

Investigating the Predictors of Flourishing and Turnover Intention of Employees, Namibia

Editor Matanhire¹, Wesley Reginald Pieters^{2*}

¹Department of Psychology and Social Work, University of Namibia, Windhoek, Namibia, Orcid: 0000-0002-5864-789X

²Department of Psychology and Social Work, University of Namibia, Windhoek, Namibia, Orcid: 0000-0002-6152-249X

Keywords

Flourishing;
work stress;
turnover intention;
Covid-19;
Namibia.

Abstract

Flourishing employees possess positive attributes that can enhance productivity in the workplace. It is important to create interventions to enhance flourishing as it may decrease work stress and turnover intention. During the Covid-19 pandemic, organisations required employees to execute more duties with fewer resources. This study investigated the effects of work stress on flourishing and turnover intention of employees at Nexus Group and the media industry, Namibia. A quantitative research approach, using an electronic questionnaire was used and the data were analysed using SPSS, applying Pearson's correlation and multiple regression analysis. Role ambiguity, workload and turnover intention predicted flourishing. Job insecurity, emotional and social well-being predicted turnover intention. The organisations can invest in supportive leadership, clear job descriptions and education thereof, and reassure employees about their future employment. Manageable workload requirements enhance flourishing- being regarded as eustress instead of distress. This study adds on to the existing literature on work stress, flourishing and turnover intention in Namibia.

*Corresponding Author

¹*wpieters@unam.na

²wrp777@gmail.com

1. Introduction

1.1. Background

Work stress and its detrimental effects on human health have increased over the years (Ornek & Esin, 2020). Work stress is defined as the detrimental physical and emotional response that occurs when the capabilities, resources or needs of the worker do not match the requirements of the job (The National Institute for Occupational Safety and Health, 2014). According to Yan and Xie (2016), work stress is a series of responses that are psychological, behavioural and physiological because of stressors individuals encounter in the organisation. There is a negative association between mental health and occupational stress. Demanding work environments place physical and psychological strain on employees (Hori et al., 2019). The Covid-19 pandemic did not only illuminate the work stress experienced, but it also amplified it further.

The National Institute of Occupational Safety and Health (2014) states that work stress can be due to different reasons. Work stress can be physical, emotional or mental because of the working conditions and the environment. Work stress can lead to illness and psychological distress, and this results in low performance, work absenteeism and other risky health behaviour (Ornek & Esin, 2020). Organisations, therefore, must counter work stress levels to operate productively and protect the well-being of their employees. The effects of work stress hinder productivity which may lead to workers quitting because they feel unappreciated or of no value to the organisation (Lubinda, 2019). It is likely that psychological distresses caused by work stress decrease job satisfaction and eventually lead to reduced flourishing and an increase in turnover intention.

Workplace flourishing can be defined as an employee's awareness that they are in a good emotional state and they are functioning well in the workplace (Rautenbach, 2015). According to Schotanus-Dijkstra et al. (2016), flourishing is when individuals are experiencing high levels of both hedonic and eudaimonic well-being. Employee flourishing due to the positive effect it presents on both employees and employers has received significant attention in recent years (Ghulam et al., 2018). Keyes and Grzywacz (2005) conclude that flourishing employees demonstrate higher levels of productivity as they put greater effort in their work.

According to Demerouti et al. (2015), high levels of flourishing lead to many positive consequences, and individuals experiencing flourishing have adequate resources to devote in the task and indulge in organizational citizenship behaviour. Flourishing leads to creativity, high work performance, and employees experience high positive affect which result in widening employee repertoire of available actions and cognitions (Ghulam et al., 2018). Awuku (2013) revealed that staff experience disrupted well-being because of stress due to workload and irregular working hours. Work stress may influence employees' decision to remain at an organisation.

According to Belete (2018), turnover intention is the planning and consideration to leave one's job or organisation due to different reasons. Turnover intention is thus presumed as an individual's

consideration to leave their job or quit their organisation due to pressing reasons. Turnover among employees is one of the biggest challenges with lasting effects on an organisation (Belete, 2018). According to Applebaum et al. (2010), an employee's intention to leave the job can be a result of reduced job satisfaction because of stressors in the work environment.

Wen et al. (2018) concluded that improving job satisfaction in terms of job safety, promotion and salary is crucial for reducing turnover intention. Job characteristics have a positive effect on job satisfaction and organisation commitment which in turn have a negative effect on employee turnover intention (Hackman & Oldham, 1975; Wu & Polsaram, 2011). According to the researchers' knowledge, this will also be the first study to investigate the predictors of flourishing and turnover intention based on construction workers and the media industry in Namibia.

1.2. Problem Statement

Work stress hinders productivity and growth amongst workers therefore influencing flourishing due to psychological strain (Ornek & Esin, 2020). It is important to study flourishing of employees because flourishing at work entails positive functioning and decreased turnover intention (Awang et al., 2015). Studies by Awuku (2013) and Lubinda (2019) have linked work stress to an increased level of turnover intention amongst employees. Turnover intention can be problematic to organisations as they can easily lose their vision (Markovich, 2019). Work stress and turnover intention is a problem and studied under this research.

The findings of this study will provide strategies to improve flourishing, reduce work stress and turnover intention thus securing experienced and motivated workers as well as promoting profit-oriented organisations. Thriving businesses create wealth on a national scale for government in the form of taxation and foster the creation of employment (Trenchard, 2015).

Some relationships were established within different context however not in the Namibian context. This study aims to assess the relationship amongst these variables to propose context relevant and sample specific interventions. The well-being of all employees matters within different industries.

1.3. Research objectives

The study aims to investigate the relationship between work stress, flourishing and turnover intention. The study also aims to assess the predictors of flourishing and turnover intention amongst employees in Namibia.

This research paper will focus on literature from studies to define work stress, flourishing and turnover intention. The literature summarised will focus on the antecedents, outcomes and different relationships between the variables. This paper will discuss the methods used to investigate the relationship between the variables, the ethical standards applied and the statistical analyses used to analyse the data. The findings and managerial implications will be discussed followed by the main conclusions and limitations of the study.

2. Literature Review

Work stress

Role conflict can be regarded as part of work stress. According to Rizwan et al. (2014), role conflict has been found to be the root of work-related stress. Role conflict can be experienced when an individual is distracted by two conflicting roles in an organisation (Mercer, 2019). Rizwan et al. (2014) states that role conflict can be an effect of individuals experiencing contradiction in the roles they play in their organisations. **Role ambiguity** (measured in this study) has also been reported to be an antecedent of work stress (Rizwan et al., 2014). According to Ebbers and Wijnberg (2017), employees experience work stress due to role ambiguity which is a result of the uncertainty on what is expected at work. Celik (2013) associated role ambiguity with emotional exhaustion of employees and which results in decrease of job performance.

According to Soelton et al. (2020), **job insecurity** (measured in this study) is one of the most common causes of stress due to the uncertainty of employees in terms of keeping their jobs. Job insecurity has been found to have detrimental effects on the physical and psychological health of employees (Hassard et al., 2017). Menendez-Espina et al. (2019) state that job insecurity is a chronic stressor that pries on the short- and long-term health of employees. Deng et al. (2019) associate job-related stress with the presence of physical and mental workload being experienced by the employees. Dowd (2020) states that heavy **workload** (measured in this study) can result in stress and illness in employees.

According to Ashadi and Damari (2013), work stress can lead to turnover intention in organisations. Liu et al. (2019) state that work stress has been found to be one of the prominent factors associated with turnover intention. Work stress has been found to have a negative impact on job performance (Senaratne & Rasagopalasingam, 2017). Psychological and physiological stresses impact job performance since most distressed workers exhibit skills and abilities that do not match their work demands (Ismail et al, 2015). Organisations can enhance job performance by minimising role conflict, deploying a satisfying reward system, counselling of employees and optimising workload (Ajayi, 2018).

According to Chao et al. (2015), work stress has a negative effect on job satisfaction. Employees that end up with decreased flourishing have experienced occupational stress (Hori et al., 2019). Flourishing in organisations results in reduced levels of turnover intention, and it is beneficial to workplace health and psychological safety (Coetzee & Oosthuizen, 2017).

Flourishing

Redelinguys et al. (2019) states that person-environment fit is positively linked to workplace flourishing. Person-environment fit is the overlap between the skills, abilities, expectations and competencies of the employee and that of the working environment. Person-environment fit influences employees' behaviour, motivation, overall physical and mental health (Holmbeck et al., 2008). Person-environment fit can lead to flourishing as employees perceive a high similarity between their values and those of the organisation (Redelinguys et al., 2019). According to Kahn and Heaphy (2014), employees are more inclined to

flourish if supervisors satisfy employees' competence, relatedness and autonomy needs. Satisfying the basic psychological needs of employees has a positive influence on psychological well-being (Fouché, 2015).

Rothmann (2013) states that flourishing is associated with the presence of high levels of positive *emotions, psychological and social well-being* (measured in this study), satisfaction with personal domains (family and marriage) (Rothmann, 2013), positive life events and social support (Schonatus-Dijkstra, 2016). According to Schonatus-Dijkstra (2016), people with high levels of conscientiousness and extraversion (Jung, 2019) tend to flourish. According to Martin (2002), social and individual resources are important as they allow individuals to adapt to changes in their lives. Lange and Georgellis (2016) state that the availability of employees' personal and psychological resources promotes their flourishing.

According to Ghulam et al. (2018), flourishing results in high work performance and widened employee collection of available actions and cognition due to high positive affect. Flourishing employees provide enhanced performance, a positive and productive work, and they can acquire satisfaction with their jobs (Lange & Georgellis, 2016). Enhanced work engagement is positively linked to employee flourishing, and individuals experiencing flourishing have adequate resources to devote to their work tasks (Demerouti et al., 2015). Workplace flourishing is positively related to in-role performance and organisational citizenship behaviour (Redelinguys et al., 2019). Flourishing brings about positive consequences such as organisational citizenship behaviour, and this boosts employee work meaningfulness (Demerouti et al., 2015).

Coetzee and Oosthuizen (2017) state that psychosocial flourishing is beneficial to workplace health and psychological safety. According to a study by Keyes and Grzywacz (2005), flourishing employees help to lower the level of healthcare costs due to reduced work-related injuries.

Turnover intention

Ashadi and Damiri (2013) concluded that turnover intention can be a result of job stress. According to Jha (2009), stress is an emotion that decreases job satisfaction and increases turnover in organisations. Turnover intention can be reduced by improving job satisfaction in terms of job safety, appropriate salaries and rewards (Wen et al., 2018). Achievement of congruence between the employee and their work environment leads to them experiencing increased job satisfaction which will subsequently affect their turnover decision (Mitchell et al., 2001).

Employees who intend to quit their companies may exhibit low organisational commitment (Bonds, 2017). Organisational commitment is the psychological attachment between the employee and their organisation which makes it less likely for them to voluntarily quit the organisation. According to Özkan et al. (2020), organisational commitment is a predictor of turnover intention, and the more an employee is committed to the organisation, the less they are likely to leave. Acquiring knowledge on organisational

commitment and turnover intention can help leaders decrease the rate of turnover intention and turnover-related costs (Bonds, 2017).

According to Xu et al. (2017), job insecurity results in turnover intention in organisations. Obeng et al. (2020) state that based on the results of the social exchange theory, job insecurity has been found to influence turnover intention as employees experience psychological strain.

Wu and Polsaram (2011) state that employee turnover has become a major concern for many organisations as it can result in loss of skilled employees leading to high devastating effects on the company. According to Rana and Abbasi (2013), turnover results in the need for recruiting and training new staff thus having a significant cost effect on organisations. High turnover rates negatively affect the employees thus resulting in the organisation veering from its true mission and vision (Markovich, 2019).

According to Mai et al. (2016), turnover intention influences the organisation as it may result in deviant behaviour in employees. Deviance behaviour in the workplace can be defined as the breach of societal norms in the organisation or sabotage for instance, lying, abusive tendencies towards co-workers and greediness in term of resources (Agwa, 2018). Agwa (2018) states that the effects of deviant behaviour on the workplace environment can result in tremendous loss in revenue and permanent damage to an organisation.

The relationship between work stress, flourishing and turnover intention

According to Hori et al. (2019), a negative association was detected between flourishing mental health and occupational stress due to demanding work environments that have a psychological and physical strain on employees. Workers fail to flourish because of the psychological strain they experience due to work stress (Ornek & Esin, 2020). Hori et al. (2019) state that employees who experience less motivation and low performance due to occupational stress end up encountering reduced flourishing mental health.

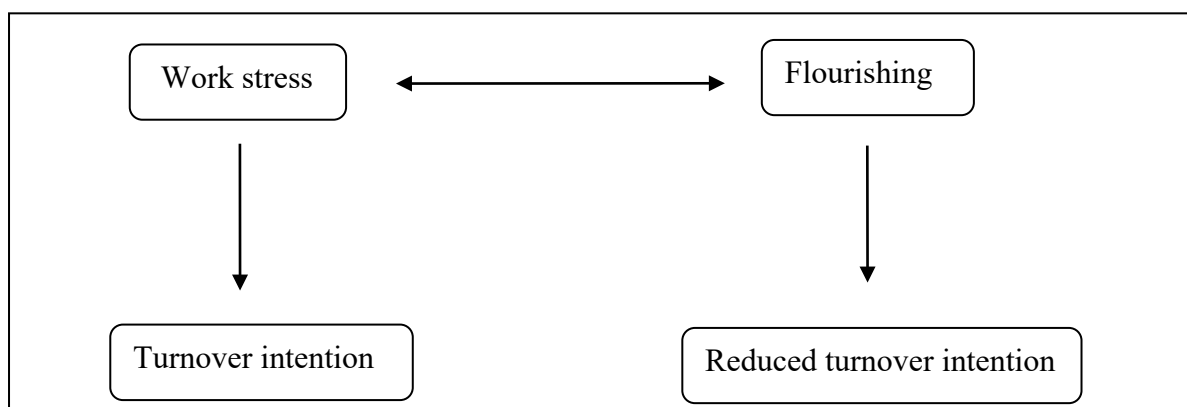


Figure 1: Theoretical relationship between work stress, flourishing and turnover intention.

According to Coetzee and Oosthuizen (2017), flourishing is essential in organisations due to its benefits in terms of workplace health and psychological safety. The concept of flourishing is characterised by different positive factors which may reduce stress load and potential health damages of stress (Berend et

al., 2020). Anxiety and depressive symptoms can be reduced by promoting flourishing mental health (Schotanus-Dijkstra et al., 2016).

According to Redelinguys et al. (2019), employee intention to leave the organisation is negatively affected by workplace flourishing. Employees who experience supervisor support are most likely to flourish, and this has a negative effect on their turnover intention (Janse van Rensburg et al., 2017). Flourishing employees experience low levels of turnover intention compared to non-flourishers (Redelinguys & Rothmann, 2020). Jha (2009) states that stress reduces the flourishing percentage of employees which in turn leads to an increase in their turnover intention due to lack of job satisfaction.

The relationship between these variables can be explained by the Job-Demands Resource model (JD-R model). The JD-R model consists of a stress process which is triggered by excessive job demands and lack of resources leading to negative outcomes such as poor performance, sickness, absence and low work commitment (Shaufeli, 2017). The model confirms the negative impact of work stress on the well-being of employees. Literature has reported that low work commitment has a positive effect on turnover intention. The motivational process of the JD-R model is a result of the availability and abundant resources which in turn lead to positive outcomes such as employee well-being and performance in the organisation (Shaufeli, 2017). A variety of occupations can make use of the JD-R model for the improvement of employee performance and well-being (Bakker & Demerouti, 2007). Studies have reported the outcomes of job resources to have a negative effect on the turnover intention rate of employees. In this study, work stress can be regarded as the job demands whilst flourishing and turnover intention can be regarded as possible outcomes.

3. Research Methodology

This study made use of the quantitative research method (Creswell, 2009), employing a cross-sectional descriptive design. An electronic questionnaire was used to collect information on the biographical data of employees, work stress, flourishing and turnover intention. The organisations provided permission for research to be carried out on their employees. The participants were notified on the purpose of the study and how the data will be used. The willing participants were only able to participate after consenting to being part of the study, and they were provided with the right to withdraw at any point from the study without any negative consequences. No names were required, and no information was shared with unauthorised individuals outside the study. The link to the questionnaire was distributed to the participants by their respective organisations.

Measuring instruments

The study collected data using an electronic questionnaire. The biographical section focused on, sex, age, marital status, number of dependants, work experience, qualification and work position. Work stress consisted of the role ambiguity scale developed by Rizzo et al. (1970). Example items include “I know what to do in my work”. The responses were provided through a 5-point-Likert-type scale with 5 as the highest level of role ambiguity and 1 as the absence. According to Specht (2013), the role ambiguity scale

has consistently provided acceptable scores for reliability ($\alpha \geq .80$) in various studies. Work stress also consisted of job insecurity and workload measured by a scale developed by Bakker and Demerouti (2014). The job insecurity scale consists of items which include fear of leaving the job and emotional distress whereas the workload scale comprised of work pressure and job demands. Example items include “Do you need to be more secure that you will keep your current job in the next year?” for job insecurity and “Do you have too much work to do?” for workload. Pieters and Van Heerden (2018) reported acceptable reliability of .77 (workload) and .80 (job insecurity).

Flourishing was measured with the Flourishing-17 item version by Diener et al. (2010). The scale covers dimensions such as psychological, emotional and social well-being. The responses were presented through a 6-point-Likert-type scale with 6 as a daily experience of flourishing whereas 1 in the scale represented the absence of flourishing. Example items include “During the past month, how often did you feel you can do your job the way you think it could best be done?” (psychological well-being), “During the past month, how often did you feel happy?” (emotional well-being) and “During the past month, feel that people in your organisation are basically good?” (social well-being). Murangi, Rothmann and Nel (2022) reported reliability scores for psychological well-being (.85), emotional well-being (.80) and social well-being (.88).

The level of turnover intent amongst employees was measured using the 6-item version of the turnover intention scale by Bothma and Roodt (2013). The responses were presented through a 5-point-Likert-type scale with 5 as highly likely and 1 as high unlikely. According to Bothma and Roodt (2013), the 6-item version was found to have a reliability score of .80 in measuring turnover intention. Example items include “How likely are you to accept another job at the same compensation level should it be offered to you?”

Analysis

The Statistical Package for Social Sciences Version 24.0 (SPSS, 2016) was used to analyse the data. The researchers made use of the SPSS computer software to perform the data analyses, and the results were presented accordingly. The researchers employed the Cronbach’s alpha to measure internal consistency thus determining the reliability of the instruments. The researchers utilised the Pearson correlation coefficient to determine the relationship between the variables (SPSS, 2016). More so, the study applied the Stepwise multiple regression process to predict the changes in the dependent variable because of the changes on the independent variable.

3.1. Hypotheses

Based on the literature discussed, the following hypotheses were developed.

- Hypothesis 1: There is a negative relationship between work stress and flourishing.
- Hypothesis 2: There is a positive relationship between work stress and turnover intention.
- Hypothesis 3: There is a negative relationship between flourishing and turnover intention.
- Hypothesis 4: Role ambiguity, workload and turnover intention predict flourishing.

- Hypothesis 5: Job insecurity, emotional and social well-being predict turnover intention.

3.2. Ethics

The Department of Psychology and Social Work Ethics Committee at the University of Namibia provided ethical clearance for the study. Permission was obtained from the organisations involved in the study after contacting them telephonically and via email. No names were used in the study thus ensuring anonymity. No information was shared about participants with unauthorised individuals thus ensuring confidentiality.

4. Results and Findings

Descriptive statistics

The population of the study comprised of employees from the Nexus Group of companies located in Windhoek and Outjo and media personnel in Namibia. A sample of 153 (58.6%) employees was drawn from the Nexus group whereas the sample of media personnel was 108 participants (42.4%). The distribution between males and females was almost even with 53.3% males ($n = 139$) and 46.7% females ($n = 122$). Many participants were aged between 36 and 40 years (19.2%, $n = 50$), and a small portion were aged 51 and older (5%, $n = 13$).

The majority had worked for 3-4 years (23.8%, $n = 62$), and a small percentage 6.5% ($n = 17$) had worked for 9-10 years. Regarding marital status, 51% ($n = 133$) of the participants were single, and only 12 participants (4.6%) were widowed. Most of the sample (39.5%, $n = 103$) had no dependents, while 0.8% of the participants ($n = 2$) had 10 or more dependents. A total of 58 participants (22.2%) had obtained honours degrees as their highest qualification, and 3.1% ($n = 8$) had a PhD degree as their highest qualification. The remaining data of the biographical information are presented in Table 1.

The data were analysed to determine the means, Standard Deviation (SD) and Cronbach's alpha (α) and are presented in Table 2. This study reported a mean of 8.97 for role ambiguity, SD of 3.63 and α of .84 (Table 2). Workload reported a mean of 9.57, SD of 11.97 and α of .74. Job insecurity reported a mean of 4.95, SD of 1.98 and α of .88. Work stress combined reported a mean of 35.76, SD of 18.63 and α of .71. Emotional well-being reported a mean of 8.03, SD of 2.21 and α of .77. Psychological well-being reported a mean of 38.52, SD of 14.89 and α of .71. Social well-being reported a mean of 20.35, SD of 5.69 and α of .89. Flourishing reported a mean of 70.99, SD 20.26 and α of .81. Turnover intention reported a mean of 16.87, SD of 5.33 and α of .81.

Table 1: Biographical Details of Sample (n = 261)

Category	Item	Frequency	Percentage
Gender	Male	139	53.3
	Female	122	46.7
Age	Below 24	42	16.1
	24-28	44	16.9
	29-31	43	16.5
	32-35	29	11.1
	36-40	50	19.2
	41-45	26	10.0
	46-50	14	5.4
	51 and older	13	5.0
Dependents	None	103	39.5
	1-2	78	29.9
	3-4	63	24.1
	5-6	12	4.6
	7-9	3	1.1
	10 and more	2	0.8
Marital Status	Single	133	51.0
	Married	102	39.1
	Divorced	14	5.4
	Widowed	12	4.6
Qualifications	Grade 12	41	15.7
	Certificate	26	10.0
	Diploma	37	14.2
	Degree	53	20.3
	Honours Degree	58	22.2
	Master's Degree	38	14.6
	PhD	8	3.1
Tenure	Less than 1 year	20	7.7
	1-2	48	18.4
	3-4	62	23.8
	5-6	41	15.7
	7-8	22	8.4
	9-10	17	6.5
	11-15	26	10.0
	16 and more	25	9.6
Management level	Non managerial	151	57.9
	Mid-level	84	32.2
	Senior level	26	10.0
Total		261	100%

Table 2: Descriptive statistics, Mean, Standard Deviation (SD) and Cronbach's alpha

	M	SD	α
1. Role ambiguity	8.97	3.63	.84
2. Workload	9.57	11.97	.74
3. Job insecurity	4.95	1.98	.88
4. Work stress combined	35.76	18.63	.71
5. Emotional well-being	8.03	2.21	.77
6. Psychological well-being	38.52	14.89	.71
7. Social well-being	20.35	5.69	.89
8. Flourishing	70.99	20.26	.81
9. Turnover intention	16.87	5.33	.81

Correlations

The data were further analysed and the correlations are presented in Table 3.

Table 3: The Pearson rank order correlation (work stress; flourishing and turnover intention)

Variables	1	2	3	4	5	6	7	8	9
1. WS_RA	–								
2. WS_WL	.09*	–							
3. WS_JI	.18*	.00	–						
4. WS_COM	.19*	.94++	.22*	–					
5. FL_EWB	-.47*+	.07*	-.29*	-.12*	–				
6. FL_PWB	-.38*+	.84++	-.13*	.68++	.48*+	–			
7. FL_SWB	-.52++	.08*	-.33*+	-.12*	.75++	.51++	–		
8. FL	-.48*+	.64++	-.24*	.45*+	.69++	.94++	.76++	–	
9. TI	.28*	-.05*	.51++	.14*	-.54++	-.29*	-.61++	-.48*+	–

*Statistically significant: $p \leq 0.05$

*+ Practically significant correlation (medium effect): $0.30 \leq r \leq 0.49$

++ Practically significant correlation (large effect): $r \geq 0.50$

1. WS_RA = Work stress (Role ambiguity)
2. WS_WL = Work stress (Workload)
3. WS_JI = Work stress (Job insecurity)
4. WS_COM = Work stress combined
5. FL_EWB = Flourishing (Emotional well-being)
6. FL_PWB = Flourishing (Psychological well-being)
7. FL_SWB = Flourishing (Social well-being)
8. FL = Flourishing
9. TI = Turnover intention

The Pearson correlation coefficient was applied to determine the relationship between the variables of the study. The flourishing scale consisted of emotional, psychological and social well-being and the work stress scale consisted of the role ambiguity, workload and job insecurity scale. Role ambiguity reported a positive relationship with workload ($r = 0.09$, $p < 0.05$; small effect), with job insecurity ($r = 0.18$, $p < 0.05$; small effect), work stress ($r = 0.19$, $p < 0.05$; small effect), a negative relationship with emotional

well-being ($r = -0.47, p < 0.05$; medium effect), with psychological well-being ($r = -0.38, p < 0.05$; medium effect), with social well-being ($r = -0.52, p < 0.05$; large effect), flourishing ($r = -0.48, < 0.05$; small effect) and a positive relationship with turnover intention ($r = 0.28, p < 0.05$; small effect).

Workload reported a positive relationship with job insecurity ($r = 0.00, p < 0.05$; small effect), with work stress ($r = 0.94, p < 0.05$; large effect), with emotional well-being ($r = 0.07, p < 0.05$; small effect), with psychological well-being ($r = 0.84, p < 0.05$; large effect), with social well-being ($r = 0.08, p < 0.05$; small effect), with flourishing ($r = 0.64, p < 0.05$; large effect) and a negative relationship with turnover intention ($r = -0.05, p < 0.05$; small effect).

Job insecurity reported a positive relationship with work stress ($r = 0.22, p < 0.05$; small effect), a negative relationship with emotional well-being ($r = -0.29, p < 0.05$; small effect), with psychological well-being ($r = -0.13, p < 0.05$; small effect), with social well-being ($r = -0.33, p < 0.05$; medium effect), with flourishing ($r = -0.24, p < 0.05$; small effect) and a positive relationship with turnover intention ($r = 0.51, p < 0.05$; large effect).

Work stress reported a negative relationship with emotional well-being ($r = -0.22, p < 0.05$; small effect), a positive relationship with psychological well-being ($r = 0.68, p < 0.05$; large effect), a negative relationship with social well-being ($r = -.12, p < 0.05$; small effect), a positive relationship with flourishing ($r = 0.45, p < 0.05$; medium effect) and with turnover intention ($r = 0.14, p < 0.05$; small effect).

Emotional well-being reported a positive relationship with psychological well-being ($r = 0.48, p < 0.05$; medium effect), with social well-being ($r = 0.75, p < 0.05$; large effect), with flourishing ($r = 0.69, p < 0.05$; large effect) and a negative relationship with turnover intention ($r = -0.54, p < 0.05$; large effect).

Psychological well-being reported a positive relationship with social well-being ($r = 0.51, p < 0.05$; large effect), with flourishing ($r = 0.68, p < 0.05$; large effect) and a negative relationship with turnover intention ($r = -0.29, p < 0.05$; small effect).

Social well-being reported a positive relationship with ($r = 0.7, p < 0.05$; large effect) and a negative relationship with turnover intention ($r = -0.61, p < 0.05$; large effect). Flourishing reported a negative relationship with turnover intention ($r = -0.48, p < 0.05$; medium effect).

Multiple regression analyses

The researchers applied the Stepwise multiple regression technique to determine if role ambiguity, workload and turnover intention predict flourishing. These dimensions were included considering the requirements of regression analyses (correlation above .3). The first model that was analysed used flourishing as the dependant variable, role ambiguity and workload (Model 1) and turnover intention (Model 2) as the independent variables. The results are reported in Table 4.

Table 4: Multiple Regression with flourishing being the dependent variable and role ambiguity, workload, and turnover intention the independent variables.

Model	Unstandardised Coefficients		Standardised Coefficients	<i>T</i>	<i>P</i>	<i>F</i>	<i>R</i> ²	ΔR^2
	β	SE	Beta					
1						185.05	0.589	0.586
(Constant)	82.27	2.31		35.86	.00*			
WS_RA	-2.35	0.22	-0.42	-10.50	.00*			
WS_WL	1.02	0.07	0.61	15.09	.00*			
2						209.91	0.710	0.707
(Constant)	100.67	2.64		38.20	.00*			
WS_RA	-1.80	0.20	-0.32	-9.18	.00*			
WS_WL	1.01	0.06	0.60	17.70	.00*			
TI	-1.38	0.13	-0.36	-10.36	.00*			

The entry of role ambiguity and workload produced a statistically significant model ($F_{(2,258)} = 185.05$; $p < 0.00$), accounting for 58.6% of the variance in flourishing. Turnover intention was added in the second model ($F_{(3,257)} = 209.91$; $p < 0.00$), accounting for 70.7% of the variance. Role ambiguity ($\beta = -0.32$; $t = -9.18$; $p < 0.00$), workload ($\beta = 0.60$; $t = 17.70$; $p < 0.00$) and turnover intention ($\beta = -0.36$; $t = -10.36$; $p < 0.00$) predicted flourishing.

The researchers applied the Stepwise multiple regression technique to determine if job insecurity, emotional well-being and social well-being predict turnover intention. The first model that was analysed used turnover intention as the dependant variable and job insecurity (Model 1) and emotional and social well-being (Model 2) as the independent variables. The results are reported in Table 5 below.

Table 5: Multiple Regression with turnover intention being the dependent variable and job insecurity, emotional well-being, and social well-being the dependent variables.

Model	Unstandardised Coefficients		Standardised Coefficients Beta	T	P	F	R2	ΔR^2
	β	SE						
1						88.52	0.26	0.252
(Constant)	10.17	0.77		13.26	.00*			
WS_JI	1.36	0.14	0.51	9.41	.00*			
2						80.97	0.49	0.480
(Constant)	22.77	1.34		16.95	.00*			
WS_JI	0.90	0.13	0.33	7.02	.00*			
FL_EWB	-0.38	0.16	-0.16	-2.34	.20			
FL_SWB	0.36	0.64	-0.38	-5.53	.00*			

The entry of job insecurity produced a statistically significant model ($F_{(1,259)} = 88.52; p < 0.00$), accounting for 25.2% of the variance in turnover intention. Emotional and social well-being added made a statistically significant contribution to the model ($F_{(3,257)} = 80.97; p < 0.00$), accounting for 48.0% of the variance in turnover intention. The results show that job insecurity ($\beta = 0.33; t = 7.02; p < 0.00$) and social well-being ($\beta = -0.36; t = -10.36; p < 0.00$) are significant predictors of turnover intention; however, emotional well-being ($\beta = -0.16; t = -2.34; p < 0.20$) was reported as an insignificant predictor of turnover intention.

Discussion

The main aim of the study was to assess the predictors of flourishing and turnover intention. This study reported a negative relationship between work stress (role ambiguity and job insecurity) and flourishing (emotional, psychological and social well-being). This supports *Hypothesis 1* of the study. The findings correlate with literature on the association between flourishing mental health and occupational stress among workers (Hori et al., 2019). According to Ebbers and Wijnberg (2017), employees experience work stress due to role ambiguity. Celik (2013) associated role ambiguity with emotional exhaustion of employees, and it results in decrease of job performance. Results by Hassard et al. (2017) reported that job insecurity has detrimental effects on the physical and psychological health of employees. Employees fail to flourish due to these effects of job insecurity on their physical and psychological well-being.

A positive relationship was reported between workload (work stress) and flourishing (emotional, psychological and social well-being). Gulzar et al. (2022) noted that positive stressors may have a positive impact on employees' health and work performance. It is hypothesised that the workload of the sample employees served as a positive stressor enhancing flourishing. The perception of employees plays a critical role in this evaluation (Gulzar et al., 2022). Based on the JDR model, the employees could perceive resources as sufficient that mitigate the impact of workload. An alternative interpretation could be that employees regard the workload to be challenging rather than difficult resulting in focused engagement as explained by the FLOW theory.

This study reported a positive relationship between work stress (role ambiguity and job insecurity) and turnover intention. The findings support *Hypothesis 2* of the study. The results correlate with the literature which states that there is a significant positive relationship between work stress and turnover intention (Ahn & Chaoyu, 2019). Work stress triggers a detrimental physical and emotional response in employees which eventually drives employees to leave their organisations in search of better working conditions. However, a negative relationship was noted between workload and turnover intention. It is hypothesised that during the Covid-19 pandemic and high turnover rates, employees engaged in cognitive reframing as a coping mechanism to high workload demands. This involved focusing on work tasks as a coping mechanism, something positive and what they have control over during the pandemic.

The results of the study reported a negative relationship between flourishing (emotional, psychological and social well-being) and turnover intention. The findings support *Hypothesis 3* of the study. The findings correlate with the literature on the prevalence of flourishing in the workplace which reported that flourishing employees experience low levels of turnover intention compared to non-flourishers (Redelinguys & Rothmann, 2020).

The multiple regression analyses reported role ambiguity, workload and turnover intention as predictors of flourishing. This supports *Hypothesis 4* of the study. Based on the data reported, a decrease in role ambiguity and turnover intention can result in flourishing whereas an increase in workload has been reported to increase flourishing.

As part of the regression analyses, job insecurity, emotional well-being and social well-being have been found to be predictors of turnover intention. An increase in job insecurity results in an increase in turnover intention whereas an increase in emotional and social well-being presents a decrease in turnover intention. The findings support *Hypothesis 5* of the study.

5. Managerial implications

This study found a negative relationship between work stress and flourishing and a positive relationship between work stress and turnover intention. Work stress may be experienced when the job demands exceed the available job resources. It is thus recommended that organisations evaluate the balance between job demands and resources; organisations should equip staff with the needed job resources and

try to have manageable work demands. It is also recommended that supervisors consult employees before making changes that could be perceived as more detrimental than helpful.

The working environment influences work stress. The organisation can invest in supportive supervision behaviour to reduce the levels of work stress. Results by Soomro (2021) reported supportive supervision as a moderator of job insecurity. Relationships at work have an impact on the working environment. It is thus recommended that organisation ensure that employees are equipped with the needed skills to manage differences and conflict. Organisations also need to ensure that grievances are handled amicably and swiftly. Grievance platforms need to be visible and effective.

Role ambiguity plays a significant role in the flourishing of employees. Organisations need to ensure that job descriptions and task guidelines are clear and understandable to employees. Employees should be introduced to policies during induction training, and regular information session should be organised. The role clarity experienced by employees influence health and well-being as well as the execution of roles.

As reported by Yanchus et al. (2017), workload increases as the levels of staffing decrease. The organisation can reduce the workload of their employees by providing internships to students and ensuring that vacancies are filled swiftly. A study by Oude Hengel et al. (2012) recommended rest breaks and improved working skills to reduce physical workload. Rest breaks can result in recovery and energising employees. Enhancing employees' skills and abilities ensures that challenging tasks are managed with greater ease. Employees that excel may also be provided with job enrichment opportunities, new projects or supervisory roles over a project, to challenge their competencies which may be healthy to these employees.

Work stress is a common phenomenon, and the Covid-19 pandemic has exacerbated the impact of work stress. It is recommended that organisations provide medical aid and counselling services to employees as that would help alleviate stress. Counsellors may educate staff on work stress management techniques or provide counselling to relieve the stress.

Person-environment fit enhances flourishing. This study recommends that recruitment and selection procedures be thorough and objective. Employing the best candidate ensures a greater match between the expectations of the work and abilities/skills of the employee. Effective performance evaluation may aid in identifying specific training needs of employees thus facilitating person-environment fit. Employees should evaluate their own compatibility with their positions. If need be, they should advance themselves and transfer to more appropriate job stations within or outside the organisation.

Managing the interference between work and home life is important. Organisations need to ensure that clear boundaries between work and private lives are set and maintained. Employees need to learn how to resolve and manage life challenges so as to minimise the interference at work.

Organisations need to ensure that they have a functional wellness program that attends to the well-being needs of employees. Employee Assistance Programs (EAPs) may include assistance related to financial advice/assistance, legal advice, counselling, physical and emotional health. When organisations assist

employees to manage these challenges, they can focus more on work tasks, be healthier and contribute towards the success of the organisation that caters to their needs.

Considering the negative relationship between job satisfaction and turnover intention, this study recommends that organisations regularly evaluate the job satisfaction levels of employees and prepare appropriate interventions. Ensuring that staff experience job satisfaction enhances productivity, well-being and retention of staff. Managing work stress can lead to enhanced flourishing of the employees and the organisation as well as a reduction of the turnover intention.

6. Conclusions, Limitations and Future Research

This study confirmed a negative relationship between work stress (role ambiguity and job insecurity) and flourishing (emotional, psychological and social well-being). Work stress negatively affects employees and their organisations thus reducing job performance and likely leading organisations to financial losses. A positive relationship was reported between flourishing (emotional, psychological and social well-being) and work stress (workload).

The results reported a positive relationship between work stress (role ambiguity and job insecurity) and turnover intention. More so, the results of the study reported a negative relationship between flourishing (emotional, psychological and social well-being) and turnover intention. Turnover intention can be costly to organisations as reported in the literature; thus, organisations must enhance employee flourishing whilst reducing their levels of work stress.

The study focused on employees stationed in Namibia, and the experience of these workers cannot be generalised to all construction and media employees. Construction workers are always moving around for different projects; thus, data collection was limited to an online survey and since some workers might not have had access to the internet, there was a reduction of the sample. The researchers noticed that there are a few studies conducted on this topic in the Namibian context. Longitudinal studies can be carried out on this topic.

ACKNOWLEDGMENTS

The authors thank Simone Fourie for assisting with data collection, and the employees from the Nexus group of companies and the media industry.

REFERENCES

- Abid, G., Ijaz, S., Butt, T., Farooqi, S., & Rehmat, M. (2018). Impact of perceived internal respect on flourishing: A sequential mediation of organizational identification and energy. *Cogent Business & Management*, 5(1), 1-19. <https://doi.org/10.1080/23311975.2018.1507276>
- Agwa, A. M. F. (2018). Workplace deviance behaviors. In Goker, S. D., Leadership, IntechOpen.
- Ahn, J. Y., & Chaoyu, W. (2019). Job stress and turnover intention revisited: evidence from

- Korean firms. *Problems and Perspectives in Management*, 17, 52-61. [https://doi.org/10.21511/ppm17\(4\).2019.05](https://doi.org/10.21511/ppm17(4).2019.05)
- Ajayi, S. (2018). Effect of Stress on Employee Performance and Job Satisfaction: A Case Study of Nigerian Banking Industry. <https://doi.org/10.2139/ssrn.3160620>
- Applebaum, D., Fowler, S., Fiedler, N., Osinubi, O., & Robson, M. (2010). The impact of environmental factors on nursing stress, job satisfaction, and turnover intention. *The Journal of Nursing Administration*, 40(7-8), 323–328. <https://doi.org/10.1097/NNA.0b013e3181e9393b>
- Awang, A., Ibrahim, I. I., Nor, M. N. M., Razali, M. F. M., Arof, Z. M., & Rahman, A. R. A. (2015). Academic factors and turnover intention: Impact of organization factors. *Higher Education Studies*, 5(3), 24–44. <https://doi.org/10.5539/hes.v5n3p24>
- Awuku, E. N. (2013). *Stress, work engagement and psychological well-being of nurses at State Hospitals in Windhoek, Rehoboth and Okahandja*. University of Namibia, Namibia.
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: state of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Bakker, A. B., & Demerouti, E. (2014). Job demands—Resources theory. In Cooper, C., Chen, P. (Eds.), *Wellbeing: A complete reference guide*. Chichester, UK: Wiley-Blackwell.
- Belete, A. K. (2018). Turnover Intention Influencing Factors of Employees: An Empirical Work Review. *Journal of Entrepreneurship & Organization Management*, 7(3), 1-7. <https://doi.org/10.4172/2169-026X.1000253>
- Berend, B., Vogt, D., & Brohm-Badry, M. (2020). Positive emotions and flourishing are resilience factors for stress symptoms. *International Journal of Stress Prevention and Wellbeing*, 4, 1-11.
- Bonds, A. A. (2017). *Employees' Organizational Commitment and Turnover Intentions*. Walden Dissertations and Doctoral Studies. 3983, Walden University.
- Bothma, C. F. C., & Roodt, G. (2013). The validation of the turnover intention scale. *South African Journal of Human Resource Management*, 11(1), 1-12. <https://doi.org/10.4102/sajhrm.v11i1.507>
- Celik, K. (2013). The effects of role ambiguity and role conflict on performance of vice principals. The mediating role of burnout. *Eurasian Journal of Educational Research*, 51, 195-214.
- Chao, M. C., Jou, R. C., Liao, C. C., & Kuo, C. W. (2015). Workplace Stress, Job Satisfaction, Job Performance, and Turnover Intention of Health Care Workers in Rural Taiwan. *Asia Pacific Journal of Public Health*, 27(2), 1827–1836. <https://doi.org/10.1177/1010539513506604>
- Coetzee, M., & Oosthuizen, R. M. (2017). Work-role psychosocial flourishing: Its mediation role on workplace bullying and employee turnover intention. *Journal of Psychology in Africa*, 27(3), 211-215. <https://doi.org/10.1080/14330237.2017.1321826>

- Creswell, J. W. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches* (3rd ed.). Thousand Oaks, CA: Sage.
- Ebbers, J. J., & Wijnberg, N. M. (2017). Betwixt and between: Role conflict, role ambiguity and role definition in project-based dual-leadership structures. *Human Relations, 70*(11), 1342-1365. <https://psycnet.apa.org/doi/10.1177/0018726717692852>
- Demerouti, E., & Bakker, A. B. (2011). The Job Demands–Resources model: Challenges for future research. *South African Journal of Industrial Psychology, 37*(2), 1-9. <https://doi.org/10.4102/sajip.v37i2.974>
- Demerouti, E., Bakker, A. B., & Halbesleben, J. R. B. (2015). Productive and counterproductive job crafting: A daily diary study. *Journal of Occupational Health Psychology, 20*(4), 457–469. <https://psycnet.apa.org/doi/10.1037/a0039002>
- Deng, J., Guo, Y., Ma, T., Yang, T., & Tian, X. (2019). How job stress influences job performance among Chinese healthcare workers: a cross-sectional study. *Environmental Health Preventative Medicine, 24*(2), 1-11. <https://doi.org/10.1186/s12199-018-0758-4>
- Diener, E., Wirtz, D., Tov, W., Kim-Prieto, C., Choi, D., Oishi, S., & Biswas-Diener, R. (2010). New wellbeing measures: Short scales to assess flourishing and positive and negative feelings. *Social Indicators Research, 97*(2), 143–156. <https://psycnet.apa.org/doi/10.1007/s11205-009-9493-y>
- Fouché, E. (2015). *Well-being of teachers in secondary schools*. (Unpublished Doctoral dissertation). North-West University Vanderbjlpark, South Africa.
- Gulzar, I., Ashraf, Z., & Mehmood, A. (2022). Workplace distress and eustress among teachers during the pandemic. *Open Journal of Social Sciences, 10*, 156-176.
- Hackman, J. R. & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology, 60*, 159-170. <https://doi.org/10.4236/jss.2022.1011012>
- Holmbeck, G. N., Jandasek, B., Sparks, C., Zukerman, J., & Zurenda, L. (2008). Theoretical Foundations of Developmental-Behavioural Paediatrics. In M. L. Wolraich, D. D. Drotar, P. H. Dworkin, & E. C. Perrin (Eds.), *Developmental-behavioral pediatrics* (pp. 13–45). Mosby.
- Hori, D., Oi, Y., Ohtaki, Y., Andrea, C. S., Takahashi, T., Shiraki, N., Ikeda, T., Ikeda, Y., Doki, S., Sasahara, S., & Matsuzaki, I. (2019). Association between flourishing mental health and occupational stress among workers of Tsukuba Science City, Japan: a cross-sectional study. *Environmental Health and Preventive Medicine, 24*(64), 1-11. <https://doi.org/10.1186/s12199-019-0823-7>
- Ismail, A., Saudin, N., Ismail, Y., Samah, A. J. A., Bakar, R. A., & Aminudin, N. N. (2015). Effect of Workplace Stress on Job Performance. *Journal of Economics and Business, 131*(1), 45-57. <http://hdl.handle.net/10419/193846>
- Janse van Rensburg, C., Rothmann, S., & Diedericks, E. (2017). Supervisor support, flourishing, and intention to leave in a higher education setting. *Journal of Psychology in Africa, 27*(5), 412–419. <https://doi.org/10.1080/14330237.2017.1379661>
- Jha, S. (2009). Determinants of employee turnover intentions: A review. *Management Today*,

- 9(2), 26-33. <https://ssrn.com/abstract=2442689>
- Jung, J. A. (2019). *Personality and flourishing: Differences of a situation perceived as flourishing in relation to personality traits*. Bachelors Thesis, University of Twente, Netherlands.
- Kahn, W. A., & Heaphy, E. D. (2014). Relational context of personal engagement at work. In C. Truss, R. Delbridge, E. Soan, K. Afeas and A. Shantz (Eds), *Employee engagement in theory and practice*, 82-89.
- Keyes, C. L., & Grzywacz, J. G. (2005). Health as a complete state: the added value in work performance and healthcare costs. *Journal of Occupational and Environmental Medicine*, 47, 523–532. <https://doi.org/10.1097/01.jom.0000161737.21198.3a>
- Lange, T., & Georgellis, Y. (2016). *Flourishing at Work and Job Satisfaction: does personality matter?* Eastern Academy of Management, New Haven, USA.
- Liu, J., Zhu, B., Wu, J., & Mao, Y. (2019). Job satisfaction, work stress, and turnover intentions among rural health workers: a cross-sectional study in 11 western provinces of China. *BMC Family Practice*, 20(9), 1-11. <https://doi.org/10.1186/s12875-019-0904-0>
- Lubinda, R. N. (2019). *An investigation in work stress management in the Namibian Police in the Khomas Region*. Master's degree, University of Namibia, Namibia.
- Mai, K. M., Ellis, A. P., Christian, J. S., & Porter, C. O. (2016). Examining the effects of turnover intentions on organisational citizenship behaviours and deviance behaviours: A psychological contract approach. *The Journal of Applied Psychology*, 101(8), 1067–1081. <https://doi.org/10.1037/apl0000115>
- Martin, P. (2002). Individual and social resources predicting well-being and functioning in the later years: Conceptual models research and practice. *Ageing International*, 27, 3–29. <https://doi.org/10.1007/s12126-002-1000-6>
- Menendez-Espina, S., Llosa, J. A., Agullo-Tomas, E., Rodriguez-Suarez, J., Saiz-Villar, R., & Lahseras-Diez, H. F. (2019). Job insecurity and mental health: The moderating role of coping strategies from a gender perspective. *Frontiers in Psychology*, 10, 1-10. <https://doi.org/10.3389/fpsyg.2019.00286>
- Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. (2001). Why People Stay: Using Job Embeddedness to Predict Voluntary Turnover. *Academy of Management Journal*, 44, 1102-1121. <https://psycnet.apa.org/doi/10.2307/3069391>
- Murangi, A., Rothmann, S., & Nel, M. (2022). Sustainable employability: precariousness, capabilities, and functioning of special education teachers in Namibia. *Sustainability*, 14, 1-20. <https://doi.org/10.3390/su141610264>
- Obeng, A. F., Quansah, P. E., & Boakye, E. (2020). The Relationship between Job Insecurity and Turnover Intention: The Mediating Role of Employee Morale and Psychological Strain. *Management*, 10(2), 35-45. <https://doi.org/10.5923/j.mm.20201002.01>
- Ornek, O. K., & Esin, M. N. (2020). Effects of a work-related stress model based mental health promotion program on job stress, stress reactions and coping profiles of women workers: a control groups study. *BMC Public Health*, 20(1), 1-11. <https://doi.org/10.1186/s12889->

020-09769-0

- Oude Hengel, K. M., Blatter, B. M., Joling, C. I., van der Beek, A. J., & Bongers, P. M. (2012). Effectiveness of an intervention at construction worksites on work engagement, social support, physical workload, and need for recovery: results from a cluster randomized controlled trial. *BMC Public Health*, *12*(1), 1-10. <https://doi.org/10.1186/1471-2458-12-1008>
- Özkan, A., Elçi, M., Karabay, M., Kitapci, H., & Garip, C. (2020). Antecedents of turnover intention: A meta-analysis study in the United States. *E+M Ekonomie a Management*, *23*, 93-110. <https://doi.org/10.15240/tul/001/2020-1-007>
- Pieters, W. R., & Van Heerden, A. A. (2018). Investigating the relationship between workload-resources and exhaustion of nurses and police officers in Namibia. *Journal of Economics and Behavioral Studies*, *10*(5), 195-207. [https://doi.org/10.22610/jeps.v10i5\(J\).2509](https://doi.org/10.22610/jeps.v10i5(J).2509)
- Rana, A. H., & Abbasi, A. S. (2013). Impact of talent management and employee turnover intention on organizational efficiency - A case of telecommunication sector of Pakistan. *Science International*, *25*(3), 637-642.
- Rautenbach, C. (2015). Flourishing of employees in a fast moving consumable goods environment (Doctoral thesis). Vanderbijlpark: North-West University, South Africa.
- Redelinghuys, K., & Rothmann, S. (2020). Exploring the prevalence of workplace flourishing amongst teachers over time. *South African Journal of Industrial Psychology*, *46*(1), 1-7. <https://doi.org/10.4102/sajip.v46i0.1764>
- Redelinghuys, K., Rothmann, S., & Botha, E. (2019). Workplace flourishing: Measurement, antecedents and outcomes. *South African Journal of Industrial Psychology*, *45*, 1-11. <https://doi.org/10.4102/sajip.v45i0.1549>
- Rizwan, M., Waseem, A., & Bukhari, S. A. (2014). Antecedents of job stress and its impacts on job performance and job satisfaction. *Macrothink Institute*, *4*(2), 187-203. <https://doi.org/10.5296/ijld.v4i2.6097>
- Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organisations. *Administrative Science Quarterly*, *15*(2), 150-163. <https://psycnet.apa.org/doi/10.2307/2391486>
- Rothmann, S. (2013). From happiness to flourishing at work: A Southern African Perspective. In M. P. Wissing (Ed.), Well-being research in South Africa: *Cross-cultural Advances in Positive Psychology 4*, 125-151. https://psycnet.apa.org/doi/10.1007/978-94-007-6368-5_7
- Schaufeli, W. B. (2017). Applying the Job Demands-Resources model. *Organizational Dynamics*, *46*(2), 120-132. <https://psycnet.apa.org/doi/10.1016/j.orgdyn.2017.04.008>
- Schotanus-Dijkstra, M., Pieterse, M. E., Drossaert, C. H., Westerhof, G. J., De Graaf, R., Ten Have M., et al. (2016). What factors are associated with flourishing? Results from a large representative national sample. *Journal of Happiness Studies*, *17*(13), 51-70. <https://doi.org/10.1007/s10902-015-9647-3>
- Senaratne, S., & Rasagopalasingam, V. (2017). The causes and effects of work stress in construction project managers: the case in Sri Lanka. *International Journal of*

- Soelton, M., Amaelia, P., & Prasetyo, H. (2020). Dealing with job insecurity, work stress, and family conflict of employees. *Advances in Economics, Business and Management Research*, 120, 167-174. <https://doi.org/10.2991/aebmr.k.200205.031>
- Soomro, S. A. (2021). Nexus between perceived job insecurity and employee work-related outcomes amid COVID-19: Attenuating effect of supervisor support. *Human Systems Management*, 1–10. <https://doi.org/10.3233/HSM-201150>
- Specht, J. A. (2013). Mentoring Relationships and the Levels of Role Conflict and Role Ambiguity Experienced by Novice Nursing Faculty. *Journal of Professional Nursing*, 29(5), e25–e31. <https://doi.org/10.1016/j.profnurs.2013.06.006>
- The National Institute for Occupational Safety and Health, (2014). Stress at work. <https://www.cdc.gov/niosh/docs/99-101/default.html>
- Trenchard, R. (2015). Virgin: What impact do entrepreneurs have on society? <https://www.virgin.com/about-virgin/latest/what-impact-do-entrepreneurs-have-society>.
- Wen, T., Zhang, Y., Wang, X., & Tang, G. (2018). Factors influencing turnover intention among primary care doctors: a cross-sectional study in Chongqing, China. *Human Resources for Health*, 16, 1-11. <https://doi.org/10.1186/s12960-018-0274-z>
- Wu, X., & Polsaram, P. (2011). Factors influencing employee turnover intention: The case of Retail Industry in Bangkok. Thailand. *Journal of Finance, Investment, Marketing, Business Management*, 3(3), 127-142.
- Xu, Y., Liu, J., Liu, D., Lu, D., Chen, R., Liang, Y., & Yang, X. (2017). Effect of job insecurity, quality of work life and organization atmosphere on the turnover intention of nurses. *Journal of Bengbu Medical College*, 42(9), 1260-1266. <http://dx.doi.org/10.2991/aebmr.k.201126.086>
- Yan, H., & Xie, S. (2016). How does auditors' work stress affect audit quality? Empirical evidence from the Chinese stock market. *China Journal of Accounting Research*, 9(4), 305-319. <https://doi.org/10.1016/j.cjar.2016.09.001>
- Yanchus, N. J., Ohler, L., Crowe, E., Teclaw, R., & Osatuke, K. (2017). 'You just can't do it all': a secondary analysis of nurses' perceptions of teamwork, staffing and workload. *Journal of Research in Nursing*, 22(4), 313–325. <https://doi.org/10.1177/1744987117710305>