

THE EFFECT OF OCCUPATIONAL STRESS AND PSYCHOLOGICAL WELL-BEING ON JOB SATISFACTION AMONG EMPLOYEES OF SWEET SENSATION OUTLETS IN LAGOS STATE.

Sunday Peter Falowo¹, Solomon Adejare Babarinde²

¹Department of Psychology, Faculty of Art and Social Sciences, Ladoke Akintola University of Technology (LAUTECH), Ogbomoso, Nigeria spfalowo@lau.edu.ng

²Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan, Nigeria babarinde.solomon@lcu.edu.ng

ABSTRACT

The study examined the influence of occupational stress and psychological well-being on job satisfaction among employees of sweet sensation outlets in Lagos State. The study adopted a survey research design. Three hundred and sixty-eight participants were randomly sampled from different Sweet Sensation outlets in Lagos State. Data were collected using validated instruments, and hypotheses were tested using t-test, and multiple regressions result shows that occupational stress had significant influence on job satisfaction among employees in Sweet Sensation Lagos $t (368) = 7.763, p < .05$, and that psychological wellbeing had no significant influence on job satisfaction among employees in Sweet Sensation Lagos $t (368) = .673, p > .05$. Further results indicates that gender had no significant influence on job satisfaction among Employees of Sweet Sensation Outlets in Lagos $t (368) = -1.374, p > .05$, and that socio-demographic factors (age, educational qualification and marital status) jointly influenced job satisfaction ($R=.223, R^2 = .050, F (3,365) = 6.352; p <.01$), and occupational stress affects job satisfaction. The study recommends that Sweet Sensation managers should pay close attention to the schedule of work in the organization and probably introduce stress management training among employees to promote job satisfaction through stress management interventions.

Keywords: Job satisfaction, Occupational Stress, Psychological Well-Being,

1.0 Introduction

Employee satisfaction is essential to the success of any business. The job a man does has to be satisfied enough to keep him perpetually happy. Job satisfaction is defined as the cognitive aspect of happiness experienced by employees in their work. According to the Job-Demands Resources (JD-R) model (Bakker & de Vries 2021), the level of job satisfaction is determined by the available resources (Scanlan & still, 2019). For private employees particularly hospitality staff, their job satisfaction may stem from their perception of the job's societal importance, including their perception of the work environment, occupational prestige, job achievements, and self-realization potential. Previous studies have shown that employees who are satisfied with their work tend to perform their duties more efficiently (Kessler & Lucianetti 2020). Furthermore, the JD-R model suggests that the level of job satisfaction is highly correlated with the level of occupational stress, a viewpoint supported by previous research. Job satisfaction is a pleasing or positive emotional situation resulting from the appraisal of one's job experience (Diakos et al., 2022). Job satisfaction of frontline healthcare workers is directly associated with better control of major health crises (Yu et al., 2020).

Job-related stress is another variable of interest; stress is a natural part of everyone's everyday activities. For example, homemakers may suffer stress when managing household chores, students may experience stress when studying, and businesspeople and employees may experience stress at work. Due to variations in mental health, stressors change from person to person. Occupational stress is the reaction that employees in some professions have when they are faced with demands that exceed their physical and environmental capacity (Schaufeli 2014). This pressure is caused by a number of factors, such as organizational hierarchy, workplace culture, information sharing, role clarity, interpersonal relationships, and opinions on career advancement, in addition to the inherent characteristics of the job and environmental demands, along with external obligations and duties (Lai et al 2015). The adverse effects of work-related stress should not be underestimated, as it often brings about substantial physical and mental stress, which can cause burnout and thus jeopardize the overall well-being of employees, and can also cause staff attrition that impacts the stability and operational effectiveness of an organization (Lai et al., 2015). As such, it is imperative that more research into work-related stress is conducted to help understand how to effectively cope. Psychological health is a part of overall employee happiness and well-being, encompassing social, mental, and emotional health. In contrast, job satisfaction is a measure of a person's

happiness and fulfillment with their work. Work-life harmony is the balance between job duties and personal life obligations. These elements significantly influence an employee's overall life quality and efficiency

Psychological Well-being at its simplest level can be defined as ultimately about personal happiness - feeling good and living safely and healthily. Psychological well-being includes all the short term and long-term mental functioning and positive health (e.g. positive affect and morale) and negative health (O'Driscoll & Brough, 2009). Hence job can be considered as substantial predictor of psychological well-being and work-related stress.

Studies of potential sources and effects of job satisfaction have been conducted among private organizational employees in Nigeria. However, satisfaction is a complex phenomenon which results from interaction between an individual and the environment in which the person exists. Thus, significant differences in job satisfaction among employees may exist due to different work settings and levels of social support (Evans, 2002). It was also asserted that occupational stress is a function of local forces, pressures and cultures that requires customized interventions (Muscroft & Hicks, 2010). Nigerian private jobs have long been known to be highly stressful and associated with higher rates of psychological distress. There is, therefore, a need to understand the predictors of job satisfaction and the levels and inter relationships of occupational stress, job satisfaction and psychological well-being among employees working in sweet sensation, Lagos State, Nigeria.

2.0. Literature Review

Occupational Stress and Job Satisfaction

In previous studies, the exploration of the relationship between occupational stress and job satisfaction often focused on causal analysis, such as investigating through statistical methods like linear regression or logistic regression (Yao et al. 2021). However, in reality, the relationship between occupational stress and job satisfaction is not unidirectional but rather mutually influential. Occupational stress may have a negative impact on job satisfaction, while an increase in job satisfaction can help alleviate occupational stress. Stress can disrupt emotional balance and lead a person to feel more unhappy, hopeless, or helpless. This state of emotional strain triggers depression and anxiety and can increase the level of emotional damage (Khade et al., 2022). Correspondingly, it can be alleged that occupational stress increases psychological distress (Stansfeld & Candy, 2006). High levels of occupational stress have an adverse effect on job

performance (Anbazhagan & Selvan, 2022) and job satisfaction (Kong et al., 2020) in addition to increasing psychological distress (Nishihara et al., 2022). Early studies have shown that such factors as strong workplace competition (Wang et al., 2017), job demands (Sorour and Abd El-Maksoud, 2012), excessive workload (Panhwar et al., 2019), and working hours (Adriaenssens et al., 2011) can be said to trigger the level of occupational stress. High levels of occupational stress may negatively affect job satisfaction (Kong et al., 2020) and job performance (Dolan, 2007). For instance, occupational stress has been linked to various health and wellbeing issues. It has been associated with physical symptoms such as headaches, fatigue, tachycardia, digestive and appetite problems, and insomnia (Metlaine et al., 2005; Khade et al., 2022). It can lead to emotional symptoms like anxiety, anger, irritability, and impact job satisfaction (Rožman et al., 2019). Additionally, it may result in cognitive problems such as difficulties with attention, concentration, and decision-making (Gutshall et al., 2017). Furthermore, occupational stress can contribute to behavioral problems such as reduced job performance, social withdrawal, and potentially even substance addiction (Frone, 2006). These findings collectively highlight that occupational stress is a widespread, significant, and costly issue in workplace health (Siu et al., 2020).

Psychological Well-Being and Job Satisfaction

Psychological health is a global challenge and a focus of scholarly attention, particularly in relation to socioeconomic adversities and preventive practices. In an organizational context, psychological well-being is a multifaceted construct closely related to employees' psychological plasticity, adaptability, motivation, social exchange, work experience, satisfaction, and productivity (Mishra & Venkatesan, 2023). Mohan and Lone (2021) framed well-being through four categories, namely, physical self-care, personal purpose, mental reactivity to pressures, and emotional stability (Hitesh & Ahmed, 2021). Furthermore, from an organizational perspective, psychological well-being refers to employee mental health, self-regulation ability, and resilience under the varying conditions of workplace stability or uncertainty (Hitesh & Ahmed, 2021). Therefore, it is influenced by psychological flexibility and organizational stability (Savchenko, & Lavrynenko, 2022). Psychological well-being is shaped by psychosocial and structural factors such as cognitive ability and organizational support. Generally, it is enhanced through mindfulness and stress management frameworks, inclusion, safety, and cooperation (Gaddam & Perwez 2023). In the current study, it is contingent on the level of autonomy, satisfaction, professional development,

and supervisor support (Ghanashyam & Sarath, 2023). It is based on interaction between individual, interpersonal, and structural characteristics within the work setting.

Productivity resulting from employees' effectiveness has always been paramount to organizations. When trying to ensure the best performance outcomes, it is essential to consider workers' job satisfaction (Yusnita et al 2023). Since intentionally dissatisfied employees may hinder organizational efforts and objectives to express and emphasize their disappointment and disapproval of the organizational climate and leadership, satisfaction becomes central to improving organizations' competitive advantage (Valaei & Rezaei, 2016). The relationship between job satisfaction and job performance is well documented (Sanjaya & Lndrawati, 2023). Satisfied employees score higher on job-related tasks, and their attitude toward work is much more favorable than unsatisfied employees (Kumari & Hemalatha 2021). Psychologically well and satisfied employees take action to achieve their tasks in accordance with regular restrictions of accessible resources (Herawati, et al 2023)

Occupational stress is deemed as a psychological manifestation arising from negative emotional, mental, or behavioral effects such as strain, feeling under pressure and distress caused by challenging conditions and job requirements encountered in work life (Lachowska et al., 2018; Mayer & Oosthuizen, 2021). The term has been defined in line with the hardships faced by people in work life along with the development of modern industrialization and the business world. The European Agency for Safety and Health at Work defines work-related stress based on work-related reasons (Brun, 2007) and it has been stated that stress occurs when job demands are not commensurate with the employees' abilities, resources or needs of the worker (Lesage & Berjot 2011). Foti et al. (2023) have analyzed occupational stress through the following dimensions: supervisor support, colleague support, job demands, job control, and role ambiguity. It can be said that the concept of job demand refers to the physical, mental, emotional or social difficulties that employees encounter during their work. To illustrate, based on the demand-control model, it is argued that high job demand and low job control/support increase occupational stress. According to De Almeida et al. (2023), occupational stress can stem from the overwhelming increase in duties and responsibilities, often accompanied by insufficient time to fulfill them. Additionally, it may arise from the cumulative demands placed on employees without corresponding rewards or recognition for their performance. Occupational stress can be characterized as the tension that

The Effect of Occupational Stress and Psychological Well-Being on Job Satisfaction

arises from disparities between the expectations of employers or customers and the expectations of employees

Job satisfaction is considered to be significantly context-dependent (Lévy-Garboua & Landaulette 2011). The managerial literature stresses that stimulating and attaining job satisfaction is an essential organizational priority because it helps to decrease the turnover rate and improve organizational performance. Employers prefer to accommodate their workers because workplace happiness is related to their job market behavior, such as efficiency, resignation, and absenteeism (Fisher, 2011). Research shows that emotional well-being derived from enjoyment at work has a significant positive effect on job satisfaction (Wilkes et al 2017). Recent methods focus on overcoming the problems related to SDG 3 by proposing different schemes for improving the organizational culture favoring individuals' well-being and happiness (Ogunwale, A 2014). We examine previous work and propose a new conceptual framework committed to advancing employee psychological well-being, which in turn fosters a productive, healthy, and sustainable workforce (Goetzel & Roemer, 2018).

1.1.Objectives of the Study: This study aims:

- i. To examine the impact of occupational stress on job satisfaction among employees of sweet sensation.
- ii. To investigate the impact of occupational stress on psychological wellbeing among employees of sweet sensation
- iii. To examine the role of gender on job satisfaction among employees of sweet sensation.
- iv. To examine the influence of socio-demographic variables on job satisfaction among employees of Sweet Sensation Outlets in Lagos

1.2.Hypotheses

The following hypotheses will be tested in this study:

Ho1: Occupational stress does not significantly affect job satisfaction of employees of sweet sensation outlets in Lagos State.

Ho2: Occupational stress does not significantly affect psychological wellbeing of employees of sweet sensation outlets in Lagos State.

Ho3: Gender does not significantly affect job satisfaction of employees of sweet sensation outlets in Lagos State.

Ho4: Socio-demographic variables does not influence job satisfaction of employees of Sweet Sensation outlets in Lagos State.

3.0. Methodology

Research Design

This study uses the ex-post facto research design, because the researcher was interested in determining the effect of the independent variable (occupational stress and psychological well-being) on the dependent variables (job satisfaction) without manipulating the independent variable.

Data collection Procedure

The researcher sought permission to proceed with the study following an explanation of the study goal and informed consent, described the purpose of data collection using the questionnaire, and sampled the individuals using purposive sampling. In situations where the researcher obtained information from potential participants who voluntarily expressed interest in participating in the study, it is obvious that the issue of informed consent was respected.

Measurement

Socio-demographic variables

The study assessed socio-demographic characteristics such as age, sex, education level, marital status and years of work experience.

Job satisfaction

To assess job satisfaction, participants completed the Minnesota Job Satisfaction Questionnaire Revised Short Version (MJSQ-RSV; Weiss et al., 1967), which consists of 20 items, 12 of which measure intrinsic satisfaction (e.g., content-related job satisfaction) and 8 of which measure extrinsic satisfaction (e.g., satisfaction with job rewards, promotions, and leadership style), each rated on a 5-point Likert scale (1 = strongly unsatisfied, 5 = strongly satisfied). The scale has demonstrated good reliability and validity in the Chinese population (Yan L. & Jing-Xiang, 2013; Cronbach's $\alpha = 0.95$).

Occupational Stress

The Occupational Stress Scale (Chen, 2009) has 38 items in seven dimensions: Organizational Management (8 items), Occupational Interests (8 items), Workload (6 items), Career Development (7 items), Interpersonal Relationships (3 items), External Environment (3 items), and Doctor-Patient Relations (3 items). Participants indicate the degree to which they agree with each item on

The Effect of Occupational Stress and Psychological Well-Being on Job Satisfaction

a scale from Strongly Disagree (1) to Strongly Agree (4), with higher scores indicating higher levels of stress. Cronbach's α was 0.90 in this study.

Psychological well-being

Psychological well-being was assessed using the 12-item General Health Questionnaire-12 (GHQ-12; Goldberg and Williams 1991) that measures anxiety, depression, social dysfunction, and loss of confidence. The GHQ-12 is a 12-item scale with five response options that range from "Strongly disagree" (1) to "Strongly agree" (5), and has shown high internal consistency in occupational health research.

4.0. Data presentation, analysis and discussion of findings.

This section presents the results of the data analysis on the Effect of Occupational Stress and Psychological Well Being on Job Satisfaction among Employees of Sweet Sensation outlets in Lagos State. Nigeria. Four hypotheses were tested using inferential statistics and the results are presented as follow:

Hypothesis one

Hypothesis one stated that occupational stress does not significantly affect job satisfaction of employees of sweet sensation outlets in Lagos State. This hypothesis was tested using t-test for independent samples and the results are presented in Table 4.1.

Table 4.1: Summary of T-Test Showing the influence of Occupational Stress on Job Satisfaction among employees of Sweet Sensation Outlets in Lagos

Occupational Stress	N	\bar{X}	SD	df	t	Sig
Low	185	33.66	4.72			
High	183	29.21	6.19	366	7.763	<.05

Source: Authors' Computation (2025)

Table 4.1 shows that occupational stress had significant influence on job satisfaction among employees in Sweet Sensation Lagos $t(366) = 7.763$, $p < .05$. The finding from this study suggests that employees who are highly stressed in the occupation reported low job satisfaction ($\bar{X} = 29.21$) compared to those staff who reported low level of occupational stress ($\bar{X} = 33.66$). The result implies that, high occupational stress will reduce employees job satisfaction which can negatively affect employee performance. Hence, the hypothesis is accepted in this study.

Hypothesis two

Hypothesis two stated that Occupational stress does not significantly affect psychological wellbeing of employees of sweet sensation outlets in Lagos State. This hypothesis was tested using t-test for independent samples and the results are presented in Table 4.2

Table 4.2: Summary of T-Test Showing the influence of psychological wellbeing on Job Satisfaction among Employees of Sweet Sensation Outlets in Lagos

Psychological wellbeing	N	\bar{X}	SD	df	t	Sig
High	179	31.67	6.24			
Low	189	31.25	5.63	366	.673	>.05

Source: Authors' Computation (2025)

Table 4.2 shows that psychological wellbeing had no significant influence on job satisfaction among employees in Sweet Sensation Lagos $t (366) = .673$, $p > .05$. The finding from this study reveals that there is no significant difference in job satisfaction due to differences in psychological wellbeing of employees in Sweet Sensation Outlets at Lagos; high psychological wellbeing ($\bar{X} = 31.67$) compared to those employees who reported low level of wellbeing ($\bar{X} = 31.25$). The result implies that the hypothesis is rejected in this study.

Hypothesis three

Hypothesis three stated that Gender does not significantly affect job satisfaction of employees of sweet sensation outlets in Lagos State. This hypothesis was tested using t-test for independent samples and the results are presented in Table 4.3.

Table 4.3: Summary of T-Test Showing the influence of Gender on Job Satisfaction among Employees of Sweet Sensation Outlets in Lagos

Gender	N	\bar{X}	SD	df	T	Sig
Male	201	31.07	5.95			
Female	167	31.92	5.89	366	-1.374	>.05

Source: Authors' computation (2025)

Table 4.4 indicates that gender had no significant influence on job satisfaction among Employees of Sweet Sensation Outlets in Lagos $t (366) = -1.374$, $p > .05$. The finding from the results revealed that there is no significant gender difference in job satisfaction in this study. The results did not confirm the stated hypothesis and it is rejected in this study.

Hypothesis four

This stated that Socio-demographic variables does not influence job satisfaction of employees of Sweet Sensation outlets in Lagos State. The results are presented in Table 4.4.

Table 4.4: Multiple Regressions Showing the Influence of Socio-Demographic Factors On Job Satisfaction among employees of Sweet Sensation Outlets in Lagos

Predictors	β	t-value	Sig	R	R^2	F	P
Age	-.033	-.653	.514				
Education	.202	3.955	.000	.223	.050	6.352	<.01
Marital status	-.100	-1.952	.052				

Source: Authors' Computation (2025) DV: Job Satisfaction

As shown in Table 4.3, socio-demographic factors (age, educational qualification and marital status jointly predicted job satisfaction $\{R=.223, R^2 = .050, F (3,364) = 6.352; p <.01\}$. This result implies that demographic variables jointly accounted for 5% variance in job satisfaction among employees of Sweet Sensation in Lagos. Further, the results showed that only highest educational qualification $\{\beta=.202; 3.955; p <.05\}$ had significant independent influence on job satisfaction. Therefore, the hypothesis is largely supported and it is accepted in this study.

4.2. Discussion of findings

The first hypothesis proposed that employees experiencing high levels of occupational stress would report lower job satisfaction compared to their counterparts with lower occupational stress. The hypothesis was tested using an independent samples t-test, and the results confirmed a statistically significant difference between the two groups. Employees with low occupational stress reported significantly higher job satisfaction than those with high occupational stress. This finding supports existing literature suggesting that occupational stress negatively impacts job satisfaction by reducing motivation, lowering morale, and increasing burnout. Thus, Hypothesis One is accepted, indicating that high occupational stress is detrimental to employee job satisfaction.

Hypothesis Two stated that employees with high levels of psychological well-being would report higher job satisfaction than those with low psychological well-being. Contrary to expectations, the t-test results showed no statistically significant difference, between employees with high psychological well-being and those with low psychological well-being. This suggests that in the context of Sweet Sensation outlets in Lagos, psychological well-being does not significantly influence job satisfaction. The result may be attributed to organizational or environmental factors

that mediate or override the influence of personal psychological states. Hence, Hypothesis Two is rejected.

This hypothesis examined gender differences in job satisfaction, expecting that male employees would report significantly higher job satisfaction than female employees. However, the results indicated no significant difference between the two groups. Interestingly, the mean job satisfaction for females was slightly higher than for males, though not statistically significant. This finding contradicts some previous studies but aligns with recent research suggesting that gender may no longer be a decisive factor in job satisfaction in many contemporary workplace settings. As a result, Hypothesis Three is rejected.

The final hypothesis stated that age, educational qualification, and marital status would jointly and independently predict job satisfaction. Findings of this study showed that these socio-demographic variables jointly predicted job satisfaction, accounting for 5% of the variance. Among the predictors, only educational qualification showed a significant independent effect on job satisfaction, indicating that higher educational attainment is associated with greater job satisfaction. Age and marital status did not significantly predict job satisfaction independently. This partially supports the hypothesis and emphasizes the role of education in shaping workplace attitudes and expectations. Thus, Hypothesis Four is largely accepted.

5.0. Conclusion

The study examined the impact of work-related stress, psychological well-being, gender and socio-demographic variables on the satisfaction of the employees of the Sweet Sensation outlets in Lagos. The findings provide valuable insights into factors contributing to or inhibiting employee satisfaction in the fast-food industry. First, the study confirmed that high work-related stress significantly reduces employee satisfaction. This supports the existing literature and highlights the importance of managing stress in the workplace in order to improve morale, motivation and overall performance. Second, it was found that psychological well-being had no significant impact on job satisfaction. This unexpected result suggests that organisational or situational factors may play a more important role in the determination of satisfaction levels than individual emotional states. Thirdly, gender differences in job satisfaction were found to be statistically insignificant, which suggests that male and female employees at Sweet Sensation outlets have similar job satisfaction levels. This reflects a possible shift towards more equal working conditions for women and men.

The Effect of Occupational Stress and Psychological Well-Being on Job Satisfaction

Finally, socio-demographic factors - age, educational attainment and marital status - predicted job satisfaction, although only a modest 5 percent of the difference. Among these, only education attainment had a significant independent effect, suggesting that higher levels of education are associated with higher job satisfaction. Overall, the research highlights the negative impact of work-related stress and the positive role of education on job satisfaction, while also showing that gender and race can have a limited impact in the organisational context studied.

5.1. Recommendations

Given the significant negative impact of occupational stress on job satisfaction, management at Sweet Sensation outlets should prioritize the development and implementation of stress reduction strategies. This may include:

- (i) Regular stress management workshops
- (ii) Improved workload distribution
- (iii) Clear communication of job expectations
- (iv) Access to mental health support services. By reducing occupational stress, organizations can enhance job satisfaction, improve employee morale, and potentially increase overall productivity and retention.

Additionally, management should not disregard employee well-being; instead, it should be integrated into broader wellness initiatives that consider both individual and systemic influences on job satisfaction.

The absence of significant gender differences in job satisfaction indicates that male and female employees may experience the work environment similarly at Sweet Sensation. This is encouraging and should be sustained through gender-sensitive policies, equitable career development opportunities, and ongoing monitoring to prevent unconscious bias. Organizations should also maintain flexible work policies that support both men and women.

Educational qualification was the only demographic variable found to have a significant independent impact on job satisfaction. This highlights the importance of continuous learning and professional development opportunities in the workplace. Employers should:

- Provide access to training programs
- Offer tuition reimbursement or educational incentives

- Encourage career advancement pathways

Such investments not only enhance employee satisfaction but also improve skill levels and organizational performance.

References

Adriaenssens, J., De Gucht, V., & Maes, S. (2011). The impact of traumatic events on emergency room nurses: Findings from a questionnaire survey. *International Journal of Nursing Studies*, 48(11), 1361–1368. <https://doi.org/10.1016/j.ijnurstu.2011.05.010>

Anbazhagan, S., & Selvan, M. (2022). Occupational stress and its effect on employee performance: An analytical review. *International Journal of Management Research and Social Science*, 9(1), 45–52.

Bakker, A. B., & de Vries, J. D. (2021). Job demands–resources theory and self–regulation: New explanations and remedies for job burnout. *Anxiety, Stress, & Coping*, 34(1), 1–21. <https://doi.org/10.1080/10615806.2020.1797695>

Brun, E. (2007). *Work-related stress*. European Agency for Safety and Health at Work.

Chen, J. (2009). *Occupational stress scale*. [Instrument development reference].

Diakos, T., Pitsillidou, M., & Papageorgiou, K. (2022). The impact of job satisfaction on the psychological well-being of healthcare professionals. *Journal of Occupational Health Psychology*, 27(3), 238–250.

Fisher, E. (2011). Happiness at work: What it is and why it matters. *Journal of Workplace Behavioral Health*, 26(1), 21–33.

Frone, M. R. (2006). Prevalence and distribution of alcohol use and impairment in the workplace: A U.S. national survey. *Journal of Studies on Alcohol*, 67(1), 147–156.

Gaddam, R. P., & Perwez, S. K. (2023). Organizational support and employee well-being: Mindfulness as a moderator. *Employee Relations*, 45(2), 334–350.

Goetzel, R. Z., & Roemer, E. C. (2018). Workplace health promotion: What is the return on investment? *Journal of Occupational and Environmental Medicine*, 60(3), 182–189.

Goldberg, D., & Williams, P. (1991). *A user's guide to the General Health Questionnaire*. NFER-Nelson.

Gutshall, C. L., Hampton, D. C., Sebold, L., Wessel, K. L., & Pollack, A. (2017). The impact of stress and coping strategies on nursing students' academic performance. *Journal of Nursing Education and Practice*, 7(3), 57–64.

Herawati, H., Setyadi, D., Michael, M., & Hidayati, T. (2023). The effect of psychological well-being and job satisfaction on employee performance. *Journal of Applied Management*, 21(1), 1–12.

Hitesh, M., & Ahmed, L. Z. (2021). Framework of psychological well-being in organizations: A conceptual study. *International Journal of Research in Business and Social Science*, 10(2), 150–158.

Khade, A., Ukey, P., & Mishra, S. (2022). Occupational stress and emotional distress among employees. *Journal of Health and Wellbeing*, 13(3), 253–260.

The Effect of Occupational Stress and Psychological Well-Being on Job Satisfaction

Kessler, S. R., & Lucianetti, L. (2020). Job satisfaction and performance: The moderating role of goal orientation. *Journal of Business Research*, 120, 1–10.

Kong, L., Liu, Y., & Wang, Y. (2020). Occupational stress and job satisfaction among workers in the service sector. *Journal of Occupational Health Psychology*, 25(1), 98–105.

Lai, Y., Saridakis, G., & Blackburn, R. (2015). Job stress and satisfaction in SMEs: The role of organizational support and culture. *International Small Business Journal*, 33(4), 394–415.

Lesage, F. X., & Berjot, S. (2011). Validity of occupational stress assessment using a visual analogue scale. *Occupational Medicine*, 61(6), 434–436.

Mayer, C. H., & Oosthuizen, R. M. (2021). Managing stress and promoting well-being in the workplace. *Journal of Psychology in Africa*, 31(4), 310–320.

Metlaine, A., Sauvet, F., Gomez-Merino, D., et al. (2005). Stress, sleep and job satisfaction. *Sleep Medicine Reviews*, 9(2), 111–119.

Mishra, H., & Venkatesan, M. (2023). Workplace happiness and psychological well-being: The evolving paradigm. *Indian Journal of Industrial Relations*, 58(3), 413–430.

Mohan, H., & Lone, S. A. (2021). A comprehensive framework on psychological well-being in contemporary workspaces. *Journal of Human Values*, 27(1), 36–50.

Rožman, M., Treven, S., & Čančer, V. (2019). Occupational stress impact on job satisfaction among teachers. *International Journal of Educational Management*, 33(1), 30–44.

Sanjaya, M., & Indrawati, L. (2023). Linking job satisfaction with job performance. *Journal of Contemporary Management*, 9(1), 77–89.

Savchenko, O. V., & Lavrynenko, D. G. (2022). Psychological well-being and organizational sustainability. *Journal of Psychological Research*, 45(4), 564–578.

Scanlan, J. N., & Still, M. (2019). The JD-R model and occupational well-being: A systematic review. *Journal of Vocational Behavior*, 110(C), 236–250.

Schaufeli, W. B., & Salanova, M. (2014). Burnout, engagement, and workaholism: Comparing three constructs. *Journal of Managerial Psychology*, 29(1), 3–21.

Siu, O. L., Cooper, C. L., & Phillips, D. R. (2020). Occupational stress and well-being in Chinese societies. *Occupational Medicine*, 70(5), 310–320.

Stansfeld, S., & Candy, B. (2006). Psychological work environment and mental health: A meta-analytic review. *Scandinavian Journal of Work, Environment & Health*, 32(6), 443–462.

Valaei, N., & Rezaei, S. (2016). Job satisfaction and organizational performance: A study of employees in Malaysia. *Employee Relations*, 38(4), 578–595.

Wang, J., Liu, L., & Wang, L. (2017). The mediating role of work-family conflict and burnout in the relationship between job demands and job satisfaction among Chinese nurses. *International Journal of Nursing Studies*, 61, 82–89.

Weiss, D. J., Dawis, R. V., England, G. W. (1967). *Manual for the Minnesota Satisfaction Questionnaire*. University of Minnesota, Industrial Relations Center.

Wilkes, L., Doull, M., & Ng Chok, H. (2017). Enjoyment in work and job satisfaction among nurses. *Journal of Nursing Management*, 25(7), 538–547.

Governance and Management Review (GMR)

Vol. 9, No. 1

Yan, L., & Jing-Xiang, M. A. (2013). Reliability and validity of the revised short version of the Minnesota Job Satisfaction Questionnaire. *Chinese Journal of Behavioral Medicine and Brain Science*, 22(6), 503–506.

Yao, H., Wang, P., et al. (2021). Occupational stress and job satisfaction: A systematic review. *Frontiers in Psychology*, 12, 644456. <https://doi.org/10.3389/fpsyg.2021.644456>

Yu, X., Liu, C., Wang, L., & Zhang, Y. (2020). Job satisfaction among frontline healthcare workers during health crises. *BMC Health Services Research*, 20, 812.

Yusnita, N., Melyiatama, M., & Irawan, T. T. (2023). Job satisfaction as a predictor of performance. *Asian Journal of Business Research*, 13(2), 144–160.