

## The Role of Job Satisfaction and Job Stress in the Relationship between Organizational Behaviors and Psychological Wellbeing: Mediation Model

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### ABSTRACT

This study was planned to inspect the mediating role of job satisfaction and job stress among perceived organizational support, perceived organizational politics, turnover intentions and psychological wellbeing among college lecturers. Using a cross-sectional research design and purposive sampling technique the data was collected from 400 male and female lecturers from the different colleges of Faisalabad Division. Six scales were used to measure the all study variables. The current findings displayed that perceived organizational support was positively correlated to job satisfaction and psychological wellbeing. However, it was negatively related to job stress in lecturers. Results also showed that psychological wellbeing was negatively related to turnover intentions and job stress in lecturers. Likewise, the results elaborated that job satisfaction was positively significant related with psychological wellbeing in lecturers. Interestingly, it was negatively related to turnover intentions and job stress. The existing findings showed that job stress was significant mediator between perceived organizational support and psychological wellbeing in male and female lecturers. Results also indicated that the job stress was significant fully mediated in the relationship between perceived organizational politics and turnover intentions for male lecturers. Simultaneously, this mediation was not found in female lecturers. These findings suggest that the job stress is a significant mediator with other job outcomes. The working environment needs to intervene such policies to comprehend the negative consequences of job stress on employees for enhanced performance.

**KEYWORDS:** Job Satisfaction, Job Stress, Perceived Organizational Support, Perceived Organizational Politics, Psychological Wellbeing.

### 1. INTRODUCTION

For the past six decades the constructive and destructive work attitudes are perhaps the most important variables both in organizational theory and practical research [1, 2, 3]. There have been rigorous efforts made to examine the relationship among the work attitudes, constantly [4, 5]. Job satisfaction and job stress are one of the most important variables for the working class as well as for the organizations. The employee satisfaction with his job is essential for accomplishing his/her social and psychological objectives. This subjective criterion is diligently associated with achieving the structural tasks of any organization successfully [6].

In simple words it can be defined as a pleasing and encouraging psychological and emotional state due to the assessment of one's job and job experience [7]. It is amplified that job satisfaction is an assembly of feelings which an individual grasp on the way to his or her job. Likewise, "a person with a high level of job satisfaction holds positive feelings towards the job while a person who is dissatisfied with his or her job holds negative feelings towards it". Therefore, job satisfaction is an outcome of the inclusive feedback concerning a job [8]. It is also perceived that job satisfaction brings up to a person's understanding of attraction towards a job with both positive and negative outcomes [9]. This looks like to be the awareness of one's potentials in regard to his or her job, and in turn to social and personal affairs. Teachers' job satisfaction is reflected as "teachers' affective reactions to their work or to their teaching role" [10]. Job satisfaction is a multidimensional phenomenon which can be inflated by many personal, social and circumstantial features.

Job stress is well thought-out as a negative and an important concept of work psychology. It is a general employees' responses to their working conditions and situations. Employee face various challenges in the working environment like intensified competition, increased work targets, job uncertainty, fast organizational change, lack of time and space, constant technical development, conflicting demands and computerization [11]. Job stress is a key matter in

the industrial safety and health facet as well as personal and organizational well-being [12]. Job stress, work stress or occupational stress states a psychological pressure towards working environment. It is an employee's capacity to reply and switch a precise condition at the working place insightfully. Additionally, it is "harmful psychological and physical responses produced when worker's competence and resources are not compatible with the job requirements" [13].

Job stress can harvest infrequent and dysfunctional behavior and performance at work and subsidize to poor physical, psychological and emotional health. Employees surfing from high level of job stress are vulnerable towards twisted approach, less motivated, low performer, unsatisfied and in great danger at work [14]. Moreover, this phenomenon also causes to many organizational problems such as high turnover, absenteeism, accidents and errors, poor job performance, low job commitment and drug abuse [15, 16, 17]. Job stress is observed as an adverse phenomenon which is produced by insufficient handling with environmental sources linked with a specific job and results in poor mental and physical health concerns [18]. It is supposed that if employee suffered from high stress level the job satisfaction and performance would be low and he or she would not be committed to the job or to the organization. Employee's characteristics and his or her environment also directly related to job stress [19, 20, 21, 22].

Perceived organizational support is the wide-ranging confidence of the workforces towards their organization that she values their involvement and take care for their happiness [23]. POS advocates that the organization give worth to their hard work and take care their "well-being" [24]. Researchers also perceived that POS functions as a transaction between the employee's effort and loyalty and the organization's socioeconomic support to employees [25]. This transaction is essential for the social exchange theory which underlines the significance of the employee's motivation to achieving organizational goals [24]. POS positively and negatively significantly predicts many job outcomes like job performance, job satisfaction, high job performance, low turnover, organizational commitment and behavior, pay satisfaction, role conflict and job strain [23, 26, 27, 28].

At workplace employees often display power full relations and other dominant strategies for their rights and to influence the management [29, 30]. This attitude yielded the notion of organizational politics (POPs) which has become a fresh topic of discussion in contemporary management research. Perception of organizational politics (POPs) have been comprehensively and broadly considered and have occurred as a good predictor of work attitudes and job outcomes since 1990s [31, 32, 33, 34]. Besides this POPs is an auspicious issue and field for auxiliary studies because it is supposed to be one of the prevailing problems to organizational performance [35]. Usually, researchers have concentrated on the adverse features of organizational politics, assuming it as the characteristic of the dark side of human behavior. This description explains the assumption that organizational politics reverses the prestige of organization and may cause a big loss to the employee's performance. In the recent years there are plenty of researches on organizational politics have increased speedily and proposed that the issue is of prime significance to any type of organization [34, 36].

Employee's quit to job and retention have been of great interest to researchers from the last few decades. It is very important to keep pace with speedy growing universal economy in this advanced technological and computerized era. Skilled and well-educated employees with strong knowledge are a part and parcel of any organization [37, 38]. Turnover intentions illuminated "the conscious and deliberate willfulness to leave the organization" [39]. This is a projected tendency of a worker to left the job or organization permanently at some point in the near future [40]. In other words, "It is the extent to which an employee plans to leave or stay with the organization" [41, 42]. Turnover intention is the final stage of many withdrawal cognitions which leads to real turnover [39]. Job dissatisfaction, low job commitment, job stress and turnover intentions are the main predictors of turnover [43]. Employee turnover has substantial overheads and negative penalties for any organization [44].

Positive psychology is a new discipline where topics like: hope for life, meanings of life, happiness and Psychological well-being are researched extensively within the background of numerous organizational variables [45]. Psychological well-being (PWB) is an individuals' ability to contest in order to found the stability between their life events and social benefits [45]. PWB is an integrative understanding of profiting from life change, mental health and working environment. It is an individuals' effort to realize his/her own real potential to overcome the hardships of life. Psychological wellbeing is generally hypothesized as some mixture of optimistic sentimental positions such as gladness and cheerfulness on the road to life [46]. "Psychological well-being is about lives going well. It is the combination of feeling good and functioning effectively" [47]. In the light of this description individuals with high PWB account feeling happy, accomplished, well maintained, contented with life, positive mental health and good interpersonal relationship [48].

Keeping in view the importance of these current study variables and in the light of above literature review the following objectives and hypotheses were formulated.

## 2. OBJECTIVES

1. To investigate the mediating role of the Job satisfaction between organizational behaviors (i.e. perceived organizational support, perceived organizational politics, turnover intentions) and psychological wellbeing among college lecturers.
2. To investigate the mediating role of Job stress between organizational behaviors (i.e. perceived organizational support, perceived organizational politics, turnover intentions) and psychological wellbeing among college lecturers.

### 2.1 HYPOTHESES

1. Job Satisfaction will act as mediator between organizational behaviors (i.e. perceived organizational support, perceived organizational politics, turnover intentions) and psychological wellbeing among college lecturers.
2. Job Stress will act as mediator between organizational behavior (i.e. perceived organizational support, perceived organizational politics, turnover intentions) and psychological wellbeing among college lecturers.

## 3. METHOD

### 3.1 Research Design

The present study is a cross-sectional research design by nature and for the purpose of data collection the purposive sampling technique was engaged. The moderating effect is tested using the hierarchical multiple regression model[49].

### 3.2 Participants and Procedure

The sample of the current study was consisted on 400 lecturers both male (200) and female (200) from different colleges of Faisalabad Division. Purposive sampling technique was applied for data collection. All the respondents were approached individually after getting permission from the concerning officers. Before administration the questionnaire, the purpose of the study was explained to the participants briefly.

### 3.3 Instruments

Six scales were used for data collection along with consent form. These scales were (1) Job Satisfaction and (2) Turnover Intentions Scale [50] (3) Job Stress Scale[51](4) Perception of Organizational Support Scale [52](5) Perception of organizational Politics Scale[53]and (6) Psychological Wellbeing Scale [54]. All the scales have 5 point Likert response category.

## 4. RESULTS

**Table 4.1**  
*Mean, Standard Deviation and Correlationmatrix among study variables(N=400)*

Variables	M	SD	$\alpha$	1	2	3	4	5	6
1.POS	27.61	4.39	.71	-	.41**	.33**	.03	.06	-.14**
2.JS	10.65	2.61	.60		-	.26**	-.13**	-.03	-.12*
3.PWB	31.49	5.00	.68			-	-.19**	.09	-.11*
4.TI	5.79	2.97	.83				-	.07	.11*
5.POP	36.93	5.55	.59					-	.31**
6.ST(Job)	20.12	5.08	.76						-

Note. POS = Perceived Organizational Support, JS = Job Satisfaction, POP = Perceived Organizational Politics, TI = Turnover Intentions, PWB = Psychological Wellbeing, ST (Job) = Stress; \* $p < .05$ , \*\* $p < .01$ .

Table 1 shows mean, standard deviation and correlation among study variables. Result showed that Perceived Organizational Support was positively correlated to Job Satisfaction and Psychological Wellbeing. However, it was negatively related to Job stress in lecturers. Results also showed that Psychological Wellbeing was negatively related to turnover intentions and Job stress in lecturers. Moreover, the resulted elaborated that Job Satisfaction was positively significant related with Psychological Wellbeing in lecturers. Interestingly, it was negatively related to Turnover Intentions and Job stress.

**Table4.2**

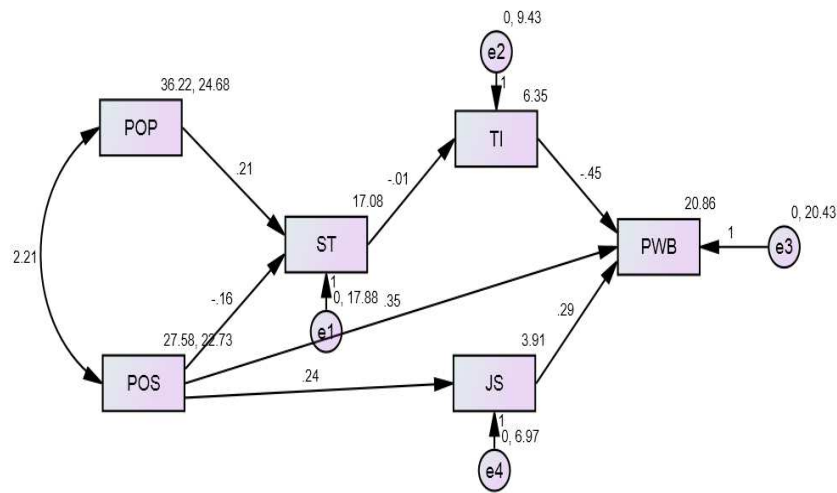
*The mediating role of job satisfaction and job stress among perceived organizational support, perceived organizational politic, turn over intention and psychological wellbeing in male and female lecturers(N=400)*

Variables	PWB			ST(Job)			TI			JS		
	B	SE	$\beta$	B	SE	$\beta$	B	SE	$\beta$	B	SE	$\beta$
<b>Female Lecturers</b>												
POP				.37	.07	.39***						
POS	.31	.09	.26**	-.24	.10	-.17**				.25	.04	.45***
ST(Job)							.10	.04	.21**			
TI	-.08	.12	-.05									
JS	.18	.16	.09									
<b>Male Lecturers</b>												
POP				.211	.06	.24***						
POS	.35	.08	.32***	-.16	.07	-.17**				.24	.04	.40***
ST(Job)							-.01	.05	-.01			
TI	-.45	.11	-.27***									
JS	.29	.13	.16*									

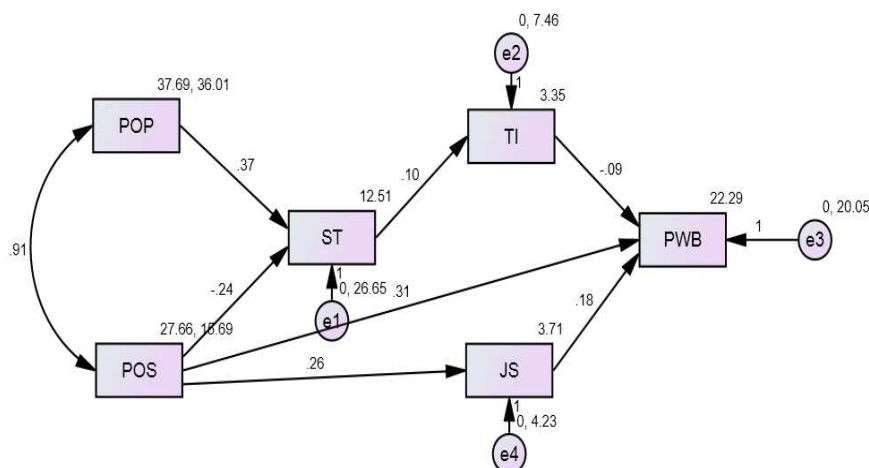
Note. POS = Perceived Organizational Support, JS = Job Satisfaction, POP = Perceived Organizational Politics, TI = Turnover Intentions, PWB = Psychological Wellbeing, ST (Job) = Stress; \* $p < .05$ , \*\* $p < .01$ .

This independent model fit the data well,  $\chi^2(14) = 31.69$ ,  $p < .004$ ,  $\chi^2/df = 2.26$ , CFI = .91, NFI = .90, IFI = .92 and RMSE=.05. Current study result indicated that Perceived Organizational Politics was positively predicting to Stress ( $\beta = .39$ ,  $p < .000$ ) in female lecturers. On the other hand, Perceived Organizational Politics was positively predicting to Stress ( $\beta = .24$ ,  $p < .000$ ) in male lecturers. Result also indicated that Perceived Organizational Support was negatively predicting to Stress ( $\beta = -.17$ ,  $p < .01$ ), but it is positively predicting to Psychological Wellbeing ( $\beta = .30$ ,  $p < .01$ ) and Job Satisfaction ( $\beta = .25$ ,  $p < .01$ ) in female lecturers. On the other hand, Perceived Organizational Support was negatively predicting to Stress ( $\beta = -.17$ ,  $p < .01$ ), but it is positively predicting to Psychological Wellbeing ( $\beta = .35$ ,  $p < .000$ ) and Job Satisfaction ( $\beta = .24$ ,  $p < .01$ ) in male lecturers. Result also revealed that Stress was positively predicting to turnover intentions ( $\beta = .45$ ,  $p < .000$ ) in female lecturers, but it is positively predicting to turnover intentions ( $\beta = .40$ ,  $p < .01$ ) in male lecturers. Study Result also elaborated that turnover intentions were positively predicting to Psychological Wellbeing ( $\beta = -.27$ ,  $p < .000$ ) in male lecturers. Job Satisfaction was also positively predicting to Psychological Wellbeing ( $\beta = -.16$ ,  $p < .05$ ) in male lecturers. Current study results also showed that the job stress was significant fully mediated in the relationship between perceived organizational politics and turnover intentions for male lecturers. Simultaneously, this mediation was not found in female lecturers.

**Figure 1.** *The mediating role of job satisfaction and job stress among perceived organizational support, perceived organizational politic; turn over intention and psychological wellbeing in male lecturers*



**Figure 2.** The mediating role of job satisfaction and job stress among perceived organizational support, perceived organizational politic; turn over intention and psychological wellbeing in female lecturers



## 5. DISCUSSION

The leading aim of the current research was to examine the mediating role of job satisfaction and job stress in relationship with organizational behaviours and psychological wellbeing. The current findings are consistent with the earlier research [55, 56, 57, 58]. Furthermore, there was a study conducted on educators and health professional from Islamabad and Rawalpindi which exposed the significant mediation role of job stress with social support [59]. The results of the present study derive from college lecturers, supported the relationship of overall job satisfaction and job stress with the dependent variables of this study. Both job satisfaction and job stress were positively and negatively related to perceived organizational support, psychological wellbeing, organizational politics and turnover intentions.

The leading conclusions of a negative linear relationship of job satisfaction and job stress incline to be in agreement with the meta-analysis on the said topic [57, 60, 61]. The current findings have advance support to the unescapable negative possessions of job stress on organizational politics, psychological well-being and turnover intentions with the unpacked of the existing literature on job stress [62, 63]. Research based evidences advocate that long lasting and permanent job stress affects employees' organizational support and well-being inversely. Moreover, there was found a positive significant link between job stress, turnover intention and psychological wellbeing [60, 61, 62]. The other negative variables like organizational politics, TI and Job stress played a mediation role among each other [64]. Furthermore, the existing findings are in line with past researches who assertively claim that employees' job satisfaction and job stress have significant reciprocal relationship [65, 66]. It is the clear indication that stressed employees have stronger intention to leave and satisfied employees continue the organization [61, 67]. The current findings that POS was positively correlated with JS and PWB are in line with the previous researches. There was a support for job satisfaction as a mediator between POS and turnover intentions [68, 69]. Findings of the study also support earlier studies which found a positive relationship between job satisfaction and perceived organizational support [70].

## 6. LIMITATIONS AND IMPLICATIONS

The current study also faced some limitations. One of the main margin is about the use of self-reporting techniques to collect the data. The use of questionnaires has some weaknesses regarding the real responses. This may lead to the reliability problems. Therefore, it is suggested that more qualitative tools should be used along with the questionnaires. The next central limitation of the current study is with the sample recruited. It is recommended sample should be cross-cultural for the generalization of the current findings.

It was established that lecturers are experiencing modest and high levels of job stress. This situation directs the need for interventions to boost and firming the self-confidence and positive attitudes, and try to eliminate the stress creating factors in the working environment. Factors of job stress and job life can be suitably managed through several interventions such as: proper job training, flexible working settings, high or extra salary, social support and

team working. This study suggested that both male and female lecturers can equally benefit by speaking the intervention of Job stress and organizational politics. This study recommended that males are more vulnerable to turnover intentions and job stress as compared to female lecturers. This study would be helpful for pedagogical and clinical settings to understand the nature of the psychological problems faced by lecturers and how to tackle them.

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