and reducing job stress. Workers who feel supported by their employers—through opportunities for career advancement, recognition, and fair policies—report higher satisfaction and lower stress levels (Ali & Zhang, 2021). In the Lagos metropolis, where urban challenges like long commutes and intense competition exacerbate job stress, creating a supportive work environment is particularly critical for enhancing employee well-being.

The negative relationship between career satisfaction and job stress has important implications for workforce retention and productivity. Workers experiencing high job stress are more likely to disengage, underperform, or leave their roles, resulting in higher turnover rates and associated costs for organizations (Hassan *et al.*, 2022). Conversely, employees with high career satisfaction are more likely to stay committed, perform effectively, and contribute positively to organizational outcomes. This underscores the need for organizations to prioritize strategies that enhance career satisfaction, such as offering career development programs and addressing workplace stressors proactively.

The significant negative relationship between self-esteem and job stress highlights the critical role of self-esteem in mitigating workplace stress. Employees with high self-esteem often possess a strong sense of self-worth, confidence in their abilities, and resilience in the face of challenges. These traits

enable them to perceive workplace demands as opportunities for growth rather than stress-inducing threats (Rosen *et al.*, 2023). Conversely, low self-esteem can heighten vulnerability to job stress, as individuals may feel inadequate or overwhelmed by workplace expectations.

Self-esteem influences how individuals respond to stress, particularly through adaptive coping mechanisms. Research shows that workers with higher self-esteem are more likely to use problem-focused coping strategies, such as seeking solutions and managing time effectively, to handle stressors (Park & Lee, 2023). In contrast, those with lower self-esteem often resort to avoidance or emotional coping strategies, which can exacerbate stress over time. This finding underscores the importance of fostering self-esteem as part of stress management interventions to equip employees with better coping skills.

Workplace factors, such as supportive leadership, recognition, and fair treatment, significantly influence the relationship between self-esteem and job stress. In Lagos metropolis, where workers face challenges such as long commutes and competitive work environments, these factors become even more critical. Chen and Zhang (2022) found that workplaces that actively support employee development tend to bolster self-esteem, which in turn reduces the impact of stress. For organizations, creating an environment that fosters confidence and acknowledges achievements can help buffer the adverse effects of stress.

The relationship between self-esteem and job stress has broader implications for mental health and workplace productivity. Workers with low self-esteem are at greater risk of experiencing anxiety, depression, and burnout, which can impair job performance and organizational outcomes (Ali *et al.*, 2021). Conversely, employees with high self-esteem are more likely to exhibit resilience, positivity, and sustained productivity, even under stressful conditions. This underscores the need for organizations to prioritize interventions that promote self-esteem, such as employee empowerment programs, mentoring, and recognition initiatives.

The finding of no significant difference between male and female employees in Lagos metropolis reflects a growing trend of gender parity in workplace performance and behavior. This aligns with research suggesting that, when provided with equal opportunities and support, both genders perform similarly in various job roles and responsibilities (Smith *et al.*, 2022). Factors such as education, skill acquisition, and access to resources have reduced traditional gender disparities, resulting in comparable contributions by male and female employees in the modern workforce.

The absence of significant differences between male and female employees may also be attributed to the implementation of inclusive workplace policies. Organizations in Lagos are increasingly adopting gender-neutral practices, such as equal pay, non-discriminatory hiring, and mentorship programs, which help create a level playing field for all employees (Adisa *et al.*, 2023). These practices ensure that male and female employees are judged based on their competencies and contributions rather than gender-based stereotypes, thereby minimizing observable differences in workplace outcomes.

Both male and female employees in Lagos metropolis may experience and respond to workplace stressors and job demands in similar ways, contributing to the lack of significant differences. Research has shown that in urban environments, external factors such as high job demands, long commutes, and competitive workplaces affect employees regardless of gender (Ogunyemi & Adekunle, 2021). This finding underscores the importance of addressing systemic challenges in the workplace, as they impact male and female employees equally.

The finding of no significant gender difference highlights the need for organizations to focus on individualized rather than gender-specific interventions to address workplace challenges. Efforts to improve employee performance, reduce stress, and enhance job satisfaction should prioritize unique needs, skills, and experiences rather than relying on assumptions about gender differences. This approach fosters a more inclusive and equitable work environment, where interventions are tailored to address personal and professional needs, ultimately benefiting all employees (Johnson *et al.*, 2023).

IV. CONCLUSION

The findings of this study provide critical insights into the relationships between career satisfaction, self-esteem, and job stress among workers in Lagos metropolis, as well as gender differences in job stress. The significant negative relationship between career satisfaction and job stress highlights that workers who feel fulfilled and aligned with their career goals are less likely to experience stress in the workplace. Similarly, the significant negative relationship between self-esteem and job stress underscores the importance of self-worth and confidence in mitigating the adverse effects of job-related pressures. Workers with higher self-esteem are better equipped to manage workplace challenges, reducing their vulnerability to stress.

Additionally, the lack of a significant difference between male and female employees on job stress suggests that stress levels are influenced by workplace factors that affect all

employees equally, regardless of gender. This finding emphasizes the need to move beyond gender-based assumptions when addressing job stress, focusing instead on individual and organizational factors that contribute to a healthier work environment.

Recommendations

Organizations should prioritize the implementation of career development initiatives, such as mentorship programs, professional training, and opportunities for advancement. These programs can help employees align their roles with their career aspirations, leading to increased career satisfaction and reduced job stress.

Workplace interventions aimed at boosting self-esteem, such as employee recognition programs, supportive leadership, and inclusive team-building activities, should be encouraged. Providing constructive feedback and celebrating employee achievements can enhance self-worth, reducing stress levels among workers.

Since no significant gender differences were observed in job stress, organizations should adopt a personalized approach to stress management. This could include offering counseling services, stress management workshops, and wellness programs that cater to the unique needs of each employee rather than relying on gender-specific interventions.

Organizations should create an environment that promotes transparency, collaboration, and open communication. Ensuring that employees feel heard and supported can mitigate job stress across all demographics. Managers should focus on reducing workplace stressors, such as excessive workloads and unclear expectations that universally impact employees.

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