

## THE INFLUENCE OF WORK ENVIRONMENT ON JOB EFFECTIVENESS IN EXCISE AND NARCOTICS CONTROL DEPARTMENTS: A MODERATED MEDIATION PERSPECTIVE

Muhammad Ali Awan<sup>\*1</sup>, Professor Dr. Muhammad Yasir<sup>2</sup>, Saira Ahmed Awan<sup>3</sup>, Aroosa Waqar<sup>4</sup>

<sup>\*1,4</sup>PhD Scholars Department of Management Sciences, Hazara University Mansehra,

<sup>2</sup>Chairman Department of Management Sciences, Hazara University Mansehra,

<sup>3</sup>Lecturer Department of Management Sciences Hazara University Mansehra

<sup>1</sup>[muhammadaliawan02@gmail.com](mailto:muhammadaliawan02@gmail.com), <sup>2</sup>[muhammadyasir@hu.edu.pk](mailto:muhammadyasir@hu.edu.pk), <sup>3</sup>[sairaahmadawan@hu.edu.pk](mailto:sairaahmadawan@hu.edu.pk),  
<sup>4</sup>[aroosawaqar51@gmail.com](mailto:aroosawaqar51@gmail.com)

Corresponding Author: \*

Muhammad Ali Awan

DOI:<https://doi.org/10.5281/zenodo.21273324>

|                              |                           |                            |
|------------------------------|---------------------------|----------------------------|
| Received<br>24 February 2026 | Accepted<br>06 April 2026 | Published<br>21 April 2026 |
|------------------------------|---------------------------|----------------------------|

### ABSTRACT

**1. Purpose** This research aims to study the relationship between the work environment and the performance of the personnel of the departments of Excise and Narcotics control. The mediating effect of employee well-being and the moderating effect of work load are also considered.

**2. Design / Methodology / Approach** This research uses a quantitative cross-sectional design. It aims to collect data from employees of the Excise and Narcotics control departments with a structured questionnaire. Statistical tests will be carried out using regression and the PROCESS macro (Model 7) in order to find moderated mediation effect between work environment, well being, workload and job effectiveness.

**3. Findings** It is hypothesized that a positive and supporting work environment would positively affect the employee well-being which in turn affects job effectiveness. When the workload is high, this positive effect will diminish, meaning there would be a negative moderation effect.

**4. Research Limitations / Implications** Causal relationship cannot be investigated through the cross-sectional design used here. Focusing only on narcotics control departments may also limit the generality of the findings. Future researches are advised to employ longitudinal design and study other mediating factors.

**5. Practical Implications** The findings show that improving the workplace conditions is important and workload needs to be properly managed. Organizations may try to improve job effectiveness by improving the well-being through supporting environment and policies.

**6. Social Implications** Increased effectiveness of the job performed in Excise and Narcotics control departments may positively impact efficiency of law enforcement system, level of public safety and societal gains. Also, reducing workload-related stress may benefit psychological state of the workers and help achieve a balance between job and life.

**7. Originality / Value** The present study offers a new insight by using a moderated mediation framework in the domain of Excise and Narcotics control departments. It combines the factors of employee well-being and work load in a single framework and a combination not explored by public sector research to a larger extent.

**Keywords:** Work Environment, Employee Well-being, Workload, Job Effectiveness, Narcotics Control

## 1. INTRODUCTION

Excise and Narcotics Control Departments operate in highly complex and demanding environments characterized by a high degree of risk exposure as well as tremendous job stress and legal pressure. Both the wings of department works for the purpose of safeguarding the interest of the public from criminal activities and maintaining lawful operations, such as regulating trade and enforcing taxation law. As a result, employee efficiency is paramount for overall organizational performance and achieving objectives.

There are number of organizational and psychological factors that influence employee efficiency. Among which work environment is considered one of the most important ones (Awan, 2024; Bhatti et al., 2026). Supportive working environment is one that provides a work place with required support in the form of sufficient resources, appropriate security, organizational support, and appropriate supervision, thus fostering the motivation and performance levels of the employees (Dhar, 2015). But in enforcement oriented departments such as excise and narcotics control, these conditions might not necessarily provide employee a supportive environment as the high demands of the job in the form of workload, work hours, stress and the enforcement nature of the jobs might nullify these effects.

The **JD-R** (Job demanding and resources theory) theory explains that work environment acts as organizational resource for the employees. It helps them to achieve desired results and in performing better on the job. Resources contribute towards motivation and employee performance; demands create strain and cause adverse effect on job efficiency. Employee well-being is proposed as a crucial mechanism through which organizational resources may exert influence on job outcomes. While a growing body of literature exists in terms of the work environment and employee performance, there is limited focus in terms of both employee well-

being as mediator and work load as moderator in a work setting such as public enforcement sector organizations.

The aim of the study, hence, is to investigate how the work environment influences the job effectiveness through the mechanism of employee well-being and how the work load plays a moderator in the context of the study's objectives. While considering the work environment, the psychological and social structure of the working organization in terms of management style of leader and co-workers are of no lesser importance than the material or structural resources available. Employees who believe that leaders treat them fairly, with dignity and support are expected to develop a positive attitude towards the organization and job.

However, in organizations like excise and narcotics control departments, where each decision made has a dire consequence and is backed with legal backing, the positive impact on psychological state of the employees from a supportive leader is more critical. A lack of support at leadership level can result in disengagement from job, decline in morale and overall less effectiveness. More than being physically taxing, the nature of these jobs are also emotionally demanding due to continuous unpredictable situations, the legal procedures, the societal pressures and public concerns, all of which can make work place very stressful, and difficult to maintain high efficiency constantly.

Therefore, organizations need to consider emotional well-being of their employees and not just physical resources. Individual perceptions also differ significantly. Everyone doesn't react the same way to workplace situations. Individual differences, coping behaviors and even individual perception of workload may play significant role in making each employee feel differently about the workplace environment.

Thus, one cannot consider moderating and mediating effects without considering the variables like work load and employee well-being.

Specifically, this study addresses the following objectives:

1. To examine the direct impact of work environment on job effectiveness.
2. To analyze the mediating effect of employee well-being on the relationship between work environment and job effectiveness.
3. To investigate the moderating effect of work load on the relationship between work environment and job effectiveness.
4. To explore the mediated moderation relationship in context of excise and narcotics control departments.

## 2. Literature Review

### 2.1 Work Environment and Job Effectiveness

Work environment can be defined as all the factors that affect the workplace and are beyond the control of an individual employee. These can include physical premises, organizational support and supervision, leadership style and working culture. Many researchers acknowledge positive work environment as a factor that can contribute positively in motivation and job satisfaction as well as employee performance (Al-Omari & Okasheh, 2017). Many researchers have shown the influence of employee motivation and performance in a good work environment.

A previous study has found employees performing best in the supportive environment. Chandrasekar (2011) supported this by stating that working conditions contribute to the performance of employees as well as organizational performance. It can increase motivation and reduce the job related stress thus increasing efficiency and performance.

The context of law enforcement and public sector organizations may further accentuate the role of work environment since the demands for work in this kind of setting may be high. Not only should physical requirements be considered, but employees in law enforcement and public sector organizations would need the presence of psychological aspects to be able to perform at their optimum level. Thus, a conducive work environment is hypothesized to improve work effectiveness.

In recent studies, the significance of a comprehensive concept of work environment that includes the two aspects (physical and psychological) is increasingly advocated. It is not the existence of a work environment that matters but the employees' subjective perception of their work environment, which leads to effectiveness (Khan et al. 2026). An environment that embraces clear communication channels, recognizes and rewards employee efforts, and allows opportunities for development is expected to lead to the work force that is more committed and involved, which is especially pertinent to public sector organizations in which bureaucratized hierarchy may sometimes limit responsiveness and creativity.

### 2.2 Employee Well-being as a Mediator

Employee well-being may be referred to as physical, psychological and emotional health of an individual at work. It reflects the perception of an employee about life and work in terms of personal satisfaction. Based on the JD-R theory, well-being contributes to work performance as influenced by the provision of job resources (Bakker & Demerouti, 2017).

Empirical evidences have supported the mediating function of well-being on workplace and performance outcome. As cited in literature, well-being is strongly related to work outcomes such as performance, organizational commitment and engagement (Harter et al., 2003). Well-being is considered as the "a channel" which is directly influenced by organizational practices to work outcomes (Danna & Griffin, 1999). In high-pressure environments such as excise and narcotics control departments, employee well-being becomes particularly important. A supportive work environment can reduce stress and enhance psychological resilience, enabling employees to perform their duties more effectively. Therefore, employee well-being is expected to mediate the relationship between work environment and job effectiveness.

Employee well-being goes beyond lack of stress; it is characterized by the presence of positive affective states, involvement, and stability. When an employee is experiencing positive affect (being

pleased), they are more alert, capable of making informed choices, and effective at completing work assignments; on the contrary, experiencing negative affect may result in decreased motivation, fatigue, and mistakes. Hence, well-being has an impact and serves as the crucial intervening variable by translating organization support into performance outputs. It also affects behavior and psychological outcomes/performance intentions (Sajid et al., 2026).

The nature of behavior and psychology has been identified as important influencing outcomes and work intentions. The well-being element is very important as well in terms of sustained performance as it's being a high-risk area (Narcotics control). Being continuously exposed to stressful conditions will affect an employee's capability in performing if not provided with due support.

### 2.3 Workload as a Moderator

Workload can be defined as the extent of the demands on employees, including amount of tasks, time pressures and complexity of tasks (Spector and Jex, 1998). Although a moderate workload may result in better job performance, high workload can also result in negative outcomes such as strain and burnout (Spector and Jex, 1998).

In JD-R theory, demands such as workload weaken the positive impact of resources. High workload demands deplete employees' psychological and physical energies and resources, hence only a limited amount of resources can be used to provide maintenance for well-being and work performance (Bakker and Demerouti, 2007). As a result, although there is work support available, an extreme workload may not necessarily bring forth positive work outcomes and employee well-being.

Some studies provide empirical evidence for the negative moderating effect of workload on the relationship between organizational support and other outcome variables. For instance, Schaufeli and Bakker (2004) demonstrated that job demands can inhibit positive impact of job resources on job engagement and job performance. Based on previous evidence,

workload will be hypothesized as a negative moderator of the relationship between organizational support and employee outcomes in this study.

It is true that workload is an essential element of organizational productivity, but its effects may vary depending on intensity. Reasonable workload can have positive impact to boost employee motivation and a feeling of accomplishment. However, the excessive workload can exhaust employees and reduce the efficiency. Therefore, work support may not necessarily produce positive work outcomes in case of very demanding workload since employees are not able to utilize support.

The negative impact of excessive workload may not only harm individual well-being directly but also lead to undesirable consequences such as long-term burnout and work dissatisfaction by impairing the balance of life, which will have more critical influence in enforcement organizations where work stress may be already very high. Therefore, workload may be not only as independent but also dependent in certain working contexts.

### 2.4 Theoretical Framework

This study is grounded in two major theoretical perspectives:

#### 2.4.1 Job Demands–Resources (JD-R) Theory

This is because every job has job demands and resources which, in return affect how employees react (Bakker & Demerouti, 2007). Job demands such as work overload leads to employee strain and negative effect, job resources such as positive work relations, job variety contribute to motivation and good health.

When Human Capital Theory is integrated with the JD-R theory a much clearer and complete image of how employees are efficient is obtained. Where the JD-R explains the relation between the resources and demands, the Human Capital Theory argues that investing in human beings produces value in terms of productivity. The combination implies that, just the same as a company should provide resources for its employees, it also needs to control the demands

and work load in the organization, in order for the employees to be highly effective.

This combination is particularly applicable to excise and narcotics control departments, where a good management of resources and the control of demands is extremely vital for organization's success. The simultaneous approach will make employees not to be overworked but maintain their physical and mental well being, thus leading to long term efficiency.

#### 2.4.2 Human Capital Theory

Human Capital Theory believes that employees should be encouraged to enhance their human capital and job performance. A working environment that supports employees can enhance employee well-being and thus build human capital for organization. (Becker, 1964). This study theorizes by drawing on these theories and proposed that work environment (resource) could enhance job effectiveness through employee well-being while workload (demand) weaken this link.

Work environments in excise and narcotics control departments are subject to operational and psychological strains, and legal implications. It's crucial to maintain a positive link between job effectiveness and organizational effectiveness for law enforcement departments to satisfy goals related to law enforcement and safety (e.g. Drug detection and prevention).

It's known that the working environment contributes to employee outcomes, however, in the field with high demand, such as Narcotics control departments, employee work load might weaken the effect of working environment. The study aims to analyze how working environment impact job effectiveness, under what circumstances does this impact weaken?

The study will examine:

- How work environment directly influence job effectiveness?
- How employee well-being mediate the relationship between work environment and job effectiveness?
- How workload moderates the relationship between work environment and job effectiveness?

### 3. Hypotheses Development

#### Direct Relationship

**H1:** Work environment positively influences job effectiveness.

#### Mediation

**H2:** Work environment has a positive effect on employee well-being.

**H3:** Employee well-being positively affects job effectiveness.

**H4:** Employee well-being mediates the relationship between work environment and job effectiveness.

#### Moderation

**H5:** Workload negatively moderates the relationship between work environment and employee well-being.

#### Moderated Mediation

**H6:** The indirect effect of work environment on job effectiveness through employee well-being decreases when workload is high.

### 4. Methodology

#### 4.1 Research Design

A quantitative research approach is used in this study to explore the relationship between work environment, employee well-being, workload and job effectiveness. A cross sectional design is used in this study where the data is collected at single point in time from the employees working in the Excise and Narcotics control department. Such a design is considered appropriate for exploring the patterns, associations and relation of variables in the current study and for testing the proposed moderated mediation model in the real organizational setting.

A quantitative approach allows objective measures of variables and application of statistics for testing the hypothesized relationship. Such an approach can be used to study generalizations among population and the associations among variables.

#### 4.2 Population and Sample

The sample of this study will include employees who work in Excise and Narcotics control departments. In order to fulfill this criteria, the

respondents will be the employees who are working under this organization, working in Khyber Pakhtunkhwa (KPK) province of Pakistan. As, this sector contains stressful working condition, the working environment will be considered to effect the employee's job effectiveness.

The sample of this study would be selected using non-probability sampling method that is convenience sampling. This would be done for practical and time consideration, however; the data would try to obtain from various units of the organization to be heterogeneous sample.

The expected number of respondents would be between 200 to 300, which are adequate to be used for the regression and to utilize the PROCESS macro for testing the moderated mediation.

#### 4.3 Data Collection Procedure

Responses will be measured through structured questionnaires focusing on the variables relevant to the study. These questionnaires will be administered on both paper and via an online survey, depending on availability and respondents' comfortability.

Prior to data collection, participants will be informed about the study and assured that responses will be kept confidential and used for academic purposes only. Their participation in the study will be voluntary, and participants will have the ability to discontinue at any point.

A small scale pilot study may be conducted with participants prior to data collection in order to assess whether questions in the questionnaire are clear and relevant. This will allow the questionnaire to be adjusted as needed.

#### 4.4 Measurement of Variables

All variables in the study will be measured through the previously tested and validated scales obtained from prior researches. These variables will be measured on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Work Environment (Independent Variable) and employees working condition, organization's support, availability of resources, working condition will be measure through items.

Employee well-being (Mediator) and mental and emotional state of employees will be measured through indicators of mental health, stress, job satisfaction and work well-being.

Workload (Moderator) will be measured by job demands, amount of pressure at work, employee's job pressure and intensity.

Job Effectiveness (Dependent Variable) and efficiency, productivity and job completion, work accomplishment. These items use valid and reliable scales.

#### 4.5 Model Specification

In order to investigate the links between variables, a moderated mediation model is used in this study. Equations are used to reflect these links:

##### Mediator Model:

$$M = \beta_0 + \beta_1(WE) + \beta_2(WL) + \beta_3(WE \times WL) + \varepsilon$$

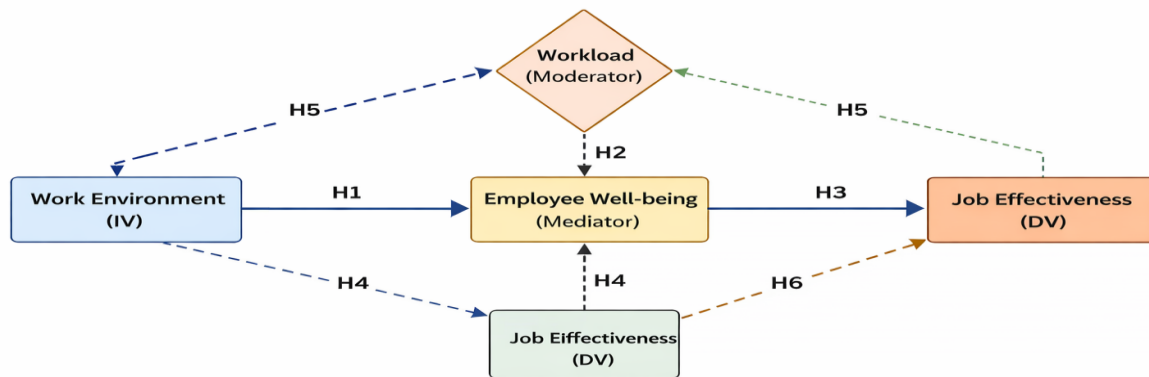
##### Outcome Model:

$$DV = \beta_0 + \beta_1(WE) + \beta_2(WB) + \beta_3(WL) + \beta_4(WE \times WL) + \varepsilon$$

Where:

- WE = Work Environment
- WB = Employee Well-being
- WL = Workload
- DV = Job Effectiveness

These equations allow for testing both the direct and indirect effects, as well as the interaction effect of workload.



**Conceptual Framework: Moderated Mediation Model in Excise and Narcotics Control Departments**

#### 4.6 Data Analysis Techniques

Collected data will be analyzed using statistical software such as SPSS. Several levels of analysis will be conducted:

##### **Descriptive Statistics:**

Will be used to summarize demographic characteristics of respondents, as well as overall trends in response data.

##### **Reliability Analysis:**

The Cronbach's Alpha value will be used to check for internal consistency between items within a measurement scale.

##### **Correlation Analysis:**

Will be used to determine the magnitude and direction of any relationship between the variables being studied.

##### **Regression Analysis:**

Will be used to determine direct effects between the independent and dependent variables.

##### **Moderated Mediation Analysis:**

This will be analyzed using PROCESS macro (Model 7), which will simultaneously test both the mediation effect of employee well-being and the moderation effect of work environment.

Bootstrapping techniques will also be used to guarantee the indirect effects are reliable.

#### 4.7 Ethical Considerations

Ethical codes will be followed in the conduct of research. Respondents will be informed about the nature of the research and their rights as respondents. Informed consent will be received before subjects participate in the research.

Anonymity and confidentiality will be ensured in the research by the absence of collection of personally identifiable data. The collected data will be solely for research and would be passed on to no one other than the research participants themselves.

Furthermore, no respondent would be harmed or put in to discomfort and all respondents' participation in the research will be voluntary.

### 5. DATA ANALYSIS AND RESULTS

#### 5.1 Introduction

In this chapter the data collected from employees of Excise and Narcotics Control Departments is statistically analyzed. The statistical analysis is conducted to evaluate how work environment, well-being and workload are related to employee job effectiveness. Statistical analyses performed are as following: descriptive statistics, reliability test, correlation analysis, regression analysis, moderated mediation (Process macro model 7).

### 5.2 Response Rate and Data Screening

300 questionnaires were given to participants, of which 247 were returned and completed, representing a response rate of about 82%. After screening the questionnaires for errors in data

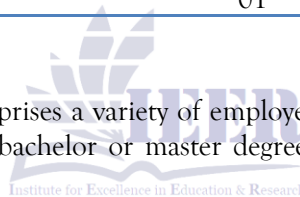
and missing variables, it was concluded that no significant problems existed and all the questionnaires were considered valid and appropriate for the analysis.

### 5.3 Demographic Profile of Respondents

| Variable             | Category | Frequency | Percentage |
|----------------------|----------|-----------|------------|
| <b>Gender</b>        | Male     | 178       | 72%        |
|                      | Female   | 69        | 28%        |
| <b>Age</b>           | 20-30    | 85        | 34%        |
|                      | 31-40    | 92        | 37%        |
|                      | 41-50    | 48        | 19%        |
|                      | 51+      | 22        | 10%        |
| <b>Qualification</b> | Bachelor | 119       | 39%        |
|                      | Master   | 80        | 45%        |
|                      | MPhil/MS | 31        | 13%        |
|                      | PhD      | 01        | 3%         |

#### ✓ Interpretation

As shown in the table, our sample comprises a variety of employees. Most employees are within the 20-40 years of age range and have at least a bachelor or master degree. Therefore, the workforce is quite well educated.



### 5.4 Descriptive Statistics

| Variable                   | Mean | Std. Deviation |
|----------------------------|------|----------------|
| <b>Work Environment</b>    | 3.84 | 0.61           |
| <b>Employee Well-being</b> | 3.76 | 0.64           |
| <b>Workload</b>            | 3.95 | 0.69           |
| <b>Job Effectiveness</b>   | 3.82 | 0.58           |

#### ✓ Interpretation

These means suggest that, overall, the participants see their work situation and job performance as being of moderate to high magnitude. The workload is fairly high, suggesting that employees do seem to have high demands in their jobs.

### 5.5 Reliability Analysis

| Variable                   | Cronbach's Alpha |
|----------------------------|------------------|
| <b>Work Environment</b>    | 0.87             |
| <b>Employee Well-being</b> | 0.88             |
| <b>Workload</b>            | 0.85             |
| <b>Job Effectiveness</b>   | 0.86             |

### ✓ Interpretation

All values are above the acceptable cutoff value of 0.70, and are demonstrating high internal consistency and reliability.

### 5.6 Correlation Analysis

| Variables | WE     | WB     | WL     | JE |
|-----------|--------|--------|--------|----|
| WE        | 1      |        |        |    |
| WB        | .63**  | 1      |        |    |
| WL        | -.47** | -.51** | 1      |    |
| JE        | .59**  | .66**  | -.49** | 1  |

(\*\*p < 0.01)

### ✓ Interpretation

Work environment demonstrates a strong positive relationship with the employees' well-being and the effectiveness in work. Work load has a negative relationship with well-being and work effectiveness.

### 5.7 Regression Analysis

#### Model 1: Effect of Work Environment on Employee Well-being

| Variable | Beta | t-value | Sig  |
|----------|------|---------|------|
| WE       | 0.63 | 11.42   | .000 |

### ✓ Interpretation

Work environment has a strong and significant positive effect on employee well-being.

H2 is supported

#### Model 2: Effect of Employee Well-being on Job Effectiveness

| Variable | Beta | t-value | Sig  |
|----------|------|---------|------|
| WB       | 0.65 | 12.10   | .000 |

### ✓ Interpretation

Employee well-being significantly improves job effectiveness.

H3 is supported

#### Model 3: Direct Effect of Work Environment on Job Effectiveness

| Variable | Beta | t-value | Sig  |
|----------|------|---------|------|
| WE       | 0.58 | 10.85   | .000 |

### ✓ Interpretation

Work environment directly influences job effectiveness.

H1 is supported

### 5.8 Moderation Analysis (Workload as Moderator)

| Variable | Beta  | t-value | Sig  |
|----------|-------|---------|------|
| WE       | 0.52  | 9.20    | .000 |
| WL       | -0.42 | -7.85   | .000 |
| WE×WL    | -0.30 | -3.15   | .002 |

#### ✓ Interpretation

The interaction term ( $WE \times WL$ ) is negative and significant. This means that workload weakens the positive effect of work environment on employee well-being.

#### H5 is supported

##### 5.9 Mediation Analysis (Employee Well-being)

##### Indirect Effect (Bootstrapping Results)

| Effect | Boot LLCI | Boot ULCI |
|--------|-----------|-----------|
| 0.41   | 0.27      | 0.54      |

#### ✓ Interpretation

Since the confidence interval does not include zero, the indirect effect is significant. This confirms that employee well-being mediates the relationship between work environment and job effectiveness.

#### H4 is supported

##### 5.10 Moderated Mediation Analysis

| Workload Level | Indirect Effect |
|----------------|-----------------|
| Low            | 0.49            |
| Medium         | 0.41            |
| High           | 0.22            |

#### ✓ Interpretation

The indirect effect decreases as workload increases. This shows that the mediating role of well-being becomes weaker under high workload conditions.

#### H6 is supported

##### 5.11 Summary of Hypotheses Testing

| Hypothesis | Statement           | Result    |
|------------|---------------------|-----------|
| H1         | $WE \rightarrow JE$ | Supported |
| H2         | $WE \rightarrow WB$ | Supported |
| H3         | $WB \rightarrow JE$ | Supported |
| H4         | Mediation           | Supported |
| H5         | Moderation          | Supported |
| H6         | Moderated Mediation | Supported |

##### 5.12 Overall Findings

The findings indicates that work environment is beneficial in enhancing job effectiveness and the well-being mechanism partially underlies this relationship. However, workload plays an important role as a constraint in weakening the direct and indirect relationships.

Employees are least able to take advantages of the positive environment in high workload condition, showing the necessity of balancing task demands with task resources

##### 6.1 Discussion

The main aim of this study was to understand the influence of work environment on job effectiveness in Excise and Narcotics Control Departments under the mediating effect of well-being and moderating effect of workload. This study offers significant conclusions that would enrich the literature concerning organizational factors and job demands that combine in a stressful working condition.

The result depicts a positive and significant effect of the work environment on job effectiveness. Employees in organizations having positive work environment will perform higher and are well-equipped with their jobs, which is essential for tasks accomplishment and increases motivation and commitment from employees. Support from working environment in excise and narcotics control is an imperative requirement as these departments have risky, tedious, and non-predictable jobs.

Similarly, employee well-being showed a significant mediating effect between the work environment and job effectiveness. Work environment will not be translated into better outcomes unless it is associated with well-being, employees' psychological, emotional, and Job satisfaction state is of utmost importance.

Workload also appeared as a significant moderating effect; the relation between work environment and well-being diminishes at higher levels of workload. The more employees are overburdened, more will be the consumption of their time and energy and lesser they will be able to utilize organizational resources. Hence, regardless of working conditions, workload has to be managed to reap the benefits of work environment.

The moderated mediation test also showed that the indirect effect of work environment on job effectiveness by well-being is weaker in the condition of high workload, which shows that workload is not only influence performance directly but also influence how other factors influence employee performance. In a simplified version, a good working environment is good for performance but the influence will be lessened when employee have excessive workload.

On a whole, the study result is strongly supports the Job Demands-Resources (JD-R) theory and it pointed out that both of job resource and job demands will influence employee performance, and the direct and indirect effects from job resource will weakened by the high level of job demand. Especially when employee in enforcement-based organizations working under pressure and the impact from other job resource

on job performance is attenuated when there is high level workload.

## 6.2 Conclusion

It is the aim of this research to make an in-depth understanding of factors contributing to the effectiveness at work within Excise & Narcotics Control Dept. This research validates the notion that the work environment is a determining factor that influences performance (directly and indirectly, via employees' well-being).

The results of the research emphasize that employees' well-being is a vital mediator between organizational environment and performance. Employees who feel in good psychological and emotional health are better equipped to perform well in the job they undertake.

Meanwhile, workload is a significant mediator too; an excessive amount of workload diminishes the positive relationship that the work environment bears on performance and the positive consequences on employees' well-being. This also shows the fact that in addition to providing the needed resources, one also has to consider managing demands properly.

In summary, the study demonstrates that to enhance the effectiveness at work, focus should be placed on improving both the work environment and controlling the workload at the same time.

## 7. Practical Recommendations

Several action recommendations for Excise and Narcotics Control departments policy-makers and administrators have been proposed:

### 7.1. Improve Work Environment

Organizations should focus on creating a supportive and resourceful workplace by:

- Ensuring availability of necessary tools and resources
- Promoting clear communication channels
- Encouraging positive leadership and teamwork

A healthy work environment can significantly enhance employee motivation and performance.

### 7.2. Promote Employee Well-being

Employees' wellness must be viewed as a priority.  
Companies could :

Develop programs aimed at managing stress  
Offer support, including psychological counseling services  
Support work-life balance  
Investing in employees' wellness ensures good performance.

### 7.3. Manage Workload Effectively

Employees' wellness must be viewed as a priority.  
Companies could :

- Develop programs aimed at managing stress
- Offer support, including psychological counseling services
- Support work-life balance

Investing in employees' wellness ensures good performance.

### 7.4. Training and Development

We need to have frequent training sessions in order to help staff to:

- Cope better
- Gain knowledge on the skills needed when working under stress
- Build greater stamina and adaptability.

This is very necessary in enforcement-type agencies.

### 7.5. Strengthen Organizational Support Systems

Organizations should build systems that:

- Recognize employee efforts
- Provide feedback and performance support
- Encourage participation in decision-making

Such practices improve employee engagement and effectiveness.

### 7.6 Theoretical Implications

This study contributes to the existing body of knowledge in several ways:

- It extends the application of **JD-R theory** in the context of law enforcement agencies
- It provides empirical support for the **mediating role of employee well-being**

- It highlights the importance of **workload as a moderating variable**

- It integrates mediation and moderation into a **single comprehensive model (moderated mediation)**

These contributions help in better understanding employee performance in high-risk and high-demand sectors.

### 7.7 Limitations of the Study

Despite its contributions, this study has certain limitations:

#### 1. Context-Specific Institutional Setting

This research is set in the context of Excise and Narcotics Control Departments, which is subject to distinct institutional, legal and enforcement pressures. These contexts factors may influence the employees' perceptions and behaviors differently compared to organizations in other public and private sectors. This can therefore lead to findings that are unique and indicative of an enforcement driven environment rather than universally applicable to other organizational settings.

#### 2. Perceptual Measurement of Key Constructs

All variables (including working conditions, job demands, and job performance) are assessed through the perception of employees. The measures are considered acceptable in organizational research, but may fail to accurately reflect performance outcomes and objective job demands. Employee responses may be subject to influences such as attitudes, emotions and work history.

#### 3. Potential Common Method Variance (CMV)

As all variables' data was obtained from the same subjects, and within a single instrument, CMV could be a potential problem. While it can be lowered through statistical techniques, CMV might artificially inflate the existing relations between variables.

#### 4. Limited Consideration of Organizational Hierarchy and Role Differences

This study fails to specify the distinction between job position, rank and hierarchical level within the departments. Field officers and clerks might work under different environment, work load

and in different effectiveness. Ignoring this fact could cover up significant differences in relationship between working environment, work load and effectiveness.

#### 5. Exclusion of Other Relevant Organizational Variables

In this study, the focus is only on the work environment, well-being and workload, other variables which have influences in these factors like leadership style, organizational culture, autonomy and emotional intelligence are omitted. As a result, the model maybe not so comprehensive as compared to one which takes these variables into account.

#### 6. Static Examination of a Dynamic Process

All of these relationships are measured at a specific point in time, while the levels of employee well-being, work load and performance can vary in their state at different points in time; this can be observed more acutely under high-stress conditions such as narcotics control.

#### 7. Cultural and Regional Context Constraints

These findings were generated from a particular regional and cultural setting (e.g. KPK, Pakistan). Therefore, certain work norms, chain of command, and perception of stress might vary from other regions or countries. Such culturally embedded dynamics could have an impact on employees' perception of work load and organizational support.

#### 8. Suggestions for Future Research

For the researchers in the future, they can extend this research by:

- Design the study using longitudinal research methods in order to find out causal relationships between variables.
- Extend the scope of the study to other public and private organizations.
- Add more variables in the research, such as leadership style, organizational culture, job satisfaction etc.
- Investigate this issue through comparative research among provinces and countries.

- Apply mixed methods in future research for a comprehensive understanding.

#### 8.1. Practical Implications

- Create a better workplace culture and environment, improve support within the organization
- Include staff stress and wellness initiatives
- Implement a fair distribution of workload
- Practice and advocate for employee-centered policies

#### 8.2 Theoretical Contributions

- Develops the JD-R theory further to fit a law enforcement environment
- Uses moderated mediation design in the study of public sector settings
- offers a systematic approach for the examination of high-risk occupations

#### 9. References

- Al-Omari, K., & Okasheh, H. (2017). The influence of work environment on job performance: A case study of an engineering company. *International Journal of Applied Engineering Research*, 12(24), 15544-15550.
- Awan, M. A. (2024). Determinants of bank profitability in Pakistan. *IOSR Journal of Business and Management*, 26(9), 1-8. <https://doi.org/10.9790/487X-2609116068>
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328.
- Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273-285.
- Becker, G. S. (1964). *Human capital: A theoretical and empirical analysis*. University of Chicago Press.

- Bhatti, M. F., Sajid, R. N., & Awan, M. A. (2026). Impact of electronic banking services on customer behavior. *Center for Management Science Research*. <https://doi.org/10.5281/zenodo.18399020>
- Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance. *International Journal of Enterprise Computing and Business Systems*, 1(1), 1-19.
- Danna, K., & Griffin, R. W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. *Journal of Management*, 25(3), 357-384.
- Dhar, R. L. (2015). Service quality and the training of employees: The mediating role of organizational commitment. *Tourism Management*, 46, 419-430.
- Harter, J. K., Schmidt, F. L., & Keyes, C. L. (2003). Well-being in the workplace and its relationship to business outcomes. In *Flourishing: Positive psychology and the life well-lived* (pp. 205-224).
- Khan, N., Sajid, R. N., Shaheen, F., & Awan, M. A. (2026). Decoding organizational climate: Its impact on job satisfaction in NADRA, Pakistan's public sector. *Journal of Management Science Research Review*. <https://doi.org/10.5281/zenodo.19347071>
- Sajid, R. N., Khan, N., Awan, M. A., Bakhsh, U., & Shaheen, F. (2026). Influence of self-marketing attitude, subjective norms, and perceived behavioral control on e-sports players' professional career intentions: The role of marketing-driven talent visibility. *International Journal of Social Sciences Bulletin*. <https://doi.org/10.5281/zenodo.19347071>
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement. *Journal of Organizational Behavior*, 25(3), 293-315.
- Spector, P. E., & Jex, S. M. (1998). Development of four self-report measures of job stressors. *Journal of Occupational Health Psychology*, 3(4), 356-367.