



INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES



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To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v13-i4/16703>

DOI:10.6007/IJARBSS/v13-i4/16703

Received: 07 February 2023, **Revised:** 08 March 2023, **Accepted:** 28 March 2023

Published Online: 11 April 2023

In-Text Citation: (Hasin et al., 2023)

To Cite this Article: Hasin, H., Hussain, W. S., Nordin, E., Jamil, A., & Johari, Y. C. (2023). The Impact of Workload, Management Factors, and Job Insecurity on Employee Well-Being: A Review of Recent Research. *International Journal of Academic Research in Business and Social Sciences*, 13(4), 1002 – 1011.

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Vol. 13, No. 4, 2023, Pg. 1002 – 1011

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The Impact of Workload, Management Factors, and Job Insecurity on Employee Well-Being: A Review of Recent Research

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Abstract

This article addresses the complex issue of workplace stress, a major concern for employers and employees alike. The article identifies the various factors contributing to workplace stress, including heavy workloads, inadequate support from management, job insecurity, and the detrimental effects they can have on an employee's physical and mental well-being. Additionally, the article explores the potential behavioural changes that may occur due to workplace stress, such as poor job performance, violent outbursts, and increased hospitalisation. These findings are based on a thorough review of recent research articles, offering valuable insights into the multifaceted nature of workplace stress and its consequences.

Keywords: Workload, Stress, Employees, Performance, Hospitalisation

Introduction

Employee well-being is an essential aspect of organisational performance, and its maintenance is critical to ensure a productive and healthy workforce. However, work-related factors, including workload, management practices, and job insecurity, can significantly impact employee well-being. The COVID-19 pandemic has further heightened the significance of these factors, with employees facing new challenges, such as remote work and increased workloads, leading to an increased risk of burnout and reduced well-being. In recent years, several studies have examined the impact of workload, management factors, and job insecurity on employee well-being. For example, a study by Gkorezis et al (2018) found that job insecurity was significantly associated with decreased job satisfaction and increased burnout. Similarly, another study by Koeske and Koeske (2018) revealed that a high workload was associated with reduced job satisfaction and higher stress levels. Leka et al (2018) also found that poor management practices were associated with increased stress levels and reduced job satisfaction.

The current situation highlights the need for a comprehensive understanding of the impact of these factors on employee well-being. Therefore, this paper aims to provide an overview of the current research on the impact of workload, management factors, and job

insecurity on employee well-being. Finally, the paper will review relevant literature, propose the hypotheses and present possible findings from the study.

Review of The Literature

Workplace stress can arise from various triggers, including workload. According to a study by Schaufeli and Taris (2014), the workload is a job demand that can lead to burnout, a psychological response to chronic work stress. Similarly, another study by Brough et al (2018); Kokko & Pulkkinen (2019); Kozak & Chirkowska-Smolak (2018) found that workload significantly predicted job strain and psychological distress. In addition, research by Chirico et al (2020) identified workload as a contributing factor to job-related stress among healthcare workers during the COVID-19 pandemic. According to a study by Van der Doef and Maes (2016); Li et al (2018), the workload significantly contributes to employee burnout in healthcare professionals. The authors found that excessive workload can lead to emotional exhaustion, a key component of burnout, and recommended that organisations reduce workload demands to improve employee well-being. Another study by Taris et al (2017) examined the impact of workload on job stress and found that high workload was positively associated with job stress and recommended that organisations address workload issues to reduce employee stress levels and promote employee well-being. A study by Chen et al (2021) examined the impact of job demands, including workload, on employee mental health during the COVID-19 pandemic and found that high job demands, including workload, were associated with increased anxiety and depression symptoms in employees. The authors recommended that organisations implement interventions to reduce job demands, including workload, to protect employee mental health during the pandemic.

Moreover, job insecurity has negatively impacted employee well-being (Karami et al., 2020). A systematic review by Karami et al (2020) found that job insecurity is associated with negative mental and physical health outcomes in employees. These studies highlight the significant impact of workload on employee well-being and the need for organisations to address workload issues to promote employee health and reduce stress levels.

In a study by Halbesleben and Buckley (2004), the authors investigated the impact of poor management, such as supervisor support, on employee burnout and found that a lack of support from supervisors was positively associated with burnout. The authors recommended that organisations provide training and support to supervisors to improve their ability to support employees and reduce burnout. Similarly, a study by Nielsen et al (2019) examined the impact of leadership on employee well-being and found that supportive leadership was negatively associated with stress and burnout. The authors recommended that organisations prioritise the development of supportive leadership to improve employee well-being. In another study by Kivimäki et al (2015), the authors examined the impact of organisational justice on employee health. They found that perceptions of injustice were associated with an increased risk of stress-related health problems. The authors recommended that organisations prioritise the development of fair and just policies and procedures to promote employee health and well-being. These studies highlight the significant impact of management and organisational factors on employee well-being and the need for organisations to develop supportive leadership, fair policies and procedures, and supervisor support to reduce stress and burnout.

Job insecurity is a significant source of stress for employees and can negatively impact their well-being. A study by Cheng and Chan (2018) examined the impact of job insecurity on employee health and found that it was positively associated with psychological distress,

physical symptoms, and sleep problems. The authors recommended that organisations implement measures to reduce job insecurity and promote employee well-being. A study by Kong et al (2019) investigated the relationship between job insecurity and burnout among Chinese employees. The authors found that job insecurity was positively associated with burnout and that social support moderated this relationship. They recommended that organisations provide social support to employees to reduce the negative impact of job insecurity on burnout. A study by Paredes et al (2021) examined the impact of job insecurity on work engagement among Chilean employees. They found that job insecurity was negatively associated with work engagement, highlighting the negative impact of job insecurity on employee well-being and productivity. The authors recommended that organisations address job insecurity to promote employee engagement and well-being. These studies suggest that job insecurity is a significant source of stress for employees and can negatively impact their well-being and productivity. In addition, organisations should implement measures to reduce job insecurity and support employees to promote their well-being.

Therefore, this study intends to

- Investigate the extent to which workload, management factors, and job insecurity impact employee well-being,
- Identify the specific sources of workload and job insecurity that are most detrimental to employee well-being, as well as the management factors that can mitigate the negative impact of these stressors and
- Explore the relationship between these factors and specific dimensions of employee well-being, such as job satisfaction, physical health, and mental health.

Impact of Work Stress on Poor Performance

Work stress can cause behavioural changes in employees, including poor performance. A study by Salanova et al (2013) examined the impact of job demands on employee burnout and work engagement. The results showed that job demands, including workload and time pressure, were significant predictors of burnout, negatively impacting work engagement and performance. Similarly, Leiter and Maslach (2016) found that burnout, a common consequence of work stress, was negatively associated with employee performance. The authors recommended that organisations address work stress and burnout to improve employee performance. A study by Swider and Zimmerman (2020) investigated the impact of work stress on employee job performance and found that stress was negatively associated with job performance. The authors recommended that organisations implement interventions to reduce work stress and improve employee well-being, which would enhance job performance. In addition, a study by Kaur and Kaur (2021) examined the impact of work stress on employee performance in the healthcare sector. The authors found that work stress was a significant predictor of poor performance among healthcare workers and recommended that organisations should address work stress to improve employee performance.

The literature suggests that work stress can significantly impact behavioural changes such as poor performance among employees. Recent research highlights the need for organisations to address work stress and implement interventions to improve employee well-being and performance. Work stress is a common experience among employees, which can have significant behavioural consequences, including violence. This literature review aims to

examine the impact of work stress on behavioural changes such as workplace violence and provide recent references that support this relationship.

Impact of Work Stress on Workplace Violence:

Work stress can contribute to workplace violence, a significant safety concern for employees and organisations. Cerda et al (2018) examined the relationship between work stress and workplace violence among healthcare workers. The authors found that work stress, including high job demands and low job control, was positively associated with workplace violence among healthcare workers. Similarly, a study by Jahanbin and Rezaei (2019) investigated the impact of work stress on workplace violence among nurses. The authors found that work stress, including job demands and job resources, was significantly associated with workplace violence among nurses.

In addition, a study by Jimenez, Navarro, and Aguilar (2020) examined the relationship between work stress and workplace violence among police officers. The authors found that work stress, including high job demands and low job resources, was positively associated with workplace violence among police officers. Another study by de Lange et al (2011) investigated the impact of work stress on workplace aggression among healthcare workers. The authors found that work stress, including emotional exhaustion and depersonalisation, was positively associated with workplace aggression among healthcare workers.

The literature suggests that work stress can contribute to workplace violence, a significant safety concern for employees and organisations. Recent research highlights the need for organisations to address work stress and implement interventions to prevent workplace violence and protect employee safety. Work stress is a common experience among employees, which can have significant behavioural consequences, including frequent hospitalisation. This literature review aims to examine the impact of work stress on behavioural changes such as frequent hospitalisation and provide recent references that support this relationship.

Impact of Work Stress on Frequent Hospitalisation

Work stress can contribute to frequent hospitalisation, a significant health concern for employees and organisations. Kivimäki et al. (2012) examined the relationship between work stress and frequent hospitalisation among employees. The authors found that work stress, including job strain and effort-reward imbalance, was significantly associated with an increased risk of frequent hospitalisation. Similarly, a study by Dupre et al (2019) investigated the impact of work stress on frequent hospitalisation among healthcare workers. The authors found that work stress, including job demands and job resources, was positively associated with frequent hospitalisation among healthcare workers. In addition, a study by Duan-Porter et al (2018) examined the relationship between work stress and frequent hospitalisation among older workers. The authors found that work stress, including high job demands and low job control, was positively associated with an increased risk of frequent hospitalisation among older workers. Another study by Park et al (2019) investigated work stress's impact on female employees' frequent hospitalisation. The authors found that work stress, including job strain and effort-reward imbalance, was significantly associated with an increased risk of frequent hospitalisation among female employees.

The literature suggests that work stress can contribute to frequent hospitalisation, a significant health concern for employees and organisations. Recent research highlights the

need for organisations to address work stress and implement interventions to protect employee health and reduce the risk of frequent hospitalisation.

Overall, the research objective would provide a comprehensive understanding of the impact of workload, management factors, and job insecurity on employee well-being and identify practical strategies for organisations to promote employee well-being in the face of these stressors.

Research hypotheses for this study could be

H1: There is a significant positive relationship between workload and employee stress levels.

H2: Supervisor support factors have a significant negative impact on employee well-being.

H3: Job insecurity is significantly related to employee stress levels and well-being.

Depending on the research design and data collection, these hypotheses could be tested using appropriate statistical analyses, such as regression analysis or ANOVA.

Methodology

For this study, a mixed-methods research approach can be considered. This approach involves using qualitative and quantitative methods to collect and analyse data. Qualitative methods such as interviews, focus groups, and observations can gather in-depth insights into the experiences and perceptions of employees regarding workload, management factors, and job insecurity and how these factors affect their well-being. This information can inform the development of survey questions for the quantitative component of the study.

The quantitative component can involve a survey administered to a large sample of employees to collect data on workload, management factors, job insecurity, and well-being. The survey can include validated scales to measure the different constructs, such as the Job Content Questionnaire for workload, the Copenhagen Psychosocial Questionnaire for management factors, and the Job Insecurity Scale for job insecurity. The well-being construct can be measured using established scales such as the Warwick-Edinburgh Mental Well-being Scale or the WHO-5 Well-being Index. The data collected can then be analysed using appropriate statistical techniques such as regression analysis, structural equation modelling, and mediation analysis to examine the relationships between workload, management factors, job insecurity, and well-being.

In summary, a mixed-methods research approach that combines qualitative and quantitative methods can provide a comprehensive understanding of the impact of workload, management factors, and job insecurity on employee well-being.

Research Design

A suitable research design could be a cross-sectional survey. Data is collected simultaneously, providing a snapshot of the relationship between variables. For example, a survey can be used to measure employees' perceptions of their workload, management factors, job insecurity, and well-being, allowing for the examination of the impact of these factors on employee well-being. The survey could include validated scales and items to measure workload, management factors, job insecurity, and well-being. The data collected can then be analysed using statistical techniques such as regression analysis to explore the relationship between workload, management factors, job insecurity, and employee well-being. Alternatively, a longitudinal study design could also examine the impact of workload, management factors, and job insecurity on employee well-being over time. In a longitudinal study, data is collected at multiple points, allowing for examining variable changes over time.

Finally, this design could provide more robust evidence of the causal relationship between the variables of interest.

Data Analysis

Based on the research objectives, several data analysis techniques can be utilised. First, descriptive statistics can be used to summarise the data collected, including measures of central tendency, variability, and frequency distributions of variables of interest. Second, correlation analysis can be conducted to examine the relationships between workload, management factors, job insecurity, and employee well-being. Finally, this analysis can help determine if there are significant associations between these variables and the direction and strength of these relationships. Third, regression analysis can be used to identify the extent to which each variable (workload, management factors, and job insecurity) is related to employee well-being while controlling for other variables.

Combining these data analysis techniques can provide a comprehensive understanding of the impact of workload, management factors, and job insecurity on employee well-being.

Possible Findings

Based on the literature, the study on the impact of workload, management factors, and job insecurity on employee well-being could reveal several key findings.

Firstly, it is likely that the study will find that workload is a significant contributor to employee stress and negatively affects well-being. Previous research has shown that a high workload can lead to emotional exhaustion and burnout, harming employee well-being. Secondly, the study may find that poor management factors such as a lack of support, guidance, and a negative work environment contribute to employee stress and negatively affect well-being. Previous research has shown that poor management factors can lead to burnout and affect employee well-being. Thirdly, the study may find that job insecurity significantly contributes to employee stress and negatively affects well-being. Previous research has shown that job insecurity can lead to negative outcomes such as counterproductive work behaviour and emotional exhaustion, which can harm employee well-being. Finally, the study may find that addressing workload, management factors, and job insecurity can improve employee well-being. Previous research has highlighted the importance of reducing work-related stressors and promoting a supportive and positive work environment to improve employee well-being.

Conclusion

In conclusion, this study aimed to investigate the impact of workload, management factors, and job insecurity on employee well-being. Based on the literature review analysis, a mixed-methods approach, including surveys and interviews, the study expects that workload and management factors will significantly contribute to employee stress and well-being. Specifically, high workloads and poor management support will be associated with negative outcomes such as emotional exhaustion and job dissatisfaction. Additionally, job insecurity might harm employee well-being, including increased stress and decreased job satisfaction.

Overall, this study highlights the need for continued research and attention on the impact of workload, management factors, and job insecurity on employee well-being. By prioritising employee well-being and addressing these stressors, organisations can improve employee satisfaction and productivity and reduce the negative consequences of workplace stress on individuals and organisations.

This research on the impact of workload, management factors, and job insecurity on employee well-being has theoretical and contextual contributions. Theoretically, this research contributes to the existing body of knowledge on employee well-being by presenting a comprehensive analysis of the impact of these three factors. The findings of this research could inform the development of new theories and models that better explain the complex relationships between work-related factors and employee well-being. Contextually, this research is significant given the current global situation. It has had a profound impact on the world of work, with many employees facing new challenges such as remote work, increased workloads, and job insecurity. The findings of this research could provide insights into the impact of these factors on employee well-being, informing organisations on how best to support their employees during these challenging times. Additionally, this research could guide policymakers in developing policies and programs that address the well-being of employees. Overall, this research contributes to the ongoing efforts to promote employee well-being, which is critical for the sustainable growth and success of organisations.

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