



Towards Health Workplace Environment: Managing the Antecedents and Consequences of Job Stress in Saudi Arabia

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Abstract

This study investigates the variables influencing antecedents and consequences of job stress in Saudi Arabia. The relationships between work-related stress, burnout, overload, work-family conflict, job satisfaction, and turnover intention, were investigated directly and indirectly. All of the study's participants, who are directly affected by these variables, are workers in the capital city of Saudi Arabia. There were two hundred individuals in the random sample. The statistical tools used in this study are (AMOS) and (SPSS). The results of this study show most clearly that work overload positively and significantly influences job stress. Second, job stress positively and significantly influences work-family conflict. Third, job stress negatively influences job satisfaction. Fourth, job satisfaction negatively influences turnover intention. Fifth, work-family conflict positively and significantly influences turnover intention. These findings indicate that Job stress frequently arises from incongruous job responsibilities, resulting in a physiological and emotional reaction to job demands that surpass a worker's capabilities or resources. Stress can hinder concentration, decision-making, and problem-solving abilities, reducing work performance. Work-family conflict occurs when work demands clash with family obligations, creating challenges in fulfilling both responsibilities. Job satisfaction fosters solid emotional connections and cultivates loyalty towards the company. Individuals experiencing significant work-family conflict frequently express a desire to resign from their current employment, thus emphasizing the intricate connection between job-related stress, conflict, and loyalty.

Keywords: Job Stress, Work Overload, Work-Family Conflict, Job Satisfaction, Turnover Intention.

Introduction

Occupational stress has become a significant concern in the workplace, particularly in the context of Saudi Arabia where the unique cultural and social factors contribute to a complex work environment (Salama et al., 2022). Therefore, much more effort should be exerted to provide a healthier workplace environment for the organization and its employees. This study is part of this commitment. The contribution of this study is to provide guidelines for both the employees who are suffering from stress and their employing organizations to tackle the existing stressors and counteract their harmful effects. In recent years, the rapidly increasing pace and changing dynamics of the business environment have had a significant effect on the workplace. These changes are mainly attributed to globalization, increased use of technology and information, and hence increased availability and speed of communication, and increased competition as firms expand beyond the domination of the local and national market. This rapidly changing workplace also inherited its accompanying problems and stress for the individuals and organizations who work within it. Stress is considered a pest to the effectiveness of organizations because it has a potentially harmful effect both on the employees who suffer from it and on the objectives and health of the organization. Saudi organizations spend huge amounts of money to alleviate these negative effects

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Background and Rationale

This transition and the uniqueness of Saudi society present organizations in Saudi Arabia with challenges that may have a major impact on the mental health and general health of Saudi employees. As such, job stress is higher in Saudi Arabia as compared to other countries. This research is structured as follows. The first section describes and discusses several related issues. The second section reviews the literature with the third section offering managerial implications. The concluding section provides future research directions.

Since the early 1990s, the call for working in organizations that put high value on human potential has gained international momentum. To that end, the attention has shifted to the quality of work life and the importance of employees' well-being. Issues such as corporate responsibility, and ethical and positive organizational behavior have been emphasized. One of the issues that has recently attracted the attention of researchers in Saudi Arabia is job stress. Saudi environment is characterized by rapid urbanization, very high social and economic transition, a localization policy that strives to increase the participation of Saudi citizens in the labor market, and transforming from a public sector-based to a private sector-based economy due to the ascension of the Kingdom of Saudi Arabia to the World Trade Organization (WTO). All these factors and others draw attention to the importance of creating more healthier workplace environment for Saudi organizations. This study tries to respond by managing the antecedents and consequences of Job Stress in Saudi Arabia

Research Objectives

The lack of evidence linking human resource management practices and the job stress status of employees has been a barrier to empirical research, which has mostly relied on questionnaire tests that describe individual or composite practices and has numerous limitations (Aktar & Pangil, 2017). The most significant limitation has been in not considering that human resource management practices are multidimensional. This study addresses the need to link both stress measurement and human resource management studies in keeping job stress at bay and identifying how human resource management practices can lead to a decrease in stress levels. Additionally, there is a gap in studying the relationship between HRM practices, in terms of work overload, work-family conflict, and job stress, in relationship to job satisfaction and Turnover intention. This study will bridge this gap by exploring the relationship between these variables and adding a contribution to the existing literature. Therefore, the main objective of this study is to examine the following relationships

- To identify the relationship between relationship between work overload and job Stress.
- To identify the relationship between Work-Family Conflict and Job Stress.
- To identify the relationship between Job Stress and Job Satisfaction.
- To identify The relationship between Job Satisfaction and Turnover Intention
- To identify the relationship between work-family conflict and turnover intention.

Literature Review and theoretical framework

In the present day, stress significantly influences our productivity, success, and overall life satisfaction. (Hamid et al., 2019). Therefore, Enshassi et al. (2015) indicated that stress affects both employees and their companies significantly. According to Rizwan et al. (2013), stress has certain negative psychological and physical consequences for employees. In addition, different elements such as demand, support, relationships, role, control, and change influence stress in the workforce. Then, organizations can effectively minimize employee stress by eliminating or altering the underlying sources of stress in the work setting. (Hamid et al., 2019) Regarding James et al. (2024), to manage stress, employees require a specific type of motivation

as well as measures that reduce the stress caused by their jobs. Consequently, frequent job stress has been empirically shown to result in significant financial losses for a corporation. (Adila et al., 2023). Additionally, there is a concerning global trend among organizations to observe a surge in the detrimental impacts of stress on the productivity and personal satisfaction of their workforce. Organizations in the United States, the United Kingdom, the Caribbean, East and Central Africa, West Africa, and other regions are typical examples. Concerning stress-related symptoms, the American Academy of Family Physicians estimates that approximately two-thirds of family physician visits are warranted. (Yunusa et al., 2024). The study investigates the direct and indirect relationship between job stress, work overload, work-family conflict, job satisfaction, and turnover intention. This research aims to study the antecedents and consequences of job stress in Saudi Arabia. According to the research model:

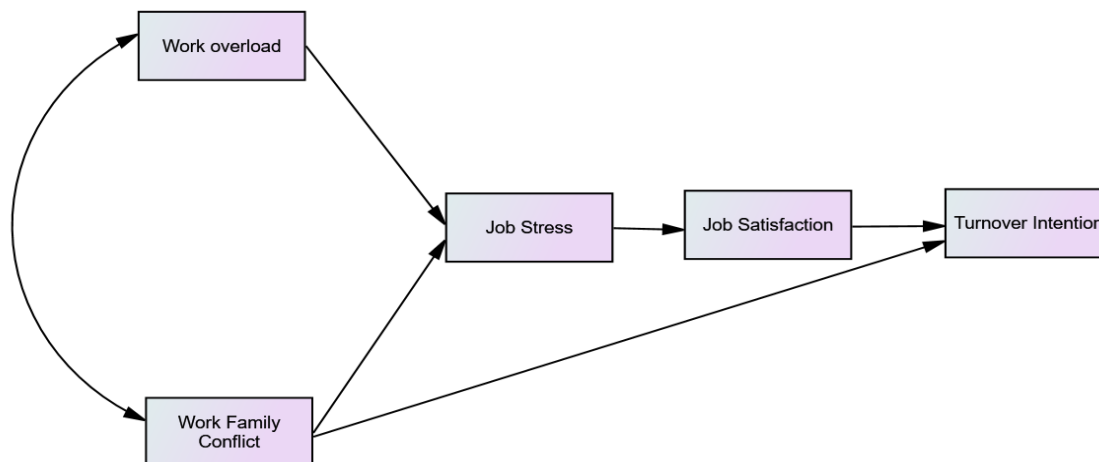


Figure1. The Research Model

Hypothesis Development

- The Relationship between Work Overload and Job Stress.

The degree to which employees are asked to perform more work than is reasonably reasonable in a particular period is known as work overload. (Tabassum et al., 2017) Moreover, job stress refers to the detrimental physical and emotional response that arises when there is a mismatch between the requirements of a job and the talents, resources, or needs of the individuals working in various locations. (Hamid et al. (2019) Consequently, Parvaiz et al. (2015) study also supports prior evidence indicating work overload has a positive relationship with stress. Hence, work overload can result in weariness and tension. To alleviate job overload, it is essential to prioritize time management. Efficiently allocate your time and establish your priorities to prevent reaching a state of overload. Work overload is a crucial factor contributing to the development of stressful conditions in the workplace. (Rizwan et al., 2013) The work overload increases employees' intentions to leave their employment, manifesting in the future as actual employee attrition at various positions. The employees frequently show up for work physically yet are psychologically absent, demonstrating presentism. (Hakro, T.et.al., 2022) In addition, Employees who are given more work than they can feasibly do face increased pressure to fulfill deadlines and maintain performance standards. This pressure can cause higher stress levels.

H1: It is expected that work overload positively and significantly influences job stress.

- The Relationship between Work-Family Conflict and Job Stress.

Work-family conflict is a frequently observed phenomenon where the demands and experiences in one's work life have an impact on their family life, and vice versa. Hamid et al. (2019) and Armstrong et

al. (2015) emphasized the significance of considering the impacts of both work-family conflict and family-work conflict when investigating factors associated with job performance. Work-family conflict arises when workers' familial obligations impede their professional responsibilities, and the work-family conflict has been categorized into three distinct categories to more effectively evaluate the underlying mechanism that leads to bad consequences in the workplace. In addition, time-based conflict is characterized as job responsibilities that lead to conflicts at home due to the officer not devoting enough time to fulfill family obligations. For instance, because of frequent personnel changes and a scarcity of competent job candidates, it is common for correctional officers to exceed their regular working hours or take on additional shifts. This occupational obligation might lead to conflicts related to time management in the family sphere. The researcher's findings indicate a relationship between work-family conflict and employee health and well-being. (Hamid et al., 2019). Furthermore, balancing work and family duties may be extremely time-consuming. A lack of adequate time to accomplish both jobs might cause high levels of stress.

H2: It is expected that Job stress positively and significantly influences work-family conflict.

- The Relationship between Job Stress and Job Satisfaction.

Job satisfaction is the level of positive behaviors and decisions that result from evaluating employment characteristics. (Hussain Hakro et al., 2022) Moreover, job satisfaction is a mirror of an employee's opinions of his company in a variety of sectors. (Dodanwala & Santoso, 2021) furthermore, supervisors and the workplace environment are considered influential elements for job satisfaction, as they provide support to employees and help maintain their engagement in their current positions, reducing the likelihood of seeking other employment. (Hussain Hakro et al., 2022). On the other hand, the organizational responses index gauges how satisfied employees are with eight aspects of their jobs: supervision, corporate identification, type of work, volume of work, coworkers, physical work conditions, financial benefits, and professional prospects. For the current study, the authors chose to quantify job satisfaction using five aspects: contentment with compensation, promotion, coworkers, supervision, and job security. (Dodanwala & Santoso, 2021) A significant relationship was seen between perceived stress and work satisfaction. (Hamid et al., 2019) It seems that earlier research largely considered the connection between general job satisfaction, and workplace stress without taking into account the several aspects of satisfaction that could have a distinct impact on the stress levels of the workers. Thus, to investigate the connection between several aspects of job satisfaction and job stress. (Dodanwala & Santoso, 2021) Moreover, high job stress frequently leads to an unfavorable work atmosphere marked by disagreements, a lack of support, and poor communication. Such an environment can reduce job satisfaction. It's seen to have a clear relationship to both staff satisfaction and productivity. (Rizwan et al., 2013).

H3: it is expected that Job stress negatively and significantly influences job satisfaction.

- The Relationship between Job Satisfaction and Turnover Intention.

As defined, turnover intention is a phase through which employees consider whether to remain with their current employer. Many organizations have emerged as having significant concerns regarding employee turnover due to the associated costs. (Nimtur et al., 2024) Turnover intention refers to the conscious decision of an employee to resign from their present employment and pursue alternative employment options. Moreover, according to Saleem and Qamar (2017), there are external elements that may contribute to turnover intentions, including organizational traits, financial worries, interpersonal disputes, or possibilities for employment elsewhere. Employee turnover intentions have a detrimental impact on businesses when it comes to assessing organizational performance within a given time frame. (Hussain Hakro et al., 2022) Satisfaction with job roles and responsibilities, such as a feeling of accomplishment and a fit with personal career goals, makes people less likely to want to leave their jobs. When employees are happy with their jobs,

they are less likely to quit. A significant relationship was seen between perceived stress and work satisfaction. (Hamid et al., 2019).

H4: it is expected that Job satisfaction negatively and significantly influences turnover intention.

- The Relationship Between Work-Family Conflict and Turnover Intention.

Work-family conflict (WFC) has been linked in numerous studies to the intention of employees to leave their jobs, including in Pakistani banks and among marketing professionals. A high desire to leave the company will increase employee inequalities in work and family life. (AZHAR et al., 2016) According to Masdupi et al. (2023), the factors of work-family conflict and intention to leave the company have inconsistent relationships. Still, both variables also have important and positive relationships. Work-family conflicts can make people very unhappy at work. When employees think their job is getting in the way of their family life, they are less satisfied with their job generally, which makes them more likely to think about quitting. According to Dodanwala and Santoso (2021), a sufficient understanding of the antecedents of turnover intention will help companies minimize the optional turnover of employees who are yet to leave their jobs.

H5: it is expected that Work-family conflict positively and significantly influences turnover intention.

Methodology

Sample and Data collection

A questionnaire was created to gather the responses needed to achieve the goals of this study. The survey was used to randomly gather the data by Google Forms. First, a section about demographic characteristics (gender, Years of experience, Age Education level). Within the questionnaire's second section, which had 21 items, were the variables of the study which are (Work overload, Work-Family Conflict, Job stress, Job satisfaction, and Turnover intention) There were 200 responders in the Saudi labor market, gathered from the public and private sectors.

According to Table (1) we can see that most respondents were male (107 or 43.5% of the total sample) the other were female 93 (37.8%). Most workers were between age 20 -30 years (38.2%). Followed by the 30 40 years (37.8%). The biggest number of employees were those with experience from 5-10 years (35.4%) followed by those with experience less than 5 years (26%). Most employees have bachelor's degrees (157 or 63.8%) followed by those who have master's degrees (11.4%).

Measures and Variables

The variables were assessed using a five-point Likert scale, which ranged from strongly disagree to strongly agree. The questionnaire comprised 21 items,

- 1- Work overload was measured by a scale developed by (Beehr et al. 1976) for example:(I am given not enough time to do what is expected of me on my job)
- 2- Work-family conflict was measured by a scale developed by (Grandey et al., 2005). for example: (My job keeps me from spending time with my spouse or partner)
- 3- Job stress was measured by a scale developed by

Table (1) Demographic characteristics

Characteristic	Category	Frequency	Percent
Gender	Male	107	43.5
	Female	93	37.8
Total		200	81.3
Years of experience	less than 5 years	64	26
	5 -10 years	87	35.4
	10 - 15 years	41	16.7
	15 - 20 years	8	3.3
Total		200	81.3
Age	less than 20 years	1	0.4
	20 -30 years	94	38.2
	30 -40 years	93	37.8
	40 -50 years	8	3.3
	more than 50 years	4	1.6
Total		200	81.3
Education level	High school	4	1.6
	Diploma	10	4.1
	Bachelor	157	63.8
	Master	28	11.4
	Doctoral	1	0.4
Total		200	81.3

(Masuku and Muchemwa 2015) for example:(Sometimes, I feel out of breath when thinking about work)

- 4- Job satisfaction was measured by a scale developed by (Cammann et al., 1979) for example: (I am committed to this organization)
- 5- Turnover intention was measured by a scale developed by (Cammann et al., 1979) for example (I will likely actively look for a new job in the future)

Data Analysis

The Statistical software used is (SPSS) and (AMOS) the quantitative data were assessed. Having examined the descriptive statistics for each variable, including its mean and standard deviation, we evaluated the respondents' answers' consistency using Cronbach's alpha on job stress, work overload, work-family conflict, job satisfaction, and turnover intention.

Reliability analysis

The computed reliability analyses for the subsequent scales- are displayed in Table (2). The job satisfaction, job stress, turnover intention, work-family conflict, and work overload scales have Cronbach's alphas of .760, .818, .889, .767, and .750, In the order mentioned. According to the acquired results, the scales are considered to be satisfactory and reliable. This suggests that all measures are highly reliable.

Table (2) the variables reliability test results

Scale	Cronbach's Alpha	N of items
Job satisfaction	.760	3
Job Stress	.818	5
Turnover intention	.889	3
Work-Family Conflict	.767	7
Work overload	.750	6

Result

Means and standard deviations.

Table (3) displays the mean, standard deviations, and correlations between the research variables. Job satisfaction has a mean score of 3.68 and a standard deviation of .78. Turnover intention has a mean of 3.78 and a standard deviation of .88. Work-family conflict has a mean of 3.33 and a standard deviation of .72. The mean value for work overload 3.28 and the standard deviation of .70. Job stress has mean score 3.33 and the standard deviation of .81.

The correlations between the variables

The correlations between the variables are shown in Table (3). Job satisfaction has strong negative correlation with Turnover intention ($r = -.161^*$, $p < 0.01$), Work-family conflict ($r = -.060$ -, $p < 0.01$), Work Overload ($r = -.055$ -, $p < 0.01$), Job stress ($r = -.107$ -, $p < 0.01$) Turnover intention has strong positive correlation with Work-family conflict ($r = .278^{**}$, $p < 0.01$), Work Overload ($r = .041$, $p < 0.01$), Job stress ($r = .152^*$, $p < 0.01$). Work-family conflict has a strong positive correlation to Work Overload ($r = .300^{**}$, $p < 0.01$) and Job stress ($r = .483^{**}$, $p < 0.01$).

Table (3) the means, standard deviations, and correlations between the research variables

	Descriptive Statistics									
	Mean	Std. Deviation	N	Job Satis AV	Turnover Int AV	Wk Fmly Con AV	wk Overload AV	Job Stress AV		
Job satisfaction	3.68	.78	200	1						
Turnover intention	3.78	.88	200	-.161 [*]	1					
Work faWork-familyct	3.33	.72	200	-.060-	.278 ^{**}	1				
Work Overload	3.28	.70	200	-.055-	.041	.300 ^{**}	1			
Job stress	3.33	.81	200	-.107-	.152 [*]	.483 ^{**}	.393 ^{**}	1		

Testing the research model fit

We used path analysis to assess the study's hypotheses. The indications demonstrate an appropriate fit of the study's model. A test was conducted on the theoretical model shown in Figure (1)

An overview of the model fit findings is provided in Table (4). The indicators demonstrate that the research's model fit is adequate. (RMR= .011, GFI= .998, AGFI= .992, CFI= 1.000, RMSEA=.000) Figure (1) presents the best model for describing the associations between the variables considering these findings.

According to the direct relationships shown in Table (5) and Figure (2), work-family conflict is positively related to job stress ($\beta = .392, P < 0.01$), supporting H2. Work overload is positively related to job stress ($\beta = .254, P < 0.01$), supporting H1. Job stress is negatively related to job satisfaction ($\beta = -.151, P < 0.01$), supporting H3. Job satisfaction is negatively related to Turnover intention ($\beta = -.434, P < 0.01$), supporting H4. Work-family conflict is positively related to Turnover intention ($\beta = .375, P < 0.01$), supporting H5

Table (4) Results of the Model Fit

Statistics	RMR	GFI	AGFI	CFI	RMSEA
Results	.011	.998	.992	1.000	.000

Table (5) Path Analysis of the Proposed Model

Hypothesis		Estimate	S.E.	C.R.	P
H1	JobStress ← wkOverload	.254	.063	4.033	***
H2	JobStress ← WkFmlyCon	.392	.075	5.208	***
H3	JobSatis ← JobStress	-.151	.076	-1.977	***
H4	TurnoverInt ← JobSatis	-.434	.069	-6.293	***
H5	TurnoverInt ← WkFmlyCon	.375	.086	4.359	***

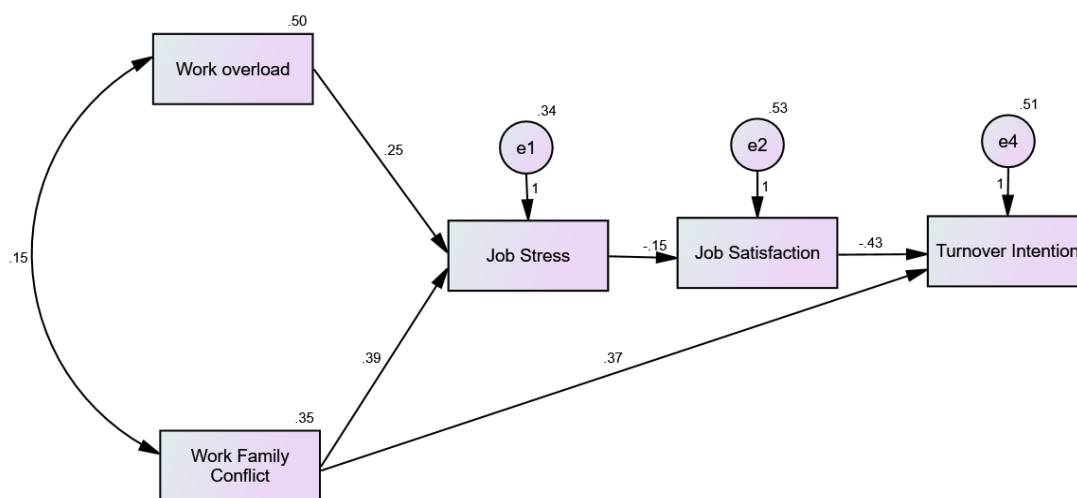


Figure (2) The Antecedents and Consequences of Job stress

Discussion

The result of this study indicates that work overload can significantly influence job stress as stated in H1. This agrees with the study and supports prior evidence indicating work overload has a positive relationship with stress. Hence, work overload can result in weariness and tension. To alleviate job overload, it is essential to prioritize time management. Efficiently allocate your time and establish your priorities to prevent reaching a state of overload. (Rizwan et al., 2013) The relationship between work overload and job stress is well-established and significant. When the expectations of the job surpass the employee's ability to meet them within a specified timeframe, work overload happens. This condition can cause job stress, which is a physical and emotional response that happens when job duties do not meet the worker's resources, needs, or abilities. Employees who are overburdened by too many tasks may struggle to sustain the quality of their jobs, leading to feelings of inadequacy and frustration. Moreover, fear of underperformance might increase stress. Additionally, work overload commonly leads people to work longer hours, including overtime, disrupting work-life balance, and leading to tiredness. Consequently, these extended working hours

lower the time for rest and healing, which causes job stress. Thus, there is a significant relationship between work overload and job stress.

Based on the results, Work-family conflict has a strong positive effect on job stress in the second hypothesis. This result matches with findings of Hamid et al. (2019), and Chen and Kao (2011). The relationship between work-family conflict and job stress is obvious and multifaceted. Work-family conflict arises when the demands of work and family obligations clash, making it difficult to fulfill both domains' responsibilities. Consequently, this conflict can be a major source of job stress, affecting an employee's general well-being and effectiveness. Moreover, role overload occurs when people are unable to balance their work and family responsibilities. Consequently, employees may feel overwhelmed by the simultaneous pressure from both domains, resulting in heightened job stress. Additionally, the emotional toll of combining job and family obligations might result in emotional weariness. This, in turn, means that mentally fatigued employees may struggle to maintain their emotional well-being, which can worsen job stress. Furthermore, work-family conflict frequently affects job satisfaction because individuals feel unable to perform well in either role. Thus, this unhappiness can exacerbate job stress since individuals may feel trapped in tough circumstances. Therefore, employees who have work-family conflict experience job stress.

According to the results, Job satisfaction negatively has effects on job stress stated in the third hypothesis. This outcome agrees with Rizwan et al. (2013); and Dodanwala and Santoso (2021). Job stress can affect cognitive skills such as concentration, decision-making, and problem-solving abilities, resulting in lower work performance. Consequently, poor performance can lead to job unhappiness since people feel less competent and accomplished. Moreover, high levels of job stress can cause emotional and physical strain, such as anxiety, depression, weariness, and exhaustion. These negative encounters reduce an employee's overall job satisfaction level. Additionally, the relationship between job stress and job satisfaction is complex and commonly inverse; as job stress rises, job contentment reduces. Furthermore, stressful work situations can lower employee motivation and engagement. Consequently, when employees are stressed, their excitement for their work wanes, resulting in poorer job satisfaction.

According to the results, job satisfaction has a negative effect on turnover intention stated in the fourth hypothesis. This result agrees with Hamid et al. (2019), and Hakro et al. (2022). Organizational behavior studies have shown that job satisfaction and the intention to leave a job have a relationship. In general, employees who are happier with their jobs are less likely to want to leave, while employees who are less happy with their jobs are more likely to think about leaving their current job. Additionally, a strong emotional connection and loyalty to the company are fostered by high job satisfaction. Consequently, satisfied workers feel like they belong and are committed, which makes them less likely to want to leave. Moreover, when workers are happy with their jobs, including their roles, the work setting, wages, and their relationships with teammates and supervisors, they are less likely to look for work elsewhere. Therefore, this means that employees who have a low level of job satisfaction have a high turnover intention.

Based on the results, the work-family conflict turnover intention has positive effects on turnover intention stated in the fifth hypothesis. This outcome agrees with Dodanwala and Santoso (2021). There is a significant connection between work-family conflict and the desire to leave an organization. Specifically, people who have more work-family conflict usually want to leave the organization more. This conflict happens when the stresses and needs of work and family life don't work well together, making it hard to do both sets of responsibilities. Consequently, people may feel stressed and unhappy because of this tension, which may make them think about quitting their jobs to find a better balance. Additionally, work-family conflicts that are very unfavorable can cause a lot of stress and burnout. Consequently, having to constantly balance work and family obligations can make people physically and emotionally worn out, which can make them want to quit. Furthermore, persistent work-family conflict might weaken an employee's loyalty to their company. Consequently, when the job hurts family life, the emotional link and commitment to the company

weaken, increasing the likelihood of turnover. Therefore, this means that employees who have work-family conflict have a significant sense of turnover intention.

Conclusion

It is concluded that all five relationships that were tested have been safely accepted. Eventually, objectives were attained with the help of testing each relationship given in the shape of a hypothesis. This study supported that work overload and work-family conflict are positively and significantly related to job stress and job satisfaction. While negatively and significantly related to the turnover intention.

Practical Implication

Effectively managing work overload is essential as it enables the prioritization of activities and the utilization of time management strategies, ultimately leading to a decrease in employee stress. Employers must handle work-life conflict to facilitate a work-life balance, which can reduce work-family friction and improve job satisfaction among workers. Furthermore, enhancing job satisfaction by giving priority to factors such as remuneration, career advancement, interpersonal connections, job stability, and managerial oversight can additionally aid in diminishing employee stress levels. In addition, work stress reduction measures should be comprehensive, encompassing policies that target the underlying causes of stress, provide stress management resources, cultivate a healthy workplace culture, and facilitate open communication channels. Gaining a comprehensive understanding of the elements that influence employees' intentions to leave their jobs is crucial. This knowledge is essential for establishing effective tactics to retain employees. Finally, incorporating activities aimed at enhancing employee well-being, such as well-being programs, campaigns to raise awareness about mental health, and support services, can significantly contribute to establishing a more contented and efficient workplace environment.

Research Limitation and Future Research

Although the study's response rate was respectable. We cannot be certain of the extent to which it is representative, even though it seems to be similar to other research carried out in the same state. This research should be undertaken in comparison between the public and private sectors in Saudi Arabia, to enlarge the scale of future research. In addition; we limit our examination to the impact of work-family conflict and work overload on job stress and job satisfaction. One or two novel variables should be incorporated in the existing model to enlarge the scope of future research. A third area of limitation in the current study is a failure to adequately capture other organizational-level factors that may affect the work experiences examined. Certainly, organizational change is underway within the field of corrections with the increased attention to, and expansion of, evidence-based practices. Further work is needed to understand what effect the organizational flux in correctional practice has on the staff employed in such a dynamic environment.

In closing, this study extended the limited literature in the work environment on the contribution of work overload and work-family conflict to job stress and job satisfaction. Findings indicated that conflict among the work and family domains, regardless of the source from which the conflict emanates, is related to higher levels of job stress, and lower levels of job satisfaction.

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