



ANTECEDENTS OF JOB STRESS AND ITS IMPACT ON JOB SATISFACTION

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ABSTRACT

Achieving the pleasures of successful work place is an art of coping with stress. Job stress is a very substantial issue at work place in this new era of competence. So this research is significantly emphasized on causes and effects of job stress and analyze its impact upon job satisfaction. This study also identifies the root causes of job stress (like work overload, role ambiguity, role conflict) and their influence on employees wellbeing, behavior and contribution towards effectiveness. A questionnaire (scales consisting thirty two items) is developed to assess the relationship between job stress and job satisfaction on the basis of Regression and ANOVA analysis. The findings describe very significant results between the variables. There is a very significant positive correlation between work overload and job stress and same is true for role conflict and role ambiguity. The negative correlation is found between job stress and job satisfaction. All the instruments and scales are taken from the standard sources. The results of study can be beneficial for the wide range of organizations, institutions, companies and departments for the better understanding of behavior and wellbeing of the employee's. Practical implications of results are also having a very significant importance for training concern organizations. This research suggests the direction for future recommendation on the relationship between job stress and organizational performance more concisely and briefly.

Key Words: Job Satisfaction, Role Ambiguity, Role Conflict, Stress, Work Overload.

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INTRODUCTION

Achieving the pleasures of successful work place is an art of coping with stress. Stress at work place is the phenomenon of harmful physical and emotional responses that occur when the requirements of the work place do not match the capabilities, skills, resources and needs of the worker. Job stress can be led to poor health and even injury. It has different modes of expressions, different modes of effects in different modes of contexts. Stress at work place is an extremely powerful stimulation with a composite characteristic of loss and threat. Sometime stress at work place is a reaction to a certain or particular event. Stress at work place can also be referred to the interaction between the person and environment. The effects of stress contributes some harmful implication for workers as a psychologically and physically. Studying job stress in different context will emphasize to deeper understanding of the phenomenon acts as a whole and tells how to minimize its negative effects on worker productivity and job satisfaction. Strong normative commitment to an organization for instance may override some of the negative effects of stress at work place. Job stress and job satisfaction have been received substantial attention in past organization researches. It is analyzed that job stress has a strong impact on job satisfaction. It has negative correlation between job satisfaction and job stress. The importance of this research lies in the highlighting of stress on job satisfaction.

The symptoms of an individual while facing stress can be in the form of behavioral, psychological and physical. Physical symptoms can be appeared in the form of headache, heart palpitations, muscular tension, fatigue, difficulties in sleeping like insomnia. Disturbance in gastrointestinal (such as constipation and diarrhea) and dermatology concerns disorders. Psychological considerations of symptoms are such as discouragement, depression, anxiety, irritability and unable to cope at work. Difficulties in cognitive disorders such as reduced ability to make or concentrate decisions. Behavioral symptoms are also considerable. It includes aggression, an increase in absenteeism or sick days, creativity reduction and less power of taking initiative, diminishing work performance, interpersonal relationships disturbance, irritability, facing impatience and frustration, losing interest at work place and loneliness. Work related stressors which are very significant at work place can be varied in different work places. To identify the stressor that one's exist in your own workplace, risk management approach can be used. This technique also describes the causes of them. They consist of poor management practices, Job contents, culture of organization, job demands, physical work place environment, unclear support, role conflict and ambiguity, and relationship with colleagues. Factors that can cause work related stress are observed at the work place such as hectic duty hours, inadequate working environment, change within the organization, intense workload, changes in duties, strict deadlines, insecure work place. Moreover lack of proper resources, boring hours, insufficient skills, lack of autonomy, harassment, unnecessary supervision, lack of equipment, crisis incidents, less opportunities of promotion, poor relationships with colleagues or bosses and discrimination.

The effects of job stress at work place are very substantial. As well as job stress turns into severe, it can threaten our emotional and physical health. Sometime, the pressures and demands that may cause stress can be positive in their effect. Stress can be helpful in creativity, better immune system, beneficial to achieve targets and also helpful in problems solving. In negative aspects, it may reduce job performance, deprivations and lot of related effects. The existing literature illustrates that there is extensive support for the association between stress and job satisfaction. It is not substantial that the factors that are causing stress for a certain organization will be consistently related for other organizations. This study significantly focused on the correlation between job stress and job satisfaction. Now a day's stress at work place is a common phenomenon. Working life has many aspects related to it. This study is extensively focused on different aspects of the job related works, role conflicts and ambiguity. Social environment's quality in the work place also impact on stress physical condition such as less privacy and heavy noise work place have also been linked with important occupational outcome of job satisfaction. Satisfaction has invariable reported a negative relationship to job stress. Higher level of stress is directly related with lower level of job satisfaction and vice-versa.

Work overload plays as independent variable role. It often seems that I have burden of official work activates may cause the stressful condition. Work overload has a positive relation or correlation with job stress. Work overload can be caused by having too much work to do, being given tasks to complete without notice that add to your daily workload or being given tasks that requires skills that you do not have work overload can lead to fatigue and stress. Unpaid working hours, difficulty in accessing training, suffering from work related activities and the activities which may reduce the worker sleep are the aspects related to work overload with layoffs and cutbacks works overload has become the norm. The resulting stress is unhealthy unproductive and frankly unpleasant. To reduce the work overload strictly notices the time management. Manage your time spending and set up your priorities push back before the reaching to overload. So work overload is a vital aspect in creating stressful situation at work place.

Role ambiguity is also a vital factor to understand the stress. It is defined as a lack of clarity about expected behavior from a job as construct the position as seems apparent by its title is often difficult to define. The generally accepted concept is that role ambiguity occurs when individuals lacking a clear definition of their role expectations and the requirement methods to complete their jobs tasks. Individuals are frequently entering in to the situation where there is no possible for complete information. Therefore it is difficult to reserve clear instruction or apply training received to a specific situation. This lack of information may raise the uncertainty regarding expectations associates with the role. When role is ambiguous it will contribute a stressful situation consistently. So the role ambiguity has also significant aspect to influence job stress.

Another variable use in this study is a role conflict. It can influence the job stress. It is defined as “a conflict” among the role corresponding to two or more status. Role conflict occurs when we people have confronted with incomplete role. The role conflict is the incompatibility of requirements and expectations from the role, where compatibility is judged based on a set of conditions that impact role performance and job satisfaction. Job stress has indirectly related to job satisfaction. These variables are negatively correlated. It is defined as individual’s reaction to the job experience and the job stress is the major component to influence job satisfaction. Low stress will cause the higher job satisfaction. Scope of this study intensively focused on and beneficial for industrial, hospital, education, and related organizations to assess their stress level and job satisfaction.

The purpose of this research is to understand the impact of Job Stress at work place and further more analyze the job stress effects on job satisfaction. This study is extensively focused on different aspects of job stress and its causes like work overload role conflicts and role ambiguity. This research also emphasizes the correlation between job stress and job satisfaction. Furthermore how this relation influences the well being of employees, their behavior and contribution to the organization.

Research Questions

1. Is work overload positively influence the job stress?
2. Can role conflict and role ambiguity correlate with job stress?
3. Is there any impact of job stress on job satisfaction?

LITERATURE REVIEW

This report reviews the literature and empirical studies conducted on the relationships among stressors, and job satisfaction in a variety of contents. The question of how stress affects job satisfaction is a relevant construct for the nature of today’s environment and its determinants.

JOB STRESS

Stress is a general term applied to various psychological (mental) and physiological pressures experienced by people, feel in their lives. Stress can be defined as a state of psychological and/or physiological unbalances resulting from the disparity between situational demand and the individual’s ability or motivation to meet those demands. Stress can be positive and negative. Stress can be positive when the situation offers an opportunity for a person to gain something beneficial. It acts as a motivator for pear performance. Stress may be negative when a person faces social, physical, organizational and emotional problems. Hobful, (1989) noted that human resource gives basically an idea that the human beings tend to resist external forces acting upon them, just as

do physical materials and bodies. Keinan (1997) argued that today the concept of stress is wide spread but controversial, and to be defined in several different ways.

Stress as Relation

This definition is the combination of both previous definitions (reaction and stimulation). The term stress refers to the interaction between the person and the environment. Kahn and Byosiere, (1992) noted that pertaining job stress sees as recurring themes role conflict, role ambiguity and work overload. These factors show negative implications for workers.

WORK OVERLOAD

Rizzo, (1970) reported that work overload is defined as incompatibility among the requirements, time constraints and resources related to work available to comply with these requirements. Newton and Keenan (1987) unveiled that researchers conducted in past are emphasized only the time dimension as the vital base for work overload. In history, work overload had treated as a part of the role conflict. Conley and Woosley, (2000) found that time and resources constraints and capability were all contained under the various definitions of role conflict, compromising between the time put into the job, its quantity and quality. Today work overload is isolated variable from role conflict. Gilsson et al. (2006); Kahn and Byosiere, (1992) pointed out that work overload is related to the feelings of anxiety, frustration, number of sick days, disturbance, depression, attention to job burnout, loosing self confidence, concentration problems and work accident. Work overload can creates a threat to the employee in performing his or her work effectively and also increases withdrawal behavior patterns from the employing organization-early retirement, striking, leaving, absenteeism, and more (Pelletier, 1992; Rahim, 1992; Jamal, 1990). Karasek's (1979) classic job-demands-control model posits that workers whose jobs have high demands (related to work overload) but given them little control suffer most from stress relation problems. However, it provides clear and contextual factors must be examined for a clear picture of these relationships to emerge.

H₁: Work overload has a positive impact on job stress.

Role Conflict

Role conflict concerns with incompatible role expectations. Such conflicts are nothing except conceptual differences among the subordinate and supervisors about the required work place tasks and activities. This creates conflict, the commitment to a number of supervisors versus the individual's requirements (Kahn and Byosier, 1992). What will perform between two or more statuses? Some researchers have suggested that in order to prevent role conflict, organization should be functioned according to the classic organizational theory principle of unity of command that is the employee should be supervised by a single superior and word according to a single plan.

Weisner, (2003) and Rizzo et al. (1970) noted that as organization which cares for its employees must be spared them the “cross fire” of two or more superiors who have incompatible work instructions and expectations.

H₂: Role conflict has a positive impact on job stress.

Role Ambiguity

Role ambiguity has expressed the ambivalence that is to be expected when unclear role expectations due to lack of information regarding the role and the work it entails. The employees do not know where to direct his or her efforts, where to add moreover, whether his or her superior will clean the results of the (role) performance a failure or a success (Beehr and Bhagat, 1985). Thus one of the aspects from role ambiguity is the inability of employee’s to inference or predicts the results of his or her actions. Due to this a sense of lack of control is developed in worker, which has identified as a strong contributor to stress (Karasek, 1979). An organization’s size and complexity may also give the employee a sense of not comprehending the essence of the job advanced technology and rapid organizational growth further add to organizational complexity, so that employees have expertise in all the technical topics relevant to their roles. The classical organizational theory maintains that each role should have a particular array of tasks and areas of responsibility (Weisner, 2003). A clearly defined role requirement gives license which is superior to expect workers to be responsible for performing their roles. But if employees are not awaked of the role requirements and what is expected of them, they will be hesitated to make decisions and will be worked by trial and error aiming to meet the expectations of their superior’s. (Rizzo et al. 1970).

H₃: Role ambiguity has a positive impact on job stress.

Job Satisfaction

Job satisfaction is somewhat how people think & feel about their work place and different aspects regarding it. Job satisfaction is all about people behavior that to which extent people like or dislike their work place. Worker’s sense of achievement and success at the work place represent job satisfaction. Generally, it is perceived as a direct link to productivity as well as wellbeing of workers. Job satisfaction entails that if someone perform work activities excellently then his or her efforts should be rewarded. It is reported by Kaliski, (2007) that job satisfaction implies happiness and enthusiasm with one’s work and it is the key component that leads worker to income promotion, recognition and the achievement of other goals that leads to a feeling of fulfillment.

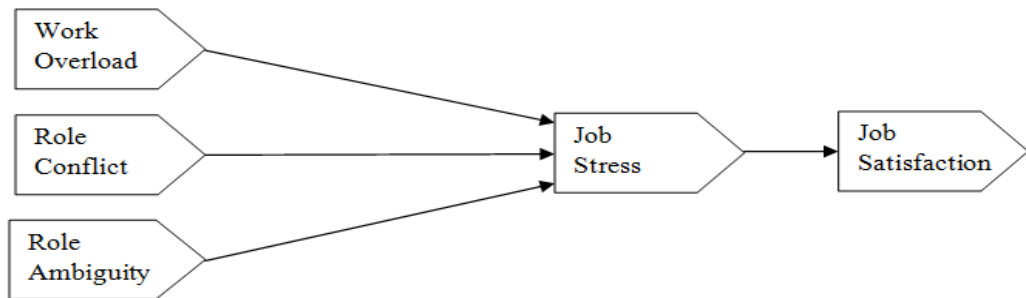
H₄: Job stress has a negative impact on job satisfaction

Research Model and Hypothesis

On the basis of above literature review, the current research tests the following hypotheses:

- H₁:** Work overload has a positive impact on job stress.
- H₂:** Role conflict has a positive impact on job stress.
- H₃:** Role ambiguity has a positive impact on job stress.
- H₄:** Job stress has a negative impact on job satisfaction

Figure-1. Proposed model of research paper



RESEARCH METHODOLOGY

The current research is descriptive in nature. Descriptive research can be explained as describing something, some phenomenon or any particular situation. Descriptive researches are those researches that describe the existing situation instead of interpreting and making judgments (Creswell, 1994). The main objective of the descriptive research is the verification of the developed hypotheses that reflect the current situation. This type of research provides information about the current scenario and focus on past or present for example stress, workplace dimensions and job satisfaction (Fairbrother and Warn, 2001).

Sample/ Data

In order to collect the data for understanding the situation about job stress at workplace and job satisfaction, a sample of 200 respondents have been asked to participate in a self-administered questionnaire. The population for the current research is consisting on different diverse field of professionals which are related to Bahawalpur and Lodhran, (Pakistan). The current research utilizes a non-probability sampling technique that is convenience sampling. Convenience sampling is a sampling technique that obtains and collects the relevant information from the sampling or the unit of the study that are conveniently available (Zikmund, 1997). Convenience sampling is normally used for collecting a large number of completed surveys speedily and with economy (Lym et al. 2010).

It has ensured that the sample members possess two main qualifications to participate in the self-administered survey. First, the sample member should be an employee of any organization. Second, they have enough knowledge about job-related stress. It provides true results of the research. We select these sample members from different metropolitan areas of Pakistan. Two main clusters will target to collect the sample data like university professors and working professionals. The selection of university employees and working professionals is based on the previous results of the study of job stress. Following Balay (2007), male teachers were more likely to experience commitment based on compliance and avoidance of conflict than that of female teachers. Rodriguez and Calcagno, (2005) found that amongst Hispanic professionals females have experienced high levels of job stress than the males. The employee has not known where to direct his or her efforts, and moreover, whether his or her superiors will deem the results of the role performance a “success” or a “failure” (Bhagat and Beehr, 1985; Rizzo et al. 1970).

Instruments and Scales

The survey instrument of the current study addresses two major purposes: first is to analyze the relationship of different variables in the workplace environment. Second is to collect information about the different characteristics of the respondents that can be worked as an employee in different organizations. The survey instruments contain two sections. Section 1 includes different personal and demographic variables. This section will obtain the respondent's information about gender, age, income, education and status. Section 2 includes the latent variables that are important in the current study. These variables include job stress, role conflict, work overload, role ambiguity and job satisfaction. This section of the study is developed on the basis of past literature and questionnaires (Table-1).

The scales of the study were adopted from the previous literature and published studies. First variable of the study was work overload. It has 3 items and this was taken from (Beehr et al. 1976) work overload scale. Second variable of the study was role conflict. It has 8 items and this was taken from (Rizzo et al. 1970) role conflict scale. Third variable of the study was role ambiguity. It has 6 items and this was taken from (Rizzo et al. 1970) role ambiguity scale. Fourth variable of the study was job stress. It has 10 items and this was taken from (Beehr et al. 2001). Fifth variable of the study was job satisfaction. It has 5 items and this was taken from (Dua, 1994; Fairbrother and Warm, 2003; Smith et al. 1992; Sullivan and Bhagat, 1992).

Table-1. Scales of the study

Variables	Items	Source of information
Work Overload	1. I am given not enough time to do what is expected of me on my job.	(Beehr et al. 1976)
	2. I often seems like I have too much work for one person to do.	
	3. The performance standards on my job are too high.	

Role Conflict	<ol style="list-style-type: none"> 1. I have to do things that should be done differently. 2. I receive an assignment without the manpower to complete it. 3. I work without or more groups who operate quite differently. 4. I have to buck a rule or policy to carry out a assignment. 5. I do things that are up to be accepted by one person and not acceptable by other. 6. I receive incompatible requests from two or more people. 7. I receive an assignment without adequate resources and material to execute it. 8. I work on unnecessary. 	(Rizzo et al. 1970)
Role Ambiguity	<ol style="list-style-type: none"> 1. I feel secure about how much authority I have. 2. Clear planned goal and objectives for my job. 3. I know that I have divided my time properly. 4. I know that what my responsibilities are. 5. I know that exactly what is expected of me. 6. Explanation Is clear of what has been done. 	(Rizzo et al. 1970)
Job Stress	<ol style="list-style-type: none"> 1. Indigestion and abdominal pain. 2. Weight loss or weight gain. 3. Breakouts of pimples and acne. 4. Excessive sweating. 5. Colds and or flu. 6. Slower recovery from illnesses. 7. Feel unable to cope in my work. 8. Feel angry about work overload. 9. Find it difficult to control emotions. 10. Feel confuse and/ or cannot concentrate. 	(Beehr et al. 2001)
Job Satisfaction	<ol style="list-style-type: none"> 1. My basic salary is sufficiently paid according to my daily working hours and workload. 2. I am satisfied with my chances for salary increases. 3. The work I do is appreciated. 4. I believe those that do well on the job have a fair chances of being promoted. 5. It is possible to get promoted fast in my job. 	(Smith et al. 1992)

Procedure

The questionnaire was distributed among 200 respondents in Bahawalpur Pakistan. These questionnaires are selected based on the criteria above mentioned. Before giving the questionnaire, the purpose of study and questions were explained to the respondents so they can easily fill the questionnaire with relevant responses. A total of 150 questionnaires were selected and rest of the questionnaires was not included in the further analysis due to incomplete or invalid responses. After collecting the completed questionnaires, these questionnaires were coded and entered into SPSS sheet for regression analysis.

Reliability Analysis

Overall Cronbach's alphas of all variables items in our study are more than acceptable and recommended value 0.50 by Nunnally, (1970) and 0.60 by Moss et al. (1998). This shows that all the 32 items were reliable and valid to measure the job stress among the working employees and professionals (Table-2).

Table-2. Reliability of Measurement Instrument

Scales	Items	Cronbach Alpha
Work Overload	3	0.545
Role Conflict	8	0.586
Role Ambiguity	6	0.567
Job Stress	10	0.585
Job Satisfaction	5	0.727

RESULTS AND ANALYSIS

Profile of the Respondents

Personal and demographic information such as gender, age, education level, income, and status and their frequencies and averages are presented in Table-3.

Table-3. Profile of the Respondents

Variable	Category	Frequency	Percentage
Gender	Male	114	76
	Female	36	24
Age	15-20 years	26	17.3
	20-25 years	71	47.3
	25-35 years	35	23.3
	35-45 years	16	10.7
	Above 45	02	1.3
Income	Below 15000	34	22.7
	15000-25000	63	42
	25000-35000	36	24
	35000-45000	08	5.3
	45000-60000	07	4.7
	Above 60000	02	1.3
Education	Matriculation	14	9.3
	Inter	23	15.3
	Bachelor	48	32
	Master	62	41.3
	MS/ M. Phil	03	02

HYPOTHESIS TESTING

Work Overload

According to results of the research, the independent variable work overload has a significant positive impact on job stress. Specifically, the work overload has a significant positive impact with

($\beta = 0.214$) and ($p < 0.011$). That means work overload contribute more than 21% to job stress. So result of the current study validates the H_1 .

Role Conflict

According to results of the research, the independent variable role conflict has a significant positive impact on job stress. Specifically, the role conflict has a significant positive impact with ($\beta = 0.197$) and ($p < 0.019$). That means role conflict contribute more than 19% to job stress. So result of this study validates the H_2 .

Role Ambiguity

According to results of the research, the independent variable role ambiguity has a significant positive impact on job stress. Specifically, the role ambiguity has a significant positive impact with ($\beta = 0.284$) and ($p < 0.000$). That means role ambiguity contribute more than 28% to job stress. So result of the current study validates the H_3 .

Job Stress

According to results of the research, the independent variable job stress has a significant negative impact on job satisfaction. Specifically, the job stress has a significant negative impact with ($\beta = 0.334$) and ($p < 0.000$). That means job stress having more than 33% effect on job satisfaction, if there is job stress then more than 33% chances that employees are not satisfied. So result of the current study validates the H_4 .

Table-4 summarizes the regression results of the study and Figure-2 shows the graphical presentation of the structured model.

DISCUSSION

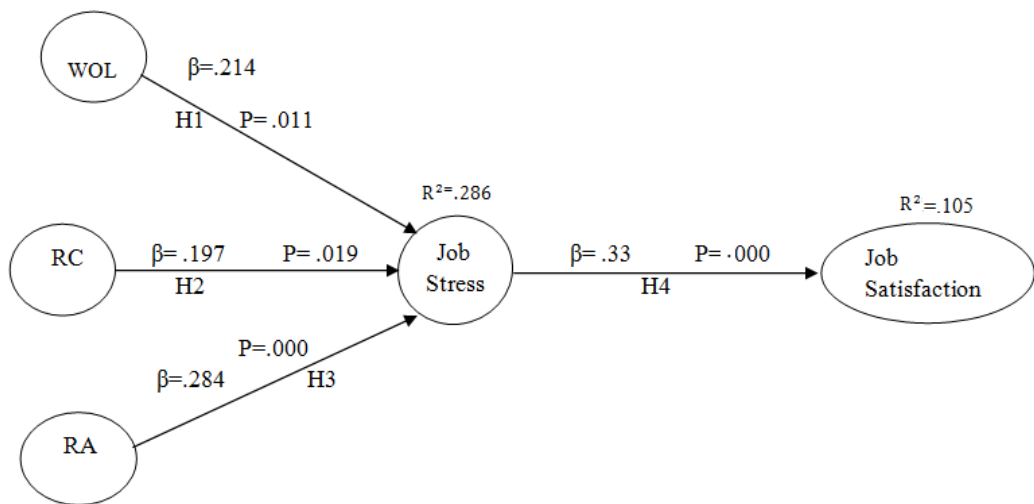
The primary objectives of the study is to understand the impact of job stress at work place and further more analyze the job stress effects on job satisfaction. This study is extensively focused on different aspects of job stress and causes (like work overload, role conflict, and role ambiguity). This research also emphasizes the correlation between job stress and job satisfaction. Moreover, how this research influences the well being of employees, their behavior and contribution to the organization. Research and past literature describes that there is extensive support for the correlation between work place factors, stress and job satisfaction. Some work place factors are not consistently related to stress in all work places and the relationship between stress and job satisfaction can differ depending on the group being examined. The current study significantly focused on correlation between work place factors, job stress and job satisfaction in a specific work place context. The research literature supports that work place factors directly effect on job stress

and indirectly effect on job satisfaction. The literature of research also supports its inference about future results.

Table-4. Regression Results

Hypothesis	Model variables	Estimates	S.E.	C.R.	P	Results
H1	Job stress ← WOL	0.214	.058	2.579	.011	Supported
H2	Job stress ← RC	0.197	.087	2.381	.019	Supported
H3	Job stress ← RA	0.284	.066	3.649	.000	Supported
H4	Job. ← Job Stress	0.334	.126	4.308	.000	Supported

Figure-2. Structural Model Results



The variables and their inter relationship have been discussed in detail. Previous studies confirm the impact of role ambiguity on job stress. The effect of this variable is significant on job stress, which demonstrate that this variable create more stress among working employees than all others variables. So this variable has a substantial need to pay attention to cope with stress and enhances the work place satisfaction as well. Additionally, work overload is also a major factor to influence the job stress among employees. In this research it is verified that work overload has also a significant positive impact on job stress. The present study confirms the importance of work overload in job stress. Role conflict also has a significantly positive impact on job stress and current study confirms its importance as a contributor having great influence on job stress. It becomes the cause of stress among working employees. If these causes are tackled by proper training of employees then job stress will be minimized as well as enhance the work place satisfaction. Job stress contributes 33% job dissatisfaction among employees. In current study it is confirm through testing by valid instruments that job stress has a significant negative impact on job satisfaction. Job stress is a phenomenon that expresses itself differently and effects workers differently in different working situations.

Based on the results of this study, these all variables are important for measuring job stress at workplace and job satisfaction. This research may be useful for different organizations, Institutions, Publics and non public departments to check the stress level among working employees. Implications relevant for a broad variety of workplaces can be drawn from this research. Employees job satisfaction, which in turn make them performing their tasks the best way possible, also in stressful periods, and prefer to stay with the organization. The result of the study has major managerial implication on the development of business organization in Pakistan. Firstly, the entire management department will be aware of this type of research about stress and variables that influences the job stress and job satisfaction. Secondly, organizations may take step to overcome the stress level among working employees and in which ways an organization try to satisfy their working employees. Besides these recommendations that are general for the organizations, some organizations are working in Pakistan have more potential to control the stress level in working employees. They provide proper environment that are necessary to motivate their employees. In this way their intention towards organization is favorable. Practical implications of results having also a very vital importance for training concern organizations.

LIMITATIONS AND FUTURE RECOMMENDATIONS

The data collection of this research is made only from those respondents that are related to the same geographical area. If data may collect from diverse areas then the results can be more significant. If more other causes of job stress are considered by identifying the best ones, then more beneficial outcomes can be obtained. So limitations of the research are consideration of confined stress causes and selection of specific area for data collection. This research suggests the direction for future recommendation on the relationship between job stress and organizational performance more concisely and briefly. Furthermore it should be beneficial to reduce employee's turnover.

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