

THE IMPACT OF WORK STRESS ON JOB SATISFACTION -The ENIE Enterprise Case Study of Sidi Bel Abbas-

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Abstract:

This study aims basically to analyze the impact of work stress on employee job satisfaction, using a case study in the ENIE enterprise of Sidi Bel Abbas (western Algeria), The study relied on the questionnaire as the primary tool for data collection by distributing 60 questionnaires to a random sample of employees, but only 52 were usable, and data processing through the SPSS program. Therefore, the results indicated a negative relationship between work stress and job satisfaction. However, in contrast, there is no statistically significant relationship between the two independent variables Role ambiguity, Workload, and the dependent variable Job satisfaction.

Keywords: Work stress; Job satisfaction; Work nature; Role conflict; Role ambiguity; Workload.

JEL Classification Codes: J28, J81.

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1. Introduction:

Work stress is one of the current issues which affects employees and puts them under constant tension and anxiety in their work, so this is the biggest challenge for employees because it loads them from achieving personal and organizational goals, and reduces their flexibility and adaptation to external changes to companies, It can also occur when an employee feels unable to handle a workplace situation that is important to deal with (Marien, 2012; Work Safe Australia, 2016), and thus negatively affects their job satisfaction;

Job satisfaction also represents a positive response from the employee towards his work (Blais, 2005), which reflects his presence in the abundance of employees' satisfaction, their sense of conviction, and facilitate their daily tasks.

1.1. The study Problem:

With a large workforce and a focus on producing electronic products (such as solar panels, phones, and televisions), ENIE is a business that relies on precision inside its operations. This increases the Work stress on the employees and may reduce the degree of their satisfaction with it. So this current study attempted to determine the impact of Work stress on Job satisfaction. Moreover, this proposition allows the current study to formulate the following problem: **How does Work stress affect employee Job satisfaction in ENIE enterprise of Sidi Bel Abbas?**

1.2. The study Hypotheses:

This study develops a main-hypothesis, and sub- hypotheses that link between the variables, and tested as follows:

- **Main hypotheses:**

H₁. Work stress impacts Job satisfaction in ENIE enterprise at a level ($\alpha \leq 0.05$);

- **Sub-hypotheses:**

H_{1.1}. Job nature impacts Job satisfaction in ENIE enterprise at a level ($\alpha \leq 0.05$);

H_{1.2}. Role conflict impacts Job satisfaction in ENIE enterprise at a level ($\alpha \leq 0.05$);

H_{1.3}. Role ambiguity impacts Job satisfaction in ENIE enterprise at a level ($\alpha \leq 0.05$);

H_{1.4}. Workload impacts Job satisfaction in ENIE enterprise at a level ($\alpha \leq 0.05$).

1.3. The study objectives:

This study has three principal objectives that it seeks to achieve based on the problem of the study as follows:

- Establishing the existence of Work stress at ENIE Enterprise by studying its sub-variables;
- Evaluating the degree of Job satisfaction at ENIE Enterprise;
- Discover how Work stress affects job satisfaction at ENIE Enterprise.

The remainder of the essay is structured as follows: In Section 02, we provide a Conceptual framework of the main variables. Then a Review of the literature on work stress and an analysis of job satisfaction in our case study and identify our research contribution, in Section 03 Research Model. And The Research Materials and methods are presented in Section 04; however, the case analysis results are further addressed in Section 05 and test our Hypotheses. Then discussed this study in Section 6; Section 07 concludes with implications and recommendations for more research.

2. Conceptual framework & Empirical Literature Review:

2.1. Conceptual framework of Work stress & Job satisfaction:

2.1.1. Work stress:

According to Charrière, (2011, P:13), the changes occur beyond the individual's normal limits, and form Work stress throughout three Phases, the Alarm Phase occurs when a body reacts. Then the Resistance phase, the body adapts to stress and tension. And the exhaustion period occurs when material resources are finished, and harmful pressures appear here. But, According to Buckley(2016, P7), Work stress is a negative state experienced by an employee at work. So, as is evident from the definitions above, work stress is the employee's reaction to the conflict between his motivation for work and he finds on the job, and this is how they react to the situation, whether physical, psychological, or mental. It creates a reaction and produces effects such as: positive or negative.

2.1.2. Work stress factors:

The work stress factors show the sources of work stress for the employee in his position, and there are four factors: Job nature, Role conflict, Role ambiguity, and Workload that we will discuss in more detail.

- **Job nature:**

Relates to the type of work that employee occupies, whether physical or intellectual, and if it has great responsibilities, which causes stress. Stress can also be caused by:(Blaug, 2007; Career Center, 2017; Dietrich, 2013)

- Presence of consecutive orders;
- Having problems with boss or co-workers;
- The issue of extension of liability in case of an upgrade.

- **Role conflict:**

The role conflict is a dispute of roles between employees that weakens the effectiveness of organizational decisions or actions against each other(Nambisan & Baron, 2021). However, according to Ibrahim(2015), role conflict is a process that occurs when employees are faced with situations that simultaneously impose the fulfillment of conflicting demands, such as:

- The problem of conflicting priorities for work;
- The problem of conflicting roles of the employee with his colleagues;
- Conflict of interest of the individual with the objectives of the enterprise.

- **Role ambiguity:**

A situation that arises because an employee lacks the information necessary to perform an expected role, or fails to clearly define the role itself(Binatt, 2009), making it difficult to complete work and progress in it.

- **Workload:**

It's probably a source of a lot of stress when the employee is faced with a variety of reasons, such as:

- The Workload guides to stress that may cause work accidents ;
- Work schedules Irregularity leads to shorter rest periods and increased anxiety(Almondes & Araújo, 2009; Warden et al., 2021).

2.1.3. Job satisfaction:

Giauque et al.(2013, P: 132) explained that Job satisfaction is the emotional state after a positive evaluation of the job and its conditions, it emerges from an individual's feelings and emotions about the work environment and the job itself. But, According to Randon(2012), Job satisfaction is an employee's reactions or attitudes to the work experience that enables them to be profitable at work. According to this sense, job satisfaction includes all responses or reactions of an employee to their work experience that enable them to make earnings. So, Job satisfaction is an assessment of the gap between what is expected and what really exists at work. Moreover, similarly, Job satisfaction is described above as an employee's good attitude toward their work, working environment, relationships with their managers and coworkers, workplace rules, etc.

In addition to the above, there are factors that indicate that the employee has job satisfaction that can be summarized as follows:(Dengler, 2017; Karyotakis & Moustakis, 2016; Tella et al., 2007)

- The simplicity of communication (both upward and at the same level communication) in interactions at work;
- Having a real positive desire and feeling while doing the work;
- Respect the work timing and no conflict with internal laws and regulations;
- Having a stimulating organizational environment and participating in decision-making.

2.2. Empirical Literature Review:

Previous studies have been conducted to evaluate the link between Work stress and job satisfaction. The study by Kurniawaty(2019)evaluated the relationship between work environment, stress, and job satisfaction on employee turnover intention as a dependent variable for the study that was applied to a sample of 100 employees at Mandiri Bank. Moreover, The Path Analysis model, which was used in the study's quantitative approach, assesses both the direct and indirect impacts of independent factors on the dependent variable. The findings of this research indicate that there is a positive effect of job satisfaction and stress on employee turnover intention; the rest of the effects were from the work environment, which hurts employees'

turnover intention. Based on these results, the researchers suggested the importance of increasing rewards to improve employee satisfaction to reduce job turnover. Another study by Chau(2019)was conducted aimed at measuring the impact of work-family conflict on work stress and job satisfaction among Macau table game dealers working in six enterprises in Macau(Belonging to the People's Republic of China). The results showed that the association between work stress and job satisfaction was partially mediated by dealers' work-family conflicts. Future study in this area is suggested, and the consequences of these findings are examined. Hence, the researcher suggested that the dealer work skills training can put this knowledge to use and fully exploit its strengths in education and work skills training, including psychological education, corporate culture, values, work emotional intelligence, career planning, etc. which can effectively boost a dealer's confidence and produce positive psychological feelings.

Ramlawati et al.(2021) conducted a study aimed at determining the importance of External alternatives, job stress on job satisfaction, and employee turnover intentions for employees of PT Bank Mandiri Regional in South Sulawesi. The study was quantitative and there were 100 respondents in this survey. The study results revealed that each alternative external and job stress affected on job satisfaction, similar to job turnover; it was affected by alternative external only. But, Irawanto et al.(2021) looked at work stress and job satisfaction over the Quarantine during the COVID-19 outbreak. By measuring the impact of job satisfaction for workers working from home during the spread of the epidemic, this study relied on a quantitative approach by distributing 472 online questionnaires across Indonesia. The study found that working from home, work-life balance, and stress at work have a significant direct and indirect impact on job satisfaction.

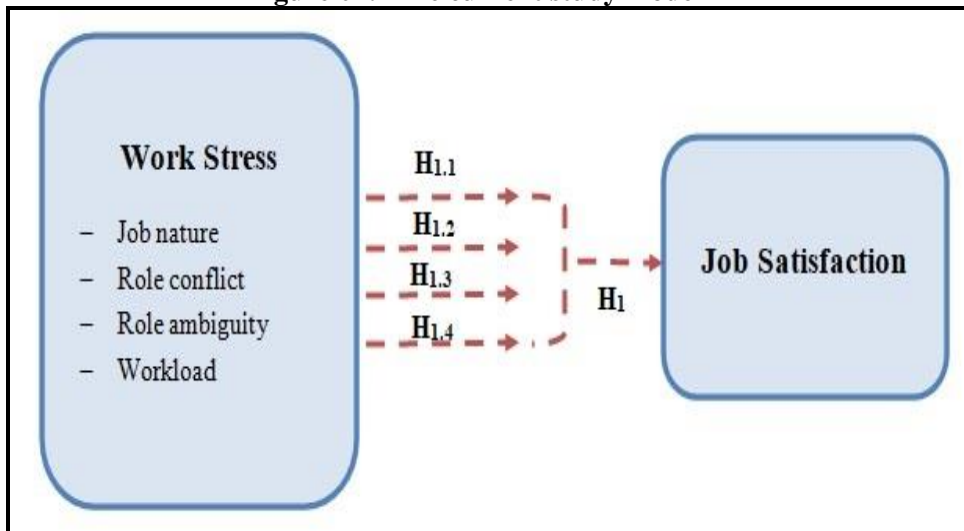
2.3. The current study contribution:

Various authors have addressed the impact of Work stress on job satisfaction in previous studies(Chau, 2019; Irawanto et al., 2021; Kurniawaty et al., 2019; Ramlawati et al., 2021)by studying impact of the work environment variable on the turnover intention as a dependent variable. And add other variables such as work-family conflict and External alternatives. However, the current study focused on measuring the impact of work stress with its four sub-variables: Work nature, Role conflict, Role ambiguity, and Workload on job satisfaction, so this is the most important contribution of our study compared with empirical papers.

3. Research model:

A research model was developed based on hypotheses generated from the literature review cited in the next section (Fig.01). This study used work stress with its four sub-variables: job nature, role conflict, role ambiguity, and workload as independent variables and job satisfaction as the dependent variable.

Figure 01: The current study model



Source: Authors' Original Construct

4. Materials and methods:

The quantitative measure was utilized to resolve our Research problem with a questionnaire that consists of three sections: the first section focuses on the demographic data of the sample; the second on identifying the Work stress variable; and the third on examining the Job satisfaction items. A five-point Likert scale has applied to the questionnaire, and the respondents were chosen using random sampling, in which 60 questionnaires were distributed to employees working in the ENIE enterprise of Sidi Bel Abbes. The number of usable questionnaires was 52; the remaining questionnaires were excluded because they contained insufficient information for the study.

Crombach's Alpha was also used in this study to look at the study's reliability, which requires a value rise of more than 60% (Crombach's 0.6), which is 71.9% over 34 questions. More than 42.3% of the

respondents in the study were women, and it is estimated that 55.8% of them were educated.

5. Results & Hypothesis testing:

5.1. Key results:

In our study, we relied on the five-pointed Likert scale. Therefore we calculated the length of the classification period of 0.80 through a table of classifications for the mean scores according to the five-pointed Likert scale (Table 01).

Table No 01: Classification of the mean scores according to the five-point Likert scale

The degrees of five-pointed Likert scale:	Mean classification range: (Where: the length of the classification period was estimated at 0.80)	Degree level:
1. Strongly Disagree	[1.79 - 1]	– Lesser level;
2. Not Agree	[2.59 - 1.80]	– Low level;
3. Neutral	[3.39 - 2.60]	– Average level;
4. Agree	[4.19 - 3.40]	– High level;
5. Strongly Agree	[5 -4.20]	– Very high level.

Source: Prepared by Authors based on previous studies

So we calculated the degree of 5, which represents a strong agreement, which represents 100%, and the result of dividing them gives 20%, then we subtract it from 100%, which gives us 80%, or 0.80, and it represents the length of the classification period of the arithmetic mean scores (Table 02), which is used to find out the direction of the respondents' answers.

Table No 02: The Mean and Standard Deviation of the Independent and Dependent variable

Variables:	Work Stress				Job satisfaction:
	Job nature	Role conflict	Role ambiguity	Workload	
Mean	3,76	3,50	3,46	2,70	1.78
Standard Deviation	0,98	1,15	0,98	0,78	0,96
Degree of approval	Agree	Agree	Agree	Neutral	Strongly Disagree

Source: Based on the SPSS program

Through Table 02, we notice that the general trend of the Work Stress axis with its four variables indicates a high level of agreement according to the five-point Likert scale so that the mean for the axis of Job nature, role conflict, and role ambiguity is estimated at 3.76, 3.50 and 3.46 respectively, and this is due to reasons such as the conflict of responsibilities between employees, the obscurity of some instructions in the event of an inexperienced and the lack of sufficient information to carry out the work as required.

Regarding the Workload, the axis was at a moderate level, according to the answers from the distributed questionnaire, with an average of 2.70, possibly a prospect of anxiety due to the possibility of exposure to work accidents, especially women in workshops. As for the job satisfaction axis, the general mean in the same table above is estimated at 1.78, which is the lesser level, which indicates that the employees in the enterprise have a very weak degree of joy with their work.

5.2. Hypothesis testing:

We will test the validity of the main hypothesis and sub-hypotheses by addressing the impact of the independent variable (Work stress) with its sub-variables on the development of Job satisfaction for employees by assuming that: $\text{Sig}=0.00 < 0.05$ through 95% confidence intervals for

each of the B_1 and B_0 regression employees to extract the simple linear regression equation:

$$Y = B_0 + B_1X$$

5.2.1. Main hypothesis:

Table No 03: Statistical analysis of the independent variable and the dependent variable

Variables:	Job satisfaction:				
	Pearson correlation coefficient	Sig	The coefficient of determination R_2	Regression coefficient B_1	Constant value B_0
Work Stress	-0.430	0.001	0.185	-0.43	5.158

Source: based on the SPSS program

Through Table 03, we notice an inverse correlation between the two variables of Work Stress and employee job satisfaction, where $Sig=0.00 < 0.05$, the significant negative correlation between the two variables, equaled -43%.

A linear regression model was used to determine the effect of work stress on employee job satisfaction, and the coefficient of determination R_2 shows that work stress explains 18.5% of job satisfaction. In terms of the basic regression equation, it shows that the increase of Work Stress variable decrease Job satisfaction by 0.43 units from one standard deviation.

$$Y = 5.158 - 0.43 \text{ Work Stress}$$

Thus, the hypothesis (H_1) which supposes a statistically significant relationship between work stress and job satisfaction in ENIE enterprise of Sidi Bel Abbes at a level ($\alpha \leq 0.05$) is correct, but it is inversely related.

5.2.2. Sub-Hypotheses:

Table No 04: Statistical analysis of the sub-variables and the dependent variable

Variables:		Job satisfaction:				
		Pearson Correlation Coefficient	Sig	The coefficient of determination R_2	Regression coefficient B_1	Constant value B_0
Work Stress	Job nature	-0.519	0.000	0.27	-0.519	7.757
	Role conflict	-0.343	0.013	0.118	-0.343	5.010
	Role ambiguity	0.103	0.466			
	Workload	-0.039	0.783			

Source: based on the SPSS program

The two variables of job nature and employee job satisfaction have an inverse relationship, as shown in Table No. 04, where Sig=0.00<0.05, the significant negative correlation between the two variables, equaled -51.9%.

The relationship between job nature and employee job satisfaction was examined using a linear regression model, and the coefficient of determination R_2 reveals that job nature explains 27% of job satisfaction. According to the fundamental regression equation, it is evident that the

increase of job nature variable decrease Job satisfaction by 0.519 units from one standard deviation.

$$Y = 7.757 - 0.519 \text{ Job nature}$$

Thus, the hypothesis ($H_{1,1}$) which supposes a statistically significant link between Job nature and job satisfaction at a level (0.05) in Sidi Bel Abbas' ENIE is consequently correct, however, the direction of the relationship is inverse.

The two variables of Role conflict and employee job satisfaction have an inverse relationship, as shown in Table No. 04, where $Sig = 0.00 < 0.05$, the significant negative correlation between the two variables, equaled - 34.3 %.

Using a linear regression model to examine the relationship between Role conflict and employee job satisfaction, the R2 coefficient of determination indicates that Role conflict accounts explains 11.8% of job satisfaction. A basic regression equation shows that the increase of Role conflict variable decreases job satisfaction by 0.343 units from one standard deviation.

$$Y = 5.010 - 0.343 \text{ Role conflict}$$

Thus, the hypothesis ($H_{1,2}$) which supposes a statistically significant relationship between Role conflict and job satisfaction at the level (0.05) is correct, but it is inversely related.

As can be seen from Table (04), there is no significant correlation between Role ambiguity and job satisfaction as $Sig = 0.466 > 0.05$. Based on the above, the hypothesis ($H_{1,3}$) is rejected, which states that there is a statistically significant relationship between role ambiguity and job satisfaction, and the alternative hypothesis ($H_{0,3}$) is accepted, which indicates that there is no relationship between the two variables.

As shown in Table No. (04), there is no significant correlation between Workload and job satisfaction as $Sig = 0,783 > 0.05$. Based on the above, the hypothesis ($H_{1,4}$) is rejected, which states that there is a statistically significant relationship between role ambiguity and job satisfaction, and the alternative hypothesis ($H_{0,4}$) is accepted, which indicates that there is no relationship between the two variables.

6. Discussion:

We tested the statistical hypotheses through a set of statistical tools that were carried out through SPSS program by searching for the effect of the main independent variable Work stress and its sub-variables on Job satisfaction as a dependent variable, by studying the correlations and statistical significance and building a simple Linear Regression Equation, we have obtained a significant inverse relationship between Work tension on Job satisfaction, and also for the two sub-variables, the work Nature and Role Conflict through their opposite effect. But all of the hypotheses ($H_{1.3}$) and ($H_{1.4}$) were not fulfilled due to the lack of a significant value of the statistical significance $Sig=0.00<0.05$.

However, compared with results from previous literature, particularly Kurniawaty (2019), which concluded that there is a positive relationship between job satisfaction and the work environment, which should be free of stress, especially with resources and material tools to do the work. And Chau (2019) study, added the importance of family pressure and its relationship to work stress and its negative impact on work; Otherwise the study of Irawanto et al. (2021) and Ramlawati et al.(2021), showed a relationship between stress on job satisfaction by studying the effect of work turnover as an independent variable, and this is similar to our current study despite its difference in the negative impact of role ambiguity on job satisfaction through its study in Covid-19.

The Kurniawaty (2019)study included an important type the non-physical work environment that encompasses all aspects of workplace relations, including positive relationships with superiors, coworkers, and subordinates, this has a simple and positive effect on job satisfaction, which is offset by two sub-variables in our current study, namely Job Nature and Role conflict, and this is different from our study, which emphasized the importance of the two variables in the negative impact on job satisfaction. Also, the study of Chau (2019) agrees with our study on the importance of analyzing the extent to which there are differences within the work that lead to pressures such as the nature of the work. However, the two studies by Irawanto et al. (2021) and Ramlawati et al. (2021), their investigation differs from the current study on the effect of role ambiguity mainly on job satisfaction, which according to our study showed that there is no such type of stress in the ENIE enterprise.

Therefore, in our research, for employees to feel satisfied within the workplace, the enterprise must study tension and its impact on the nature of work and professional conflicts that would make work very difficult,

tiring, and uncomfortable. However, ENIE employees report low job satisfaction due to issues such as the absence of manager interaction and recognition, and scarcity of encouragement and recognition. Also, the ENIE enterprise of Sidi Bel Abbes is under professional pressure, due to the Nature of the work, Role conflicts, and workload.

7. Conclusions:

The results showed a negative impact of Work stress on Job satisfaction in the ENIE enterprise of Sidi Bel Abbes because of the Work Nature and the Roles Conflict, which the main results can be summarized as follows:

- A lack of communication and underestimation from bosses, as well as discouragement, gave a low level of job satisfaction;
- There is a negative statistically significant correlation between Work stress and job satisfaction estimated at -43 %;
- There is a negative statistically significant correlation between the two variables the nature of work and job satisfaction estimated at -51.9%;
- There is a negative statistically significant correlation between role conflict and job satisfaction estimated at -34.3%;
- There is no statistically significant relation between job satisfaction and role ambiguity;
- There is no statistically significant relation between job satisfaction and workload. There is no statistically significant link between job satisfaction and workload.

Considering these results, the authors recommended conducting some training courses to eliminate professional pressures within the enterprise under study; Trying to open a dialogue with workers to provide suggestions and some ideas about eliminating work stress and achieving job satisfaction as they are concerned with this, and who have all knowledge of what is the source of these pressures in the enterprise. As far as the researchers know, this study is different from previous studies and new by understanding the real reasons behind Work stress and the difficulty of being comfortable at work. One of the limitations of the current study is an inability to distribute larger questionnaires that help open the way for studying other variables whose impact can be suggested, such as studying the impact of organizational culture in dealing with work stress.

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