ORIGINAL ARTICLE

JOURNA

The impact of job stress on employee performance of commercial bank of Ethiopia in Wolaita Sodo

Nugusu Meskele Tineyo¹, Karo Algase² and Kanbiro Orkaido Deyganto³

¹Department of Management, School of Graduate Studies, Wolaita Sodo University, Wolaita Sodo, Ethiopia ²Department of Management, School of Graduate Studies, Arba Mich University, Arba Mich, Ethiopia ³Research and Development Department, Atlantic International University, Hawaii, USA

ABSTRACT

The competitive edge of a bank depends largely on the optimal utilization of its employees. When employees experience stress, their ability to perform effectively diminishes. In service-oriented organizations such as banks, work-related stress is a major factor that contributes to poor job performance. Achieving success in such environments requires employees to perform well and stay committed. It also necessitates minimizing stress levels to enhance productivity. This study examines the causes of job stress and its impact on employee performance in selected branches of the Commercial Bank of Ethiopia (CBE) in Wolaita Sodo. A causal research design was used to explore cause-and-effect relationships among variables. The target population consisted of employees with more than one year of service, with a sample size of 185, of which 170 completed questionnaires were returned. A confidence interval of 95% was used. Judgmental sampling was employed to select participants with relevant experience, ensuring meaningful insights into the impact of job stress. Both primary and secondary data sources were utilized, with questionnaires and interviews used for primary data collection. A pilot study confirmed the reliability of the questionnaire, yielding a TCronbach alpha value of 0.755. The study used descriptive and inferential statistics to analyze the data and explore relationships among variables. All five independent variables job design, role imbalance, workload, teamwork, and stress management showed significant positive correlations with employee performance. A multiple linear regression model revealed an R² value of 50.4%, indicating that the independent variables explain 50.4% of the variance in employee performance. The remaining 49.6% is attributed to external factors not included in the model. The findings indicated that high levels of job stress negatively impacted employee performance. Specifically, role imbalance, lack of job design, and work overload were statistically significant predictors of performance. Based on these results, managers and stakeholders should focus on developing detailed job descriptions, planning tasks effectively, implementing time management strategies, and regularly assessing workloads to reduce role imbalances. Further research should extend the insights of this study to all branches of the Commercial Bank of Ethiopia. Additionally, similar studies could explore the impact of job stress in academic contexts, such as university lecturers, to identify context-specific strategies for improving performance.

Introduction

Job stress is a critical challenge in modern workplaces, particularly in service-oriented industries like banking, where employees are required to manage excessive workloads, tight task deadlines, and role ambiguity. The Commercial Bank of Ethiopia (CBE), as one of the largest financial institutions in the country, faces these stress-related challenges across its branches. Employees must cope with work-related pressures while maintaining high levels of productivity, which makes stress management crucial for sustaining performance and employee well-being.

Although prior research has explored the relationship between job stress and employee performance, the focus has often been on general stress factors without addressing the unique regional dynamics that can influence employee experiences. For example, earlier studies conducted on CBE's branches in other towns identified workload and role ambiguity as significant contributors to poor performance. However, these studies have not examined how local factors affect stress management and employee outcomes at the branch level. This research addresses that gap by focusing on the branches of CBE in Wolaita Sodo, aiming to provide specific insights that can be used to develop tailored interventions [1].

The context-specific nature of stress factors in Wolaita Sodo presents a unique opportunity to study how branch-level stressors, such as inconsistent workloads and communication challenges, impact employee performance. Understanding these dynamics will help not only in refining stress

*Correspondence: Dr. Kanbiro Orkaido Deyganto, Research and Development Department, Star International University, Juba, South Sudan, e-mail: kanbiroorkaido@yahoo.com © 2024 The Author(s). Published by Reseapro Journals. This is an Open Access article distributed under the terms of the Creative Commons Attribution License (http://creativecommons.org/licenses/by/4.0/), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

KEYWORDS

RESEAPRO

Job stress; Employee performance; Role imbalance; Workload; Stress management; Commercial bank

ARTICLE HISTORY

Received 01 October 2024; Revised 30 October 2024; Accepted 06 November 2024



management practices for the selected branches but also in offering actionable insights that could benefit other institutions facing similar challenges in Ethiopia. The findings will support the development of more effective workload distribution, clear job role definitions, and improved teamwork practices, enhancing employee productivity and job satisfaction [2].

Effective stress management strategies can prevent burnout, reduce absenteeism, and improve the overall health and well-being of employees. This study will explore practical recommendations, such as adopting flexible work schedules, improving communication within teams, and introducing wellness initiatives, to address the identified stressors. These tailored interventions will help create a healthier work environment and contribute to long-term organizational success [3].

Research hypotheses

Based on the identified research gaps and objectives, the following hypotheses are formulated to examine the relationships between key stressors and employee performance in the Wolaita Sodo branches of CBE:

H1: Work overload negatively affects employee performance.

H2: Lack of teamwork has a significant negative impact on employee performance.

H3: Work role imbalance reduces employee performance.

H4: Lack of stress management programs negatively impacts employee performance.

H5: Poor job design reduces employee productivity.

These hypotheses reflect both the potential negative outcomes of stress and the importance of addressing these factors through effective management strategies. In addition to examining the direct impact of stressors on performance, the study will explore whether factors such as job satisfaction and motivation act as mediators, helping to mitigate the effects of stress on employees [4].

Literature Review

Theoretical framework

Job demand-control model

The Job Demand-Control Model suggests that job stress arises from the interaction between job demands and the control employees have over their tasks. When job demands are high but control is limited, stress levels increase, which can reduce employee performance. In contrast, when employees have greater control over their tasks, they are better positioned to manage demanding situations, leading to improved performance and job satisfaction [5].

Effort-reward imbalance model

The Effort-Reward Imbalance Model focuses on the relationship between the effort employees invest in their work and the rewards they receive in return. Stress occurs when employees perceive that their efforts are not adequately recognized or compensated. This imbalance can reduce job satisfaction, increase emotional exhaustion, and lower overall performance, emphasizing the need for organizations to offer fair and meaningful rewards [6].

Transactional model of stress and coping

The Transactional Model of Stress and Coping emphasizes that stress is a subjective experience, influenced by how employees perceive the challenges they face. Stress occurs when job demands are seen as exceeding the individual's ability to cope with them. Cognitive appraisal plays a key role in this process, as employees evaluate whether they have the resources necessary to handle specific tasks. If effective coping strategies are employed, stress can be managed successfully, allowing performance levels to be maintained [7].

Person-environment fit theory

The Person-Environment Fit Theory highlights the importance of alignment between employees and their work environment. Stress arises when there is a mismatch between an individual's abilities and the job demands or between their needs and the available organizational resources. A poor fit can result in job dissatisfaction, burnout, and decreased performance, while a good fit fosters well-being and productivity [8].

Conservation of resources theory

The Conservation of Resources Theory explains that stress is triggered when employees perceive a loss of essential resources, such as time, energy, or support. The fear of losing these resources or the actual depletion of them can lead to emotional distress, which negatively impacts performance. To manage stress effectively, individuals strive to conserve their resources and seek ways to replenish them, highlighting the importance of supportive environments [9].

Empirical studies

Research across various sectors, including banking, healthcare, manufacturing, education, and telecommunications, has highlighted several stressors that affect employees. Common stressors include workload, role ambiguity, and a lack of managerial support. These stressors, if not properly addressed, can lead to decreased employee well-being, absenteeism, and reduced productivity. In the banking sector, excessive job stress has been linked to increased absenteeism and lower employee productivity [10].

Employees facing high levels of stress tend to struggle with performance, which affects their overall contribution to organizational goals. Stress management programs have been recommended as essential measures to promote well-being and improve productivity in such environments. Healthcare professionals working under high stress often report low job satisfaction and diminished job performance. The demanding nature of healthcare roles, combined with inadequate support, can lead to emotional exhaustion [11].

Creating a supportive work environment is considered crucial to alleviating stress and ensuring employees remain motivated and productive. In the manufacturing industry, job stress has been found to impair the quality of work and decrease employee commitment to the organization. When stress levels are high, employees may struggle to meet performance expectations, leading to inefficiencies. Implementing stress-reduction strategies is vital to fostering a positive work environment and enhancing productivity [12].

The education sector has also seen significant impacts of stress, particularly among teachers. Excessive stress in

educational institutions has been associated with burnout and dissatisfaction, leading to decreased engagement and effectiveness. Professional development programs and stress management interventions are essential to maintaining teacher well-being and ensuring high performance. Within the telecommunications industry, stress has been identified as a major factor in reducing productivity and employee morale. The fast-paced nature of the industry, combined with performance pressures, can lead to high-stress levels.

Organizations in this sector are encouraged to adopt better communication practices and provide support mechanisms to reduce stress and maintain employee output [13]. Addressing job stress across sectors requires organizations to create supportive work environments, implement effective stress management techniques, and ensure employees receive adequate rewards and recognition. These efforts not only enhance employee well-being but also contribute to higher productivity and organizational success.

Methodology

The study used a cross-sectional survey design to collect data from employees in selected branches of CBE in Wolaita Sodo. The Target Population is 345 Employees working in the selected branches of CBE. The Sampling Technique is Stratified random sampling to ensure the representation of different job roles and levels. The Sample Size is 185 determined based on the total number of employees and the desired confidence level (Table 1).

Table 1. Collective data from different branches of CBE in Wolaita Sodo.

No	Branches Stratas' Sample calculated		Sample to be taken from each
		(ni=Ni/N*n)	
1	Dicha	28/345*185	15
2	KawoGobe	18/345*185	10
3	MochenaBorabo	20/345*185	11
4	Wolaita Sodo	67/345*185	36
5	Kawo Sana	14/345*185	7
6	Otona	17/345*185	9
7	Wadu	26/345*185	14
8	Motalomi	20/345*185	11
9	Tona	32/345*185	17
10	District Office	103/345*185	55
Total	10 Branches	345	185

Source: Survey, 2024

Concerning the Primary Data is Collected through structured questionnaires distributed to employees. Descriptive statistics to summarize the data. Inferential statistics, such as correlation and regression analysis, examine the relationship between job stress and employee performance. In this study, Pearson correlations were used to assess relationships among independent variables and analyzed using SPSS Version 16 [14]. To evaluate the effects of job stress on employee work performance, a multiple linear regression model was applied, given the presence of multiple explanatory variables influencing a single response variable. The model is expressed as:

 $Yi = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \beta 5X5 + e$

Where:

- Y = Employees' work performance (dependent variable)
- X1 = Work overload
- X2 = Teamwork
- X3 = Stress management
- X4 = Work role imbalance
- -X5 = Job design
- e = error term

Here, $\beta 0$ represents the constant term, while $\beta 1$ to $\beta 5$ denote the coefficients for each independent variable, indicating the change in the mean value of Y for a one-unit change in the respective X variable.

Results

Descriptive analysis

The findings from the study on job stress dimensions revealed variations in average scores across independent variables. Work role imbalance emerged as the most significant factor, with a mean score of 3.91 (SD = 1.416). This score indicates that respondents generally agreed that the expansion of responsibilities without an adequate increase in resources negatively impacted their performance. Stress management was also identified as a critical factor, with a mean score of 3.89 (SD = 1.229), suggesting that the presence or absence of stress management practices significantly influences employee productivity and well-being.

Work overload, which had a mean score of 3.78 (SD = 1.449), further highlighted the burden felt by employees due to excessive responsibilities and long working hours. In comparison, the lack of job design posed another challenge, with a mean score of 3.17 (SD = 1.261). Employees expressed concerns about unclear roles and responsibilities, which contributed to inefficiencies and reduced morale. Teamwork, with the lowest score of 2.95 (SD = 1.297), reflected insufficient collaboration and support among employees, pointing to issues in workplace dynamics.

The descriptive analysis also showed differences in opinions about teamwork, as evidenced by a separate mean

score of 3.28 (Table 2). This suggests that some respondents experienced a lack of communication and support within their teams, leading to a disconnect between staff and management. Collectively, the responses indicated that job stress adversely

affected performance, with participants reporting symptoms such as fatigue, anxiety, and health-related issues. These challenges not only led to absenteeism but also weakened job commitment and reduced overall productivity.

Table 2. The respondent's response on the Items of Job stress effect on the Work performance of employees.

Statement	N	Range	Min	Max	Mean	Std. Deviation	Variance	Skewness	Std. Error (Skewness)	Kurtosis	Std. Error (Kurtosis)
Job stress increases absenteeism, etc.	170	4	1	5	3.98	1.143	1.307	-0.999	0.186	0.042	0.37
Unable to relax, less enjoyment, etc.	170	4	1	5	3.88	1.15	1.323	-0.711	0.186	-0.609	0.37
Felt tired, depressed, physical issues	170	4	1	5	3.77	1.141	1.302	-0.675	0.186	-0.388	0.37
Errors during transactions, financial risks	170	4	1	5	3.84	1.127	1.27	-0.786	0.186	-0.338	0.37
Increasingly distressed, irritable, etc.	170	4	1	5	4.01	1.038	1.077	-0.924	0.186	0.108	0.37
Total/Average	170	4	1	5	3.89	1.12	1.256	-0.819	0.186	-0.237	0.37

Insights from interviews with managers

Correlation analysis

Interviews with branch managers confirmed that job stress is a widespread issue affecting employee performance. Managers emphasized that high levels of stress often resulted in absenteeism and reduced accuracy in task execution, contributing to operational errors. The decrease in employee engagement and productivity due to stress was identified as a critical factor affecting profitability in various branches. The interviews further highlighted the need for organizations to implement effective stress management programs and improve communication channels to foster a supportive work environment [15].

Table 3. Correlation study of different factors of employees.

The correlation analysis provided deeper insights into the relationships between the independent variables and employee performance. The study revealed a strong positive correlation (R = 0.710) between predictors—such as work overload, teamwork, role imbalance, stress management, and job design—and the dependent variable, employee performance. The correlation value of 0.710 suggests that these factors jointly influence employee performance significantly (Tables 3 and 4) [16].

Variables	Work Overload	Team Work	Work Role Imbalance	Stress Management	Job Design
Work Overload	1	0.643	0.532	0.347	0.333
Sig. (2-tailed)	-	.000	.000	.000	.000
Ν	170	170	170	170	170
Team Work	0.643	1	0.614	0.508	0.357
Sig. (2-tailed)	.000	-	.000	.000	.000
Ν	170	170	170	170	170
Work Role Imbalance	0.532	0.614	1	0.56	0.393
Sig. (2-tailed)	.000	.000	-	.000	.000
Ν	170	170	170	170	170
Stress Management	0.347	0.508	0.56	1	0.442
Sig. (2-tailed)	.000	.000	.000	-	.000
Ν	170	170	170	170	170
Job Design	0.333	0.357	0.393	0.442	1
Sig. (2-tailed)	.000	.000	.000	.000	-
Ν	170	170	170	170	170

4

2.005

Iable 4. Overall values of the correlation study.								
			Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson			

0.488

Table 4.	Overall	values	of the	correlation	study.
14010 11	O / CI ull	raraco	or the	corretation	ocuar,

0.710

-			
Red	reccion	anal	VCIC
neg	10331011	anai	y 313

1

The regression analysis further confirmed the strength of these relationships, with an R² value of 0.504. This indicates that 50.4% of the variance in employee performance is explained by the five independent variables included in the model. The remaining 49.6% can be attributed to other external factors not accounted for in this study. The Adjusted R² value of 0.488, which accounts for the model's generalizability, suggests that the predictive power of the model would decrease only slightly-by 1.6%-if applied to the entire population. The regression coefficients identified the lack of job design (β = 0.353) as the most significant predictor of employee performance, followed closely by work role imbalance (β = 0.350) and work overload ($\beta = 0.226$).

0.504

These findings emphasize the importance of clearly defined roles, manageable workloads, and a balanced distribution of responsibilities to optimize employee performance. Interestingly, teamwork and stress management had negative but minor effects on performance, indicating that these factors, though relevant, may not directly enhance performance outcomes [17].

Model assumptions and diagnostic tests

1.092

To ensure the validity of the regression model, several diagnostic tests were conducted to confirm that the data met the assumptions of the Classical Linear Regression Model (CLRM). These tests verified that the data satisfied key assumptions, including normality, no multicollinearity, no autocorrelation, and no heteroscedasticity. Meeting these conditions ensures that the ordinary least squares (OLS) estimators are unbiased, efficient, and reliable, often referred to as Best Linear Unbiased Estimators (BLUE). Satisfying the assumptions of the CLRM validates the use of OLS to predict the strength and direction of relationships between variables.

This ensures that the model accurately reflects the dynamics of employee performance based on the selected predictors. The results demonstrate that properly designed roles, manageable workloads, and equitable distribution of tasks can significantly enhance employee performance. Conversely, deficiencies in teamwork and inadequate stress management appear to have a limited but negative effect on outcomes (Table 5) [18].

Table 5. Regression Result.

Model	Unstandardized Coefficients		Standardized Coefficients (Beta)	Т	Sig.	Collinearity Statistics	VIF
	В	Std. Error				(Tolerance)	
(Constant)	0.084	0.254	-	0.33	0.742	-	-
Work overload	0.238	0.078	0.226	3.041	0.003	0.547	1.828
Lack of teamwork	-0.014	0.097	-0.012	-0.146	0.884	0.454	2.204
Work role imbalance	0.378	0.083	0.35	4.529	0	0.506	1.977
Lack of Stress Management	-0.028	0.089	-0.022	-0.314	0.754	0.595	1.682
Lack of job design	0.428	0.077	0.353	5.587	0	0.757	1.321

Standardized beta coefficients are used to rank predictors (independent variables) as they remove units of measurement, allowing for easier comparison. In the above table, the standardized beta coefficients show the relationship between the independent variables and employees' work performance [19]. Lack of Job Design has the highest coefficient at 0.353, indicating it has the most substantial positive impact on work performance. Work Role Imbalance follows closely with a coefficient of 0.350. Work Overload has a coefficient of 0.226. The other predictors have a negative effect on work performance. Hypothesis 1 (Ho1): Work overload has a significant positive relationship with work performance (p < $0.05, \beta = 0.226$).

This hypothesis is rejected. Hypothesis 2 (Ho2): Lack of teamwork shows a negative and insignificant relation (p > 0.05, β = -0.012). This hypothesis is accepted. Hypothesis 3 (Ho3): Work role imbalance has a significant positive relationship (p < 0.05, $\beta = 0.350$). This hypothesis is rejected. Hypothesis 4 (Ho4):

Lack of stress management has an insignificant negative relation $(p > 0.05, \beta = -0.022)$. This hypothesis is accepted. Hypothesis 5 (Ho5): Lack of job design shows a significant positive relationship (p < 0.05, β = 0.353). This hypothesis is rejected.

Conclusions and Recommendations for Future Research

The findings from the analysis provide critical insights into the factors influencing employee performance at the selected branches of CBE Wolaita Sodo. Notably, lack of job design emerged as the strongest predictor, with a standardized beta coefficient of 0.353, indicating that structuring tasks effectively is essential for optimizing employee performance. Similarly, role imbalance had a significant positive effect ($\beta = 0.350$), emphasizing the importance of clear roles and balanced responsibilities. Although work overload showed a positive relationship with performance ($\beta = 0.226$), this highlights the importance of managing workloads efficiently to maintain productivity without causing burnout. On the contrary, the lack

of teamwork and inadequate stress management did not significantly affect performance in this study.

This suggests that other factors, such as personal coping strategies or external support systems, may mitigate these challenges. The analysis rejected the null hypotheses for job design, work overload, and role imbalance, confirming their significant impact on performance. However, the hypotheses related to teamwork and stress management were accepted, indicating no substantial effect on employee output. Organizations should prioritize refining job design and managing workloads to improve performance. Given these findings, several directions for future research emerge. One promising area is the exploration of specific job design interventions, such as role clarity, task variety, and autonomy, to determine their impact on performance.

Further studies could also examine the psychological and social dynamics that affect teamwork, identifying the factors that foster effective collaboration. Research on workload management strategies, such as flexible work arrangements and task prioritization, could help organizations prevent burnout while sustaining productivity. Longitudinal studies would provide valuable insights into how these variables evolve, particularly in response to organizational changes or external pressures. Future studies could also compare these findings across industries, such as healthcare, education, and manufacturing, to identify sector-specific factors influencing performance.

Additionally, customized stress management programs tailored to specific work environments could reveal strategies that maximize their effectiveness. By pursuing these research avenues, organizations can develop targeted strategies to enhance employee performance and well-being, ensuring sustainable growth and productivity.

Disclosure Statement

The authors declare that they have no competing interests that could have influenced the findings or conclusions of this research.

References

- Anadkat K, Joshi M, Singhal PB, Dhyani B, Thoti KK. Impact of Job Stress on Employee Performance: An Empirical Study in the Context of Banking Industry. J Inform Educ Res. 2023;3(2). https://doi.org/10.52783/jier.v3i2.78
- 2. Gebremichael H, Rao BP. Job satisfaction and organizational commitment between academic staff and supporting staff (Wolaita Sodo University Ethiopia as A Case). Far East J Psychol Bus. 2013;11(2):11-32. Available at
- https://ideas.repec.org/a/fej/articl/v11ay2013i2p11-32.html
- 3. Tetrick LE, Winslow CJ. Workplace stress management interventions and health promotion. Annu Rev Organ Psychol

Organ Behav. 2015;2(1):583-603.

https://doi.org/10.1146/annurev-orgpsych-032414-111341

- Mengistu GM, Jinxing H. Impacts of stress on employees job performance in Hawassa Industrial Park, Ethiopia. InE3S Web of Conferences 2021. EDP Sciences. 2021;236:04040. https://doi.org/10.1051/e3sconf/202123604040
- Xanthopoulou D, Bakker AB, van Velhoven M. Beyond the demandcontrol model: Thriving on high job demands and resources. J Pers Psychol. 2010;9(1):3-16. http://dx.doi.org/10.1027/1866-5888/a000006
- Devonish D. Effort-reward imbalance at work: the role of job satisfaction. Pers Rev. 2018;47(2):319-333. https://doi.org/10.1108/PR-08-2016-0218
- Goh YW, Sawang S, Oei TP. The Revised Transactional Model (RTM) of occupational stress and coping: An improved process approach. Australas J Organ Psychol. 2010;3:13-20. https://doi.org/10.1375/ajop.3.1.13
- De Cooman R, Vleugels W. Person–environment fit: theoretical perspectives, conceptualizations, and outcomes. 2022. https://doi.org/10.1093/acrefore/9780190224851.013.377
- Marchand C, Vandenberghe C. Can perceived organizational support act as a social resource? An analysis from the perspective of conservation of resources theory. Psychol du Trav Organ. 2014;20(1):63-90. Available at https://kar.kent.ac.uk/50766/
- 10. Bharathi T, Gupta KS. Job stress and productivity: A conceptual framework. Int J Emerg Res Manag Technol. 2024;6(8):393-398. http://dx.doi.org/10.23956/ijermt.v6i8.171
- Aryanto T, Tukinah U, Hartarini YM, Lubis FM. Connection of stress and job satisfaction to successful organizational stress management: a literature review. Int J Adv Eng Res Sci. 2020;7(11):217-225. https://dx.doi.org/10.22161/ijaers.711.26
- 12. Yeow JA, Tan KS, Chin TS, Ching ES. A review on ergonomic factors that lead to stress in manufacturing industry. 2012.
- 13. Hartney E. Stress management to enhance teaching quality and teaching effectiveness: A professional development framework for teachers. InHandbook of research on professional development for quality teaching and learning. IGI Global. 2016:125-150. https://dx.doi.org/10.4018/978-1-5225-0204-3.ch007
- 14. Jalagat R. Determinants of job stress and its relationship on employee job performance. Am J Manag Sci Eng. 2017;2(1):1-10. https://doi.org/10.11648/j.ajmse.20170201.11
- Shah B. Work Stress and Employee Performance: Analysis of Work Stress and it's Implication on Employee Performance. Int J Indian Psychol. 2023;11(4). https://doi.org/10.25215/1104.031
- 16. Joy H. Stress management and employee performance. Eur J Hum Resour Manag Stud. 2020.
- http://dx.doi.org/10.46827/ejhrms.v0i0.765
- Pramesti GN. Analysis of The Effect of Recruitment, Placement, Training, Job Design, and Work Ethics on Employee Performance. J Indones Sos Sains. 2024;5(03):456-472. https://doi.org/10.59141/jiss.v5i03.1032
- Flatt C, Jacobs RL. Principle assumptions of regression analysis: Testing, techniques, and statistical reporting of imperfect data sets. Adv Dev Hum Resour. 2019;21(4):484-502. https://doi.org/10.1177/1523422319869915
- Bakker K. Role Overload and Job Stress: The Role of Perceived Organizational Support. Tilburg University. 2017. Available at https://arno.uvt.nl/show.cgi?fid=143255