

Influence of Psychological Demands on Job Satisfaction among the Employees of the National Hospital Insurance Fund in Kenya

Mureithi Reginah Wanjira¹; Dr. Lucy Njiru²

¹Tangaza University College

²Catholic University of Eastern Africa

Main author email: regmureithi@gmail.com

ABSTRACT:

The purpose of this study was to assess the influence of psychosocial demands factors on job satisfaction among employees at the National Hospital Insurance Fund (NHIF) in Kenya. Psychological demands refer to job aspects that are physical, social, or organizational that required for physical and psychological effort to be sustained. A descriptive research design was adopted and all the 1918 employees at NHIF were targeted for this study. A stratified random sampling technique was used to obtain 330 respondents from the study population. To collect primary data on psychological demand, the study used the demand-control-support questionnaire while job satisfaction was measured using the Warr-Cook-Wall questionnaire. While 330 questionnaires were distributed, only 301 questionnaires were duly filled and returned. Descriptive and inferential statistics encapsulated the data analysis and the results were presented in the form of tables. Analysis of the data was done through the use of SPSS version 24. The findings of the study showed that psychological demand had a statistically significant influence on job satisfaction at NHIF Kenya ($p < 0.05$). The study recommends the need to reduce psychological demands at NHIF Kenya as well as ensure that the reduction of conflicting demands at the place of work. For future researchers, the study recommends that a similar study be conducted in other public sector organizations in Kenya. The results of this study add to the body of knowledge on psychological demand and job satisfaction.

Key Terms: Psychological demands, psychosocial risk factors, job satisfaction, influence, employees

How to cite this article in APA (6th Edition)

Wanjira, M. R. & Njiru, L. (2020). Influence of Psychological Demands on Job Satisfaction among the Employees of the National Hospital Insurance Fund in Kenya. *Editon Cons. J. Psychol. Guid. Couns.* 2(1), 149-158.

Introduction

Psychosocial risk factors point to work aspects in organizations that are designed and constructed by human beings; and have the potential to cause physical or psychological harm (Shimazu, Nordin, Dollard, & Oakman, 2016). The International Labor Association views psychosocial risk as an interaction that involves work content, work organization and management, conditions in organizations and environment, and the skills and needs of the workers (Fernandes & Pereira, 2016). These social interactions have different psychological and physiological impacts on the employees' health as they experience the effects in different ways.

According to Shimazu et al. (2016), the Seoul Declaration on Safety and Health at work indicates that it is a fundamental human right to have access to safe and healthy workplaces. To ensure that this fundamental human right is upheld, essential consideration has to be made on risk factors present in the workplace. These factors affect the organization and management of work which involves aspects of work that are social and relational. These social and relational aspects affect the employees psychologically and emotionally. Employees are the most vital asset for an organization to achieve its goals. Their performance is directly dependent on their economic, political and social well-being. In the modern society, employees are faced with issues such as terror attacks, social, economic and political challenges that would create an imbalance in their profession and their physical and psychological wellbeing (Burke, & Richardsen, 2014). Organizations, therefore, have to understand the dynamics of employees, their work and environment and the interaction of this triad in affecting the outputs of the employees, their psychological wellbeing and the organizational wellbeing.

Over the years, psychosocial risk factors have been seen to affect employees engaged in more labor -intensive activities such as construction. This is because many studies have focused on the physiological concerns of the employees neglecting the psychological, emotional and mental wellbeing. According to Kisilu (2018), the thinking of many academic scholars is always focused on psychosocial risk factors resulting in physical health issues such as musculoskeletal disorders which result from labor-intensive activities conducted in the organization. This thinking leads to a gap in which focus is only on the physical aspects of psychosocial risk factors leaving a gap of knowledge on the psychological, emotional and social aspects of the employees.

Moreover, employees in the civil service are among the least interviewed on psychosocial risk factors. Review on psychosocial risk factors by Fernandes and Pereira (2016) indicate that of the working population in the literature, 33 per cent of the respondents were from the healthcare system and 48% were from the construction sector. The civil servants were quite limited. It is therefore quite evident that little attention is focused on psychological demands among employees in public organizations. Therefore, there is a disconnect from limited empirical studies conducted focusing on the public service sector. To fill in this gap, this study sought to understand the influence of psychological demands on job satisfaction focusing on the National Hospital Insurance Fund (NHIF) which is in the public service sector.

Changing work environments lead to changes in the understanding of health and safety measures as well as aspects of the performance of work. Different organizations, whether in the public or private spheres, exist for a reason. The organizations are made up of different individuals from diverse backgrounds seeking to

solve a common problem. Interrelations of individuals are most likely to lead to several work-related stresses (Whitfield, & Cachia, 2015). The work environment, on a global platform, has increased the demands on workers due to the aforementioned reasons, coupled with the economic and market crises. There are increased levels of pressure and stress among employees. Whitfield and Cachia insist that even though some stresses in the workplace are good and lead to increased performance, some have negative results such as lack of motivation and even burnout; which adversely affect the emotional, mental and psychological wellbeing of the employees which ultimately affects the performance of the organization.

Psychological demands refer to job aspects that are physical, social, or organizational that required physical and psychological effort to be sustained. A study by Sutherland (2014) on Trends and interrelations in the workplace in Britain suggests that psychological demands refer to the employment conditions related to how hard an employee works. In other words, psychological demand is all about work intensity. High and excessive psychological demands can strain the employee in such a way that they are unable to perform their work well. This leads to dissatisfaction in their performance and productivity. Research on psychological demands suggests that high psychological demands on employees lead to strain in the workplace. This leads to a lack of confidence in their functioning in terms of abilities and skills ((Burke, & Richardsen, 2014). This current research also negates the fact that work under-load can also have the same effect on abilities and skills. Work overload has an association with employee dissatisfaction.

This study was founded on the psychological demands-control-support (DCS) model which was first formulated by Karasek and Thoerell (1990) provides three main dimensions; demands, control and support. The model

postulates that demanding work needs control over processes in the working environment as well as support in the workplace to attain wellbeing of employees which is related to employee job satisfaction and ultimately, performance. The interaction between psychological demands, control and support helps in understanding strains that an employee undergoes that they cannot attain satisfaction in their work. The model views psychological demands as psychological stressors which are part of the process of accomplishing workload which involves the performance of the unexpected task. When this occurs, the employee tends to strain to attain what they were supposed to attain. In comparison to psychological demands, job control provides an opportunity to the employees to use the specific skills that they have to accomplish tasks and use their autonomy to make decisions on how to perform the tasks at hand (Fila, 2016). Subsequently, Fila, notes that this model has been criticized for focusing on cardiovascular diseases and work strain which leaves other aspects of job characteristics such as satisfaction in the background. Furthermore, Fila recommend that future studies should focus on other occupations that empirical researches neglect such as the public service sector. This current study sought to bring job satisfaction to the limelight and focuses on the influence of psychological demands on job satisfaction.

Methodology

This study used a descriptive research design to describe the study phenomenon and provide a clear answer to who, what, why, when and where of the research problem. This design was deemed appropriate for this study because there has been limited literature regarding the Kenyan context as explained earlier. The descriptive research design provided room for observational data derived from the study respondents who for instance may reach out with genuine concerns on issues affecting their level of satisfaction as well as dissatisfaction with their work and in their personal lives.

The study was conducted at the National Hospital Insurance Fund (NHIF) which is a government institution established in 1966 by an Act of parliament and given the mandate of providing medical cover to its members. Currently, the organization is a state parastatal governed by the NHIF ACT (1998). Its mandate is the provision of medical insurance both inpatient and outpatient cover to its members, their spouses and their children under the age of 18 years. The fund has 97 branches including satellite offices in the country (Moraa, & Datche, 2019).

In this study, all the 1918 employees working at the National Hospital Insurance Fund were the target population. A sample size of 330 respondents was used and a stratified random sampling indicated the management, operation and support staff strata of the study. The researcher developed a socio-demographic questionnaire to capture the background information of the respondents. The demand-control-support questionnaire by Karasek and Theorell was used to gather information on psychological demands. The questionnaire has 17 items and a five-point Likert scale, through which the respondents reported their levels of agreement or disagreement focusing on questions on psychological demands. The questionnaire has been validated in several languages such as Swedish, German, Finnish and English (Mauss, et al., 2018). In this study, the researcher could not establish the use of the DCS questionnaire in researches in Kenya. Therefore, construct validity was used to ensure that the instrument captures the concepts as theorized. Construct validity was observed by having the instrument reviewed through expert opinions.

Job satisfaction which is the dependent variable was measured through the use of the Warr-Cook-Wall (WCW) job satisfaction questionnaire scale. The instrument was developed in 1979 by Warr, Cook and Wall and was chosen for this study as it is used in association with the

psychological wellbeing of individuals (Goetz, et al., 2013). The WCW questionnaire has been validated in different countries such as the United Kingdom, Europe, Australia, Asia and the United State of America. In Kenya, the WCW was validated by Goetz et al. (2013) who used it in a study on healthcare staff in Kenya. This current study also sought to validate the instrument using construct validity. The research instrument used simple language for the statements therein used to ensure that the respondents fully understood the content.

Both the DCS and WCW questionnaires have been established as reliable in previous studies conducted (Goetz, et al., 2013; Mauss, et al., 2018). In the context of the present study, internal consistency reliability was tested through a pretest which was conducted at NHIF Nyeri Central Region from which 10 randomly selected employees were used. The choice of Central Region was to ensure that there was no contamination of the responses and data provided that may be as a result of using the respondents from the other branches even though they may not have participated in the final actual study. To this end, Cronbach's Alpha was used to independently measure a similar concept and the answers were correlated with one another. This was established through the use of the Cronbach's alpha coefficient which was achieved when the researcher entered some of the items on the answered questionnaires from the pilot study in the Statistical Package for Social Scientists (SPSS) computer software. The overall Cronbach Alpha Coefficient value for this study was 0.769. When a Cronbach's alpha value is equal to or greater than 0.5, it is an indication of the reliability of the questionnaire (Quinlan et al., 2019). Therefore, the questionnaire was deemed reliable.

On data analysis, the data collected was first screened through to ensure that the questionnaires were duly filled according to the instructions provided. This helped in minimizing any outliers and removal of questionnaires that

were not properly answered. Descriptive and inferential analyses were conducted using the Statistical Package for Social Sciences (SPSS) Version 24. Descriptive statistics were analysed in the form of percentages and frequencies. Inferential Statistics were in the form of a Pearson Correlation Coefficient and Chi-Square tests to determine the relationship between the dependent (job satisfaction) and the independent variable (psychological demands).

Results

The researcher gave out 330 questionnaires and 301 questionnaires were returned duly filled giving a response rate of 91.2 per cent. The socio-demographic information of the respondents was collected through the use of a socio-demographic questionnaire which presented the gender of the respondents, years in the organization, the highest level of education and the level that the respondents work in the organization.

Gender of Respondents

The gender distribution was tabulated and the findings were indicated in Table 1

Table 1: Gender distribution of Respondents

Gender	Frequency	Percent
Male	159	52.8
Female	142	47.2
Total	301	100.0

As indicated in Table 1, 52.8 per cent of the respondents were males while 47.2 per cent were female. The number of years that the respondents had worked in the organization was also tabulated and the findings recorded in Table 2.

Table 2: Years worked in the Organization

Number of Years	Frequency	Per cent
3 years and Below	38	12.6
4-7 Years	104	34.6
8-11 Years	43	14.3

12 Years and Above	116	38.5
Total	301	100.0

The results on Table 2 show that 38.5 per cent of the respondents had worked in the organization for 12 years or more, 34.6 per cent had worked in the organization for 4-7 years, 14.3 per cent had worked in the organization for 8-11 years, and 12.6 per cent of the respondents had worked in the organization for 3 years or below.

Table 3: Highest Level of Education Attained

Level of Education	Frequency	Per cent
College Diploma	142	47.2
Undergraduate Degree	139	46.2
Master's Degree	19	6.3
PhD	1	0.3
Total	301	100.0

As recorded in Table 3, 47.2 per cent of the respondents had attained college certificates, 46.2 per cent had attained undergraduate degrees, and 6.3 per cent had attained a Master's degree, while 0.3 per cent of the respondents had a PhD.

Table 4: Management Level

Management Level	Frequency	Per cent
Management Staff	24	8.0
Operational Staff	236	78.4
Support Staff	41	13.6
Total	301	100.0

As indicated in Table 4, the majority of the respondents (78.4 per cent) were operational staff, 13.6 per cent of the staff were support staff, while 8.0 per cent of the respondents were management staff.

Psychological Demands

To measure the psychological demands, a demand-control-support questionnaire as designed by Karasek and Theorell (1990) was used.

Table 5: Psychological Demands

Psychological Demands	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
My job requires me to work very fast	10.3%	12.3%	18.6%	19.3%	39.5%	100%
The work I do is quite intense	11.6%	2.3%	24.3%	38.5%	23.3%	100%
The work I do requires a lot of effort	6.6%	12.0%	20.6%	24.9%	35.9%	100%
I have sufficient time to perform all my work tasks	5.0%	10.6%	27.2%	40.5%	16.6%	100%
There are conflicting demands that often occur in my work	9.6%	5.6%	35.5%	34.6%	14.6%	100%

As indicated in Table 5, the majority of the respondents (39.5 per cent) strongly agreed that their jobs required them to work fast and only 10.3 per cent strongly disagreed. Additionally, 38.5 per cent of the respondents agreed that their work was quite intense and only 2.3 per cent disagreed with the statement. On whether their work required a lot of effort, 35.9 per cent strongly agreed while 6.6 per cent strongly disagreed with the statement. Also, majority of the respondents (40.5 per cent) agreed that they had sufficient time to perform all their work tasks and only 5.0 per cent strongly disagreed. On whether there are conflicting demands that often occur in their work, the majority of the respondents (35.5 per cent) were neutral while 5.6 per cent disagreed on this statement.

The researcher thereafter sought to understand the degree of psychological demands on the employees at NHIF Kenya. Through a dummy variable created by adding the items under psychological demand in the questionnaire, the degree of psychological demands was analysed and the

results are recorded in Table 6. The degree of psychological demand was determined as either low, moderate or high.

Table 6: Degree of Psychological Demand

Degree of Psychological Demand	Frequency	Percent
Low	56	18.6
Moderate	78	25.9
High	167	55.5
Total	301	100.0

As indicated in Table 6, there is a high degree of psychological demand (55.5 per cent) at the National Hospital Insurance Fund.

Job Satisfaction

The dependent variable for this study was job satisfaction which was measured using the Warr-Cook-Wall (WCW) Job Satisfaction Questionnaire Scale. The results were recorded in Table 7.

Table 7: Job Satisfaction

Job Satisfaction	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Total
Freedom to choose my own method of working	13.0%	17.9%	14.3%	19.9%	34.9%	100%
The amount of variety in my work	7.3%	29.6%	14.3%	37.2%	11.6%	100%
The physical working conditions	13.0%	9.6%	24.3%	38.5%	14.6%	100%
The opportunities provided to use my abilities	10.3%	20.6%	10.0%	45.5%	13.6%	100%
My colleagues and fellow workers	3.3%	10.3%	16.9%	57.5%	12.0%	100%
The recognition I get for good work	15.0%	12.0%	21.3%	31.2%	20.6%	100%
The hours I work in the organization	1.3%	10.3%	27.2%	39.9%	21.3%	100%
My remuneration	25.2%	7.6%	23.3%	29.9%	14.0%	100%
The amount of responsibility that I am given at work	6.6%	13.3%	30.2%	37.2%	12.6%	100%
How do you feel about your work?	15.3%	8.6%	30.2%	37.5%	8.3%	100%

As shown in Table 7, 34.9 per cent of the respondents indicated that they were satisfied the freedom to choose their own method of working while 13.0 per cent were very dissatisfied. The respondents, 37.2 per cent, indicated that they satisfied with the variety in their work while 7.3 per cent were very dissatisfied. There was also an indication of satisfaction by 38.5 per cent of the respondents on the physical working conditions while 13.0 per cent of the respondents indicated that they were very dissatisfied with the physical working conditions. Most of the respondents (45.5 per cent) indicated that they were satisfied with the opportunities which are provided to use their abilities while 10.0 per cent of the respondents were neutral on the opportunities provided.

The results also indicated that 57.7 per cent of the respondents were satisfied with their colleagues and their fellow workers and only 3.3 per cent of the respondents were very dissatisfied with their colleagues and fellow workers. The respondents were asked on satisfaction on the recognition they get for good work, 31.2 per cent were

satisfied with the recognition while 12.0 per cent were dissatisfied. There was a 39.9 per cent indication that the respondents were satisfied with the hours that they work in the organization while 1.3 per cent were very dissatisfied.

On their remuneration, 14.0 per cent of the respondents were very satisfied with the remuneration, 29.9 per cent were satisfied, 23.3 per cent were neutral, and 7.6 per cent were dissatisfied while 25.2 per cent were very dissatisfied with their remuneration. On their responsibility at work, majority of the respondents (37.2 per cent) were satisfied with the amount of responsibility that they are given at work while 6.6 per cent were very dissatisfied. Finally, the results show that 37.5 per cent of the respondents were satisfied with their work while 8.6 per cent were dissatisfied.

The researcher wanted to find out the level of job satisfaction. Therefore, a dummy variable based on the items under job satisfaction was created and categorized

as low, moderate and high satisfaction. The results are shown in Table 8.

Table 8: Level of Job Satisfaction

Level of Job Satisfaction		Frequency	Percent
	Low	92	30.6
	Moderate	107	35.5
	High	102	33.9
Total		301	100.0

As indicated in Table 8, there is 30.6 per cent low job satisfaction, 35.5 per cent moderate job satisfaction, and 33.9 per cent high job satisfaction. Under this variable of job satisfaction, the levels of job satisfaction do not vary a lot in their percentages.

Table 9: Correlation between Psychological Demands and Job Satisfaction

		Job satisfaction1	Psychological demand1
Job satisfaction1	Pearson Correlation	1	.241**
	Sig. (2-tailed)		.000
	N	301	301

** . Correlation is significant at the 0.01 level (2-tailed).

The findings in Table 9 show that psychological demands had a Pearson correlation value of 0.257 and a significance value of 0.000.

Table 10: Influence of Psychological Demands on Job Satisfaction

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	39.111 ^a	4	.000
Likelihood Ratio	42.153	4	.000
Linear-by-Linear Association	17.469	1	.000
N of Valid Cases	301		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 17.12.

The findings in Table 10 show that there is a statistically significant association between psychological job demands and job satisfaction ($p < 0.05$).

Discussion

The purpose of this study was to assess the influence of psychological demands on job satisfaction among the employees at the National Hospital Insurance Fund (NHIF) in Kenya. The researcher gave out 330 questionnaires but 301 questionnaires were duly filled and returned providing a response rate of 91.5 per cent. The response rate was satisfactory to make generalizations based on the findings of the study.

On the socio-demographic information of the respondents, the study found out that 52.8 per cent of the respondents were males while 47.2 per cent were female. The low gender disparity was an indication that the responses that were provided considered the male and female perspectives; thereby providing a balance in the points of view based on the gender of the respondents. The study also found out that over 60 per cent of the respondents had worked in the organization for over ten years. This was an indication that the respondents were conversant with the operations of the organization and as such the responses that they provided were from a point of knowledge. Additionally, all the respondents had attained some degree of post-secondary education. This was

advantageous for the study as it was an indication that the respondents were literate and also able to answer the questionnaires accordingly. The study also found out that 78.4 per cent of the respondents were the operational staff. This was important as it showed that most of the respondents were at the operational level and they have the most interaction with work activities in the organization.

On psychological demands, the study found out that there were high levels of psychological demands on the respondents. On the level of job satisfaction, the results indicate that there is a moderate level of job satisfaction. These results are not in line with the results by Guglielmi et al. (2016) who found out that there was high satisfaction among the participants of the study. The high levels of satisfaction increased employee engagement. High satisfaction levels allowed the employees to be able to cope with the demanding job. The psychological demands had a Pearson correlation value of 0.257 and a significance value of 0.000. These findings show that there is a positive relationship between psychological demands and job satisfaction at the National Hospital Insurance Fund (NHIF) in Kenya since the significance level is less than 0.05. The findings also indicated that there is a statistically significant relationship between psychological demands and job satisfaction ($p < 0.05$). These results are in tandem with the findings by Pujol-Cols & Lazzaro-Salazar (2018) who found out that a positive relationship exists between job satisfaction and psychological demands. Also, Finne, Christensen and Knardahl (2016) psychological and mental wellbeing of an employee determine their job performance and job satisfaction. Psychological and social work factors affect the mental states of the employees in both positive and negative ways.

Nonetheless, the employees have to be clear on their role in the organization. Role ambiguity has a negative impact on job satisfaction. Based on their study, Burr, Albertsen,

Rugulies and Hannerz (2010) allude that role ambiguity can lead to exhaustion in the tasks undertaken. This leads to burnout and ultimately an employee is no longer satisfied with their work and also with the organization. Based on survey data focused on Britain by Sutherland (2014), there is an indication that over time, lowered levels of role ambiguity lead to an increased level of job and professional satisfaction. Having a variety of tasks to be performed can lead to conflicting demands. The psychosocial factors are correlated to emotional and psychological demands. These demands can create development opportunities such as responsibility and at the same time, the demands can create hindrances in growth and achievement such as role ambiguity and insecurities.

Conclusion

This study set out to assess the influence of psychological demands on job satisfaction at NHIF Kenya. The study concludes that the employees are required to work hard and that their work is quite intense as they have to put in a lot of effort. While the employees have sufficient time to perform all their work, there are conflicting demands that often occur in their work. As a result, there are high psychological demands that are placed on the employees in performing their duties. There is a positive correlation between psychological demands and job satisfaction. Psychological demands also have a statistically significant influence on job satisfaction at NHIF Kenya.

Recommendations

This study recommends that NHIF Kenya should seek to reduce the psychological demands that are placed on the individuals. High degrees of psychological demands can act as an impediment to the employees' performance at work. Additionally, conflicting demands that are placed on the employees should also be reduced. This leads to role conflict and the employees may find it difficult in prioritizing which job should be done first as there is

confusion on the work that they are supposed to be | performing.

REFERENCES

- Shimazu, A., Nordin, R. B., Dollard, M., & Oakman, J. (2016). *Psychosocial Factors at Work in the Asia Pacific: From Theory to Practice*. Springer.
- Burr, H., Albertsen, K., Rugulies, R., & Hannerz, H. (2010). Do dimensions from the Copenhagen Psychosocial Questionnaire predict vitality and mental health over and above the job strain and effort—Reward imbalance models? *Scandinavian Journal of Public Health*, 38(3_suppl), 59–68.
- Burke, R. J., & Richardsen, A. M. (2014). *Corporate Wellness Programs: Linking Employee and Organizational Health*. Edward Elgar Publishing.
- Whitfield, M., & Cachia, M. (2015). An employee's perspective of how stress affects performance. *New Vistas*, 3(2), 28–33.
- Fila, M. J. (2016). The Job Demands, Control, Support model: Where are we now? *TKM International Journal for Research in Management*, 1(1), 15–44.
- Sutherland, J. (2014). Job Control, Job Demands and Job Satisfaction in Britain: Trends and Inter-relationships. The University of Sheffield.
- Fernandes, C., & Pereira, A. (2016). Exposure to psychosocial risk factors in the context of work: A systematic review. *Revista de Saude Publica*, 50, 24.
- Goetz, T., Frenzel, A. C., Hall, N. C., & Nett, U. (2013). Types of boredom: An experience sampling approach. *Motivation and Emotion*
- Pujol-Cols, L., & Lazzaro-Salazar, M. (2018). Psychosocial risks and job satisfaction in Argentinian scholars: Exploring the moderating role of work engagement. *Revista de Psicología Del Trabajo y de Las Organizaciones*, 34(3), 145–156.
- Finne, L. B., Christensen, J. O., & Knardahl, S. (2016). Psychological and Social Work Factors as Predictors of Mental Distress and Positive Affect: A Prospective, Multilevel Study. *PLoS ONE*, 11(3). <https://doi.org/10.1371/journal.pone.0152220>
- Karasek, R. A., & Theorell, T. (1990). *Healthy Work: Stress, Productivity, and the Reconstruction of Working Life*. New York: Basic Books.
- Kisilu, P. M. (2018). *Prevalence of Work-Related Musculoskeletal Disorders among Housing Construction Workers in Mombasa County, Kenya* [PhD Thesis]. JKUAT-COHES.
- Moraa, A., & Datche, E. (2019). Effect of performance appraisal on employee performance: A case study of the national health insurance fund. *The Strategic Journal of Business & Change Management*, 6(2), 424–442.
- Mauss, D., Herr, R. M., Theorell, T., Angerer, P., & Li, J. (2018). Validating the Demand Control Support Questionnaire among white-collar employees in Switzerland and the United States. *Journal of Occupational Medicine and Toxicology*, 13(1), 7.
- Quinlan, C., Babin, B., Carr, J., & Griffin, M. (2019). *Business research methods*. South-Western Cengage.