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Work Overload, Job Dependency, Uncertainty Avoidance, and Turnover Intention: Insights from Egyptian Employees

Abstract

Purpose: The study seeks to examine the work overload - turnover intention (TI) relationship among Egyptian employees in public and private sectors. Additionally, it aims to explore the moderating effects of uncertainty avoidance and job dependency (JD) on this relationship.

Study design/methodology/approach: An online survey was carried out to evaluate the hypotheses.

Sample and data: A total of 539 responses using a convenience sample from Egyptian employees working in both public and private sectors were collected through mass emails sent to various employee groups. The collected data were analyzed via Amos software.

Results: The findings demonstrated a significant positive correlation between work overload and turnover intention. In addition to the significant moderation effect of uncertainty avoidance and job dependency in work overload - turnover intention relationship. Lastly, the results highlight a distinction between the public and private sectors regarding the moderating effect of uncertainty avoidance, while no significant difference was found in the moderating role of job dependency.

Originality/value: Findings of this study serve as pivotal yardstick for guiding organization's policy and/ or practices, offering valuable insights to discourage turnover intention levels. The present research extends the discourse on the role of job dependency and uncertainty avoidance in fostering turnover intention. Positioned as one of the initial studies to delve into the moderating role of job dependency and uncertainty avoidance in the relationship between work overload and turnover intention and compare the results between public and private sectors.

Research limitations/implications: This study offers a more comprehensive understanding of work overload, uncertainty avoidance, job dependency, and turnover intention.

Keywords: Work Overload, Uncertainty Avoidance, Job Dependency, Turnover Intention.

JEL classification: M5

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الملخص

دور الاعتمادية الوظيفية وتجنب عدم التأكد في العلاقة بين عبئ العمل الزائد ونية ترك العمل: دراسة ميدانية بالتطبيق على موظفي القطاع العام والخاص بمصر

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هدف الدراسة: تسعى الدراسة إلى معرفة العلاقة بين زيادة عبء العمل ونية ترك العمل بين الموظفين المصريين في القطاعين العام والخاص. وتهدف الدراسة أيضاً إلى استكشاف التأثيرات المعدلة: لتجنب عدم التأكد والاعتمادية الوظيفية في هذه العلاقة. تصميم/ منهجية/ طريقة الدراسة: اعتمدت الدراسة على المدخل الكمي في إجراء الدراسة، وعلى الاستقصاء الإلكتروني لجمع البيانات، والذي أسفر عن تجميع خمسمئة وتسع وثلاثين استجابة. عينة الدراسة وبياناتها: جُمعت البيانات بالاعتماد على عينة ميسرة من الموظفين المصريين العاملين في القطاعين العام والخاص؛ عن طريق رسائل البريد الإلكتروني الجماعية المرسلة إلى مجموعات مختلفة من الموظفين. وقد حُللت البيانات المجمعّة في برنامج (Amos). نتائج الدراسة: أظهرت النتائج وجود ارتباط إيجابي كبير بين زيادة عبء العمل ونية ترك العمل. بالإضافة إلى وجود وساطة تفاعلية معنوية لعملية تجنب عدم التأكد والاعتمادية الوظيفية، في العلاقة بين زيادة عبء العمل ونية ترك العمل. أصالة الدراسة: تعمل نتائج هذه الدراسة معياراً محورياً لتوجيه سياسة المنظمة أو ممارساتها، وتقدم رؤى قيّمة لخفض مستويات نية ترك العمل، وكذلك يوسع البحث الحالي نطاق دراسة دور الاعتمادية الوظيفية وتجنب عدم التأكد، في تعزيز نية ترك العمل. حدود الدراسة وتطبيقاتها: تمثلت الحدود الأكاديمية للدراسة في دراسة كل من الاعتمادية الوظيفية وقيمة تجنب عدم التأكد، وأثر كل ما سبق على العلاقة بين زيادة عبئ العمل ونية ترك العمل في القطاع العام والخاص. الكلمات المفتاحية: زيادة عبء العمل، تجنب عدم التأكد، الاعتمادية الوظيفية، نية ترك العمل.

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Introduction

Employee turnover has recently emerged as a critical issue across various types of organizations, from small to large enterprises, including both for-profit and nonprofit organizations, and at all levels of the managerial hierarchy (Yin-Fah et al., 2010). As a result, turnover has become a primary concern for HR management (Hom et al., 2017) due to the substantial costs associated with training, hiring, and orientation (Abbasi et al., 2008). When an employee leaves their position and moves to another job (turnover behavior), it can hinder the remaining employees' ability to fulfill their responsibilities (Yin-Fah et al., 2010), leading to negative impacts on work efficiency, staff well-being, and overall organizational performance (Drovandi et al., 2022; Esthi & Panjaitan, 2023; Hall et al., 2016).

When examining employee turnover, researchers frequently use Turnover Intention (TI)—the consideration of leaving a job—as a proxy for Actual Turnover (AT). This is because turnover intention has been found to have a strong correlation with actual turnover (Fukui & Salyers, 2019).

Mihajlov and Mihajlov (2016) has suggested that turnover intention and turnover behavior have similar mechanism in terms of antecedents' directional effect. In other words, they consider antecedents that have a positive relationship with turnover intention to have a positive relationship with turnover behavior as well and vice versa. This idea emerged and was applied by different studies (e.g: Griffeth et al., 2000; Wanberg & Banas, 2000) because they demonstrated turnover intention and turnover behavior as homogeneous concepts. Therefore, turnover intention was represented in previous literature as a valid predictor for turnover behavior (Griffeth et al., 2000; Hom & Griffeth, 1995; Hom et al., 2019).

Many factors have been demonstrated to have a significant effect on turnover behavior such as organizational behavior variables (employee commitment, perceived compensation inequities, and job satisfaction) (Chen et al., 2023; Hwang et al., 2014; Ohunakin & Olugbade, 2022; Vance et al., 2020) demographic variables (McCarthy et al., 2020), situational variables (Sora et al., 2010) and cultural values (Parks-Leduc et al., 2015).

Workload represents the amount of processing capacity needed to perform tasks, balancing the energy one can expend with the demands of the job (Cooper et al., 2001). When employees face work overload—a critical stressor—it can severely undermine both their performance and the overall success of the organ-

ization (Bowling & Kirkendall, 2012). This situation arises when workers perceive that their responsibilities surpass the resources they have at their disposal (Lazarus, 2000). As a coping mechanism, individuals might begin to withdraw from their work environment (Lazarus & Folkman, 1984). Over time, excessive workload diminishes job motivation, satisfaction, and productivity (Michie, 2002), which in turn increases the likelihood of employee turnover (Cayupe et al., 2023; Situmorang & Wardhani, 2022). Nevertheless, research outcomes on this issue are varied. Greenhalgh and Rosenblatt (1984), as well as Sora et al. (2010), have argued that these discrepancies might be attributed to cultural differences or situational influences.

On one hand, economic necessity and Job Dependency (JD), as situational factors, can lessen the adverse impacts of work-related stressors. Employees facing work overload are less likely to leave their jobs if they have limited prospects for alternative employment and if their primary source of income relies on the current, albeit stressful job (Sora et al., 2010).

On the other hand, as a cultural value tied to work, uncertainty avoidance describes how much individuals feel threatened by ambiguous or unfamiliar situations (Hofstede, 2011). Egyptians, with a high uncertainty avoidance score of 80%, strongly favors stability and predictability. This cultural tendency leads to a preference for strict control systems, resistance to change, risk aversion, and discomfort with uncertain futures (Hofstede, 1994). In cultures with high uncertainty avoidance, such as Egypt, employees are generally hesitant to embrace change and slower to leave their current jobs for new opportunities, even if they eventually do so. It typically takes longer for them to engage in actual turnover behavior compared to individuals in cultures with lower uncertainty avoidance. However, employees in these high uncertainty avoidance cultures may experience elevated stress levels when dealing with work overload, given their preference for structured and predictable environments (Lazarus & Folkman, 1984).

This study challenges the traditional view that uncertainty avoidance and job dependency act as deterrents to turnover behavior (the final outcome of turnover intention), even under conditions of work overload. This challenge is based on two key assumptions. First, while turnover intention is positively correlated with actual turnover, some research suggests that they are influenced by different underlying mechanisms. For example, Fukui et al. (2020) found that turnover intention explains only a minor to moderate portion of the variance in actual turnover, implying that the factors driving these two outcomes may have distinct impacts.

Second, the Job Demand-Control (JD-C) model developed by Karasek (1979) which examines how various workplace conditions impact employees' physical and psychological strain (Demerouti et al., 2001) in terms of the interaction between job demands and decision latitude level, posits that the risks corresponding to a demanding job only manifest when these demands are coupled with low job control (Karasek, 1979, 1989). According to this model, the interaction between job demands and decision latitude is pivotal in predicting employee turnover intention. Beyond workload (job demand), Egyptian employees' limited opportunities for alternative employment, combined with their jobs being their primary source of income, and a cultural inclination towards high uncertainty avoidance, contribute to a diminished level of decision latitude. Attitudes of avoiding ambiguous situations, enhance employee's strain levels, leading to higher turnover intention levels eventually.

Based on this perspective and the Job Demands-Control model (Karasek, 1979) we expect that antecedents, such as uncertainty avoidance or job dependency, do not necessarily trigger the same effect on turnover intention as turnover behavior. In other words, these factors may exhibit a specific directional effect on turnover behavior, but have a different directional effect on turnover intention. This assumption is based on the demonstration that variables such as uncertainty avoidance and job dependency decrease an employee's autonomy and consequently bind his/ her decision latitude. Therefore, we expect that workers experiencing job demands like work overload will not necessarily quit their jobs, but at the same time they will experience high levels of strain leading to elevating their turnover intention.

We focus on the Egyptian context which is characterized by a high uncertainty avoidance level (80) in addition to scarce job opportunities due to weak economic conditions, all of which make it a special case in terms of dealing with work stressors. An employee with high level of uncertainty avoidance may experience different challenges at work but still working for the same employer. Over time, this may boost turnover intentions. The current study sheds light on the research gap of TI implications' severity that might happen if an employee fails to leave his/her job and choose to deal with stressors with multiple approaches such as decreasing performance quality and quantity, frequent absenteeism, and other counterproductive behaviors (Abbasi & Hollman, 2000) due to scarce alternative job opportunities elsewhere.

Exploring these implications provides several benefits to HRM such as proactively intervening to resolve work overload issues before escalation, thereby saving time and organizational resources. A clear understanding of TI which is often creates a negative environmental climate in the organization plays a pivotal role in enhancing employee engagement (Saks, 2006) and workplace morale (Halbesleben & Wheeler, 2008)

On another level, organizational behaviors seem to be different when it comes to the work context, particularly between public and private sector employees (Baarspul & Wilderom, 2011; Hayes et al., 2006; Mihajlov & Mihajlov, 2016)

Public sector jobs which are characterized by a stable work environment and greater job security are more satisfying to employees compared with private sector counterparts, therefore, public sector employees have lower turnover intentions compared with private sector employees (Hassan et al., 2023)

This difference between public and private sectors in terms of employees' attitudes and behaviors becomes one of the pivotal issues that impact HRM decisions and needs further exploration by professionals and researchers (Bright, 2008).

This helps learners to address the issues of turnover intentions and its high level among workers, comparing between public-sector and private-sector organization under situations of great job demands (Burke & Singh, 2016). According to JD-C, the current study thus proposes 3 hypotheses: job demand hypothesis (H1) where work overload is expected to be positively correlated with turnover intentions, decision latitude hypothesis (H2), in which the examining moderating role of job dependency and uncertainty avoidance in the relationship between work overload and turnover intention is examined; and third, analyzing these relations across public and private sectors to check whether there is a significant difference between them or not.

Study Contribution

The study addresses a crucial area of organizational behavior and contributes to the existing literature in three key ways.

Firstly, the current study extends the discourse of changing decision latitude level via job dependency and uncertainty avoidance and the effect of these variables on the relationship between job demands (work overload) and turnover intention. These relations need further investigation (Yeves et al., 2019) as there has

been limited research in this area, particularly when different work contexts are taken into consideration (public vs private sectors). Exploring the differences of these relations may uniquely affect TI treatment and recovery in each sector and determines how the sector-related environment can shape an employee's stay or leave decision. Therefore, policymakers can provide new strategies for managing employee retention in terms of each sector's circumstances. Secondly, although too many studies have considered turnover intention and turnover behavior as homogeneous concepts that have a similar antecedents' directional effect, examining variables that may affect turnover intention in a different directional effect compared with turnover behavior is still scarce and needs exploration, which in turn would provide a clearer examination of employee dissatisfaction and enable organizations to prevent counterproductive behaviors via identifying the root causes of TI before it exaggerates.

Thirdly, while the proposed model of this study has been examined by previous research in western societies which are characterized by large numbers of job opportunities and low uncertainty avoidance levels among society members (Hofstede, 1980), the examination of these relations in the opposite eastern societies is needed to resolve many theoretical and practical questions (e.g: what are the main TI drivers in high uncertainty avoidance cultures; How do scarce job opportunities and high job switching cost affect stay or leave decisions) and in turn, it provides insights for employers to better manage employees' hesitations through providing internal job transfer options, and the creation of supportive environment that addresses the fear of uncertainty, and then enhances job satisfaction related behaviors and also encourages policy makers to proactively create more job opportunities proactively.

The remainder of this paper will outline the theoretical framework, describe the methodologies used for testing, present the results, and discuss the findings. Additionally, it will cover the implications, limitations, and potential directions for future research.

Theoretical Framework, Literature Review, and Hypotheses Development

The proposed framework aims to elucidate and predict various antecedents of turnover intention and employees' considerations regarding job departure. Grounded in the JD-C model, the study's framework incorporates three key job demand antecedents:

- **Work Overload:** This refers to a large number of tasks and/or exaggerated workload that exceeds an individual's capacity (French & Caplan, 1972).
- **Job Dependency:** This denotes the extent to which employees rely on their job for economic sustenance, supporting themselves and their families (Üngüren et al., 2024).
- **Uncertainty Avoidance (Cultural-Job Demand):** This describes the degree to which individuals feel threatened by ambiguous or unknown situations (Hofstede, 2011).

The study focuses on Egyptian employees from both public and private sector companies. Public sector employees are those employed by government-owned organizations that provide community-oriented goods and services, whereas private sector employees work for profit-driven entities that are privately owned and not controlled by the state (Bozeman & Bretschneider, 1994). Additionally, the study incorporates demographic variables such as gender and age to provide meaningful descriptive statistics and frequencies. The conceptual framework, along with the anticipated hypotheses, is illustrated in Figure 1.

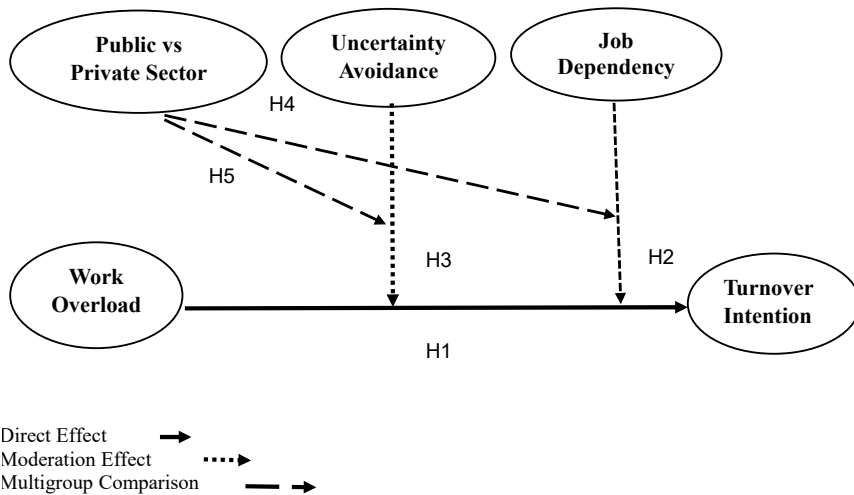


Figure 1: Conceptual Framework

The Job Demand–Control Model

A key framework in well-being research, the job demands–control model (Karasek, 1979), elucidates how various workplace conditions impact employees'

physical and psychological strain (Demerouti et al., 2001). According to the JD-C model, individuals in high-strain jobs - defined by elevated demands and restricted control (in terms of skill use and decision-making authority) are at a greater risk of developing negative job attitudes (Bonde, 2008).

According to the JD-C model, job demands call for persistent efforts to deal with physiological or psychological costs resulted from multiple factors ranging from physical or social, to organizational factors in the work environment, such as work overload. Conversely, job control is generally operationalized through aspects, like work autonomy and decision authority, reflecting the extent to which employees can influence their tasks (Ganster & Fusilier, 1989; Spector, 1986). The current study is built on the JD-C model by proposing that work autonomy and decision authority are not the only variables that affect job control, rather, low levels of job control may include factors like job dependency and uncertainty avoidance. Therefore, this study examines how elements of job control affect the relationship between job demands and employee strain, with a specific focus on turnover intention as a measure of strain.

Literature Review

Work Overload as Antecedent to Turnover Intention

Work overload, which has been defined as exposing a worker to excessive number and/or quantity of tasks that exceed his capabilities (Junaidi et al., 2020), has been studied in many pieces of research. These studies have concluded that work overload can also be a result of insufficient control over factors that limit productivity such as equipment maintenance and uncomfortable working conditions, all of which have a significant impact on employees and organizations as well (Junaidi et al., 2020; Rezeki et al., 2023).

Work overload has been demonstrated to have a positive relationship with turnover intention (Hakro et al., 2022). The notion behind this relation is work stress or sometimes it is called work strain. Previous studies revealed that work overload often leads to the feel of stress (Hakro et al., 2022; Robbins & Judge, 2017) because work overload is considered one of the jobs demands that when it exceeds an employee's capability, the result becomes unattainable workloads in addition to emotional strain (Cooper et al., 2001). Emotional exhaustion itself is considered a pivotal factor in pushing the employee toward turnover intention (Bakker et al., 2008; Glaser et al., 1999; Khan, 2014; Pradana & Salehudin, 2015). Therefore, we propose the first hypothesis as follows:

H1: Work overload is positively related to turnover intention.

The Moderating Role of Job Dependency in the Relationship between Work Overload and Turnover Intention

Job dependency is a concept that can be examined through two frameworks, the first considers it as a factor that encourages an employee to remain in his/her position stemming from a stable work environment along with satisfying work outcomes. The second, which is adopted by this study, is demonstrating job dependency as a situation where employees depend solely on their job as the primary source of income and economic security with very limited job opportunities elsewhere (Sora et al., 2010).

Job dependency, which is known as a situational context in which an employee is totally relying on his/her job's compensation as a source of spending, is considered one of the most important factors affecting turnover decision (Schneider, 1999; Üngüren et al., 2024; Warnock, 2015). Job dependency, when compared with scarce job alternative opportunities, increases an employee's job switching cost, and in turn decreases his/ her decision latitude to leave his/her job (Üngüren et al., 2024). As we mentioned before, work overload which is an element of work stressors (Junaidi et al., 2020; Rezeki et al., 2023) is one of the factors that triggers turnover intention (Pradana & Salehudin, 2015; Robbins & Judge, 2017), but the impact of work overload on turnover intention is suggested to vary under different levels of job dependency.

Facing high level of job demands (work overload) without having any choice of an alternative job offer elsewhere stimulates stress and strain, which in turn increases turnover intention even if turnover behavior remains unchanged.

Egyptian economy exacerbates job dependency as it is characterized by high unemployment rates and limited job opportunities (Morsy & Levy, 2020). Therefore, Egyptian employees will remain in their current job even if they are dissatisfied with their employers. The reason behind that is the fear of losing their financial resources, which in turn makes work overloaded employees more stressed and exhausted (Sapkota & Pandey, 2012).

Consequently, the level of job dependency may elevate the impact of work overload on turnover intention, leading to higher levels of turnover intention for work overloaded employees who suffer from job dependency compared with their counterparts who have other sources of income (low job dependent employees). Therefore, the second hypothesis is proposed as follows:

H2: *Job dependence has a moderating effect on the relationship between work overload and turnover intention.*

The Moderating Role of Job Dependency in the Relationship between Work Overload and Turnover Intention (Public Vs Private) Sectors

Also, public and private sectors, which are characterized by different levels of job security, layoffs, and risks, express different levels of job dependency. Private sector is perceived as an unstable environment with high probability of layoffs compared with public sector (Boyne, 2002).

Although private sector benefits can be competitive, they often vary widely between companies. While private sector roles might offer higher salaries and performance-based incentives, the lack of long-term benefits, such as pensions, can increase job insecurity (Boyne, 2002; Perry & Hondeghem, 2008).

In the private sector, the emphasis on efficiency and performance can result in longer working hours and heightened physical and psychological stress (Kellough & Selden, 2021). This increased workload might typically lead to reduced job dependency as employees seek better work-life balance opportunities elsewhere (Li & Yang, 2022). However, due to the challenging economic conditions and high unemployment rates, finding alternative employment is difficult, which can actually increase job dependency among private sector employees (Feldmann & Köllner, 2018). This heightened dependency can restrict employee autonomy and decision-making capabilities, even when faced with unfavorable working conditions.

Higher job demands for private sector employees, combined with the Egyptian job-dependent work environment (lower decision latitude), result in higher turnover intentions in the private sector compared to the public sector (Mohammed & Othman, 2023).

H3: *Job dependency is expected to have a different moderation impact on the relationship between work overload and turnover intentions for Egyptian private-sector employees compared to public-sector employees.*

The Moderating Role of Uncertainty Avoidance on the Relationship between Work Overload and Turnover Intention

Society members' interactions and cognitions are strongly affected by cultural values (Peterson & Barreto, 2014). However, little is known about how cultural values can affect employee's responses to job demands or how these values work

within job demands- control model (Fernemark et al., 2020; Navajas-Romero et al., 2020; Villarreal-Zegarra et al., 2022). Yang et al. (2021) has suggested that uncertainty avoidance as one of the most basic cultural values can play a moderating role on the relationship between job demands and employees' reactions. Taking the JD-C model into consideration, uncertainty avoidance is proposed to constrain decision latitude. Therefore, increasing the effect of job demands on turnover intentions as a reflection of high job-related stress levels.

Employees working under cultures that are characterized by high uncertainty avoidance are less comfortable with ambiguous, unstructured situations; therefore, they cannot leave their jobs easily or take the risk of transforming to another one with new settings (Hofstede, 2001). Therefore, when experiencing high job demands, their fear of tacking a resignation decision makes them exposed to high levels of exhaustion and strain, the thing that elevates turnover intention eventually even if the turnover behavior does exist. This notion aligns with Thomas et al. (2003) model and prompts more research explorations for the moderation effect of uncertainty avoidance and other cultural values on attitude and behavior based on the expected outcomes' value (Robinson & Brown, 2004) such as work overload. Therefore, the fourth hypothesis is:

H4: Uncertainty avoidance plays a moderating role in the relationship between work overload and turnover intention.

The Moderating Role of Uncertainty Avoidance on the Relationship between Work Overload and Turnover Intention (Public Vs Private Sectors)

Hofstede defines uncertainty avoidance as the degree to which individuals in a society feel threatened by ambiguous situations and have created beliefs and institutions to mitigate them. Cultures with strong uncertainty avoidance have stringent standards of behavior and a pronounced aversion to risk, while those with low uncertainty avoidance tend to be more flexible and adaptable. The private sector, characterized by competition, innovation, and profit maximization, often faces rapid changes in market conditions and must adapt quickly. Consequently, private sector organizations usually exhibit lower uncertainty avoidance, fostering an environment that supports innovation and calculated risk-taking to secure a competitive edge (Hofstede, 2001; Shane, 1993). In contrast, public sector organizations, with their emphasis on regulatory compliance and operational stability, generally display higher uncertainty avoidance (Bozeman & Kingsley, 1998).

Organizational structures and practices are shaped by their environmental contexts. The stable environment of the public sector promotes higher uncertainty avoidance, whereas the dynamic private sector environment encourages lower uncertainty avoidance (Lawrence & Lorsch, 1967). Since private sector firms depend on competitive market forces, they need to reduce uncertainty avoidance to adapt swiftly to external changes (Pfeffer & Salancik, 1978). However, Egyptian employees, who typically have a higher predisposition for uncertainty avoidance as a job-related value, may find it challenging to align with the lower uncertainty avoidance environment of the private sector, leading to a misfit between their personal values and organizational culture (Kirkman & Shapiro, 2001).

The fast-paced and unpredictable nature of the private sector can increase stress and burnout for employees who prioritize uncertainty avoidance, leading to higher turnover intentions (Staufenbiel & König, 2010). In contrast, public sector employees often experience lower turnover intentions due to greater job security and stability (Rainey, 2009). Therefore,

***H5:** Uncertainty avoidance is expected to have a different moderation impact on the relationship between work overload and turnover intentions for Egyptian private-sector employees compared to public-sector employees.*

Methodology

In order to provide valid and reliable results through precise statistical tool, this study adopted quantitative research approach.

Sample

The data was collected from some private sector organizations represented by (banks, telecommunications, manufacturing & distribution firms) and some public sector organizations (public hospitals, universities, local governorates entities, and schools). Unfortunately, we could not communicate with all branches of these entities due to cost, procedures and comprehensive census constraints (not all companies accept collecting data from their employees). Therefore, data were collected only from organizations that provided oral permission for collecting data, and assistance to post the survey link via internal communication platforms.

Although non-probability sampling has several drawbacks (e.g: external validity reduction, lack of randomness), convenience sampling was adopted as we did not have a record or know the framework for the population under study (Derby-Davis, 2014; Gnanakkan, 2010; Schillewaert et al., 1998).

Out of 593 individuals who initially responded to the questionnaire, 539 valid responses were received online, representing a 91% completion rate. This sample size is considered adequate for structural equation modeling (SEM) according to the common rule which implies having (10-20) observations per estimated parameter. Due to the number of observable (19) and latent (4) variables involved, the relevant sample size was preferred to be higher than 200 (McQuitty, 2004).

The survey was structured into several sections: initially, participants assessed their level of work overload, followed by evaluations of job dependency and uncertainty avoidance at work. They then indicated their turnover intentions. The final section collected demographic information, including gender, age, and sector of employment.

Data analysis was performed using structural equation modeling in Amos to examine the direct and moderating effects of job dependency and uncertainty avoidance on the relationship between job demand (work overload) and turnover intention (H1, H2, and H4). Additionally, multiple group analyses (MGAS) were conducted to investigate differences between the private and public sectors concerning the proposed hypotheses (H3 and H5).

Measures

Although the original questionnaire was developed in English, it was translated into Arabic for the study. To ensure the accuracy of the translation, Brislin's (1976) back-translation method was employed. The translated questionnaire was then pretested with 20 employees from both sectors. Based on the feedback received, several items were revised for clarity and precision. For the measurements, a five-point Likert scale was used, with anchors ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Demographic Characteristics

For the sector, Gender, and Age variables, which are nominal and dichotomous, dummy coding was used with a value of 0 for the private sector and 1 for the public sector. Females were coded by 1 and males by 2. Age was similarly categorized, with nominal values of 1 for the age range 25-35, 2 for 36-46, and 3 for 47-60.

The research instruments, were adapted from previous studies. The constructs were assessed for validity and reliability. Cronbach's alpha was used to

assess internal validity due to its ability to evaluate how effectively the construct is measured via items provided in the corresponding scale values exceeded 0.7, demonstrating sufficient reliability for further analysis (Nunnally, 1978; Sekaran & Bougie, 2016).

Work Overload

The work overload scale that consists of 5 items adopted from LePine et al. (2005) assesses the extent to which an individual's job demands surpass their available resources.

Uncertainty Avoidance

This scale measures the uncomfortableness felt by an employee when he/ she is faced by a new yet unstructured situation in the daily life in general. The scale consists of 5 items developed by Buhrmester et al. (2011). Some changes have been made to items # 1,3, and 4 to be more relevant to workplace settings (I often feel anxious when I encounter unfamiliar situations or people; changed by adding the word *at work* at the end of the sentence).

Job Dependency

The concept that reveals the level of financial dependency on one's job as the primary resource of income and economic security is measured via 4 items adopted from De Witte (1992).

Turnover Intention

This scale measures an employee's likelihood of leaving their job. High scores on this scale may indicate that the individual views their work environment as unsupportive and may display withdrawal behaviors such as increased absenteeism, tardiness, or reduced effort. They may also have a strong inclination to depart from the organization when an appropriate opportunity arises. The scale comprises of 5 questions developed by Cascio (2006).

Scales Validity

Scale reliabilities and validities were evaluated through Confirmatory Factor Analysis (CFA) using Amos 23 with a sample size of 539. To assess discriminant validity, the Heterotrait-Monotrait (HTMT) ratio of average correlations was employed (Henseler et al., 2015). According to the HTMT criterion, acceptable levels of discriminant validity are considered when the ratio is below 0.90 (see

Table 2).

For evaluating the factor structure invariance, Gentina et al. (2018) and Vandenberg and Lance (2000) recommend the following criteria: (1) (χ^2/df) should be less than 5; (2) (RMSEA) should be below 0.08; (3) (CFI) should exceed 0.80. The CFA model meets these criteria, indicating a good fit, as detailed in Table 1.

Table 1
Model Fit

CMIN	DF	P	CMIN/DF	NFI	RFI	IFI	TLI	CFI	RMSEA
240.046	113	<0.001	2.124	0.912	0.889	0.933	0.916	0.933	0.056

According to the results of Table 1 & 2, $\chi^2 = 240.046$, $df = 113$, $p < 0.0001$, REMSA = 0.056, CFI = 0.933, the internal consistencies for all variables were deemed acceptable, with both Cronbach's alpha and composite reliability (CR) exceeding 0.70, as shown in Table 2 (Fornell & Larcker, 1981). Convergent validity was assessed through factor loadings on each construct, with all factor loadings being significant at the 0.0001 level and ranging from 0.50 to 0.85, except for item 1 of the Turnover Intention (TI) variable. This item was excluded to maintain an acceptable model fit (Gerbing & Anderson, 1992). Additionally, the Average Variance Extracted (AVE) exceeded the squared inter-construct correlations in all instances, indicating good discriminant validity (Fornell & Larcker, 1981), as detailed in Table 2.

Common Method Variance

Following the methods suggested by Kock et al. (2021) and Podsakoff et al. (2003), we addressed the common method variance (CMV) issue in two stages. First, we applied Harman's Single Factor test by loading all 19 items into an exploratory factor analysis. The results indicated that the single factor accounted for 19.77% of the total variance, which is below the 50% threshold. This suggests that common method bias is not a concern in this study.

Table 2
Measures of Study Constructs

Constructs/ Statements	Loadings
A Work overload: CR = 0.81 CA= 0.80 AVE = 0.52	
• Item 1	0.704
• Item 2	0.777
• Item 3	0.635
• Item 4	0.737
B Uncertainty avoidance: CR = 0.83 CA= 0.82 AVE = 0.51	
• Item 1	0.633
• Item 2	0.80
• Item 3	0.762
• Item 4	0.637
• Item 5	0.705
C Job dependency: CR = 0.89 CA= 0.89 AVE = 0.68	
• Item 1	0.868
• Item 2	0.825
• Item 3	0.859
• Item 4	0.741
D Turnover intention: CR = 0.80 CA= 0.79 AVE = 0.51	
• Item 2	0.86
• Item 3	0.66
• Item4	0.64
• Item 5	0.68

Source: The output of Amos analysis.

Note: The results were calculated in the table after the removal of items with low factor loading (turnover intention; item 1).

Table 3
(HTMT) Ratio of Correlations

	Work Overload	Uncertainty Avoidance	Job Dependency	Turnover Intention
Work overload	1			
Uncertainty avoidance	0.41	1		
Job dependency	0.41	0.46	1	
Turnover intention	0.60	0.50	0.70	1

Source: The output of Statistical analysis.

Referring to Table 3, the correlations across constructs did not exceed 0.75, which indicates that the latent variables are distinct from each other and not measuring the same thing that would raise the issue of multicollinearity (Henseler et al., 2015).

Table 4
Means, Standard Deviations, Square Root of (AVE),
and Constructs Correlations

	Mean	SD	1	2	3	4
Work overload	3.6	0.84	(0.81)			
Uncertainty avoidance	3.4	0.62	0.087*	(0.83)		
Job dependency	4.1	0.88	0.199**	0.323**	(0.89)	
Turnover intention	3.6	0.70	0.203**	0.29**	0.256**	(0.80)

Note: $N = 539$. The square root of AVE is presented in parentheses.

** $p < 0.01$; * $p < 0.05$.

Results

In general, the sample involves 539 employees split into 329 (61.1%) private sector employees and 210 (38.9%) public sector employees. The sample also comprised 62% males and 38% females, with age distribution as follows: 56.8% were between 25 and 35 years old, 33.7% were between 36 and 46, and 9.5% were between 47 and 60.

An estimated structural model was aimed at confirming the hypotheses regarding the direct and indirect effects using Amos 23 software. The moderation assumptions were tested using moderated regression analysis which implies entering the independent variable (work overload), moderator variable (JD for H2 or Uncertainty avoidance for H4), and the interaction between work overload and (JD for H2, Uncertainty avoidance for H4).

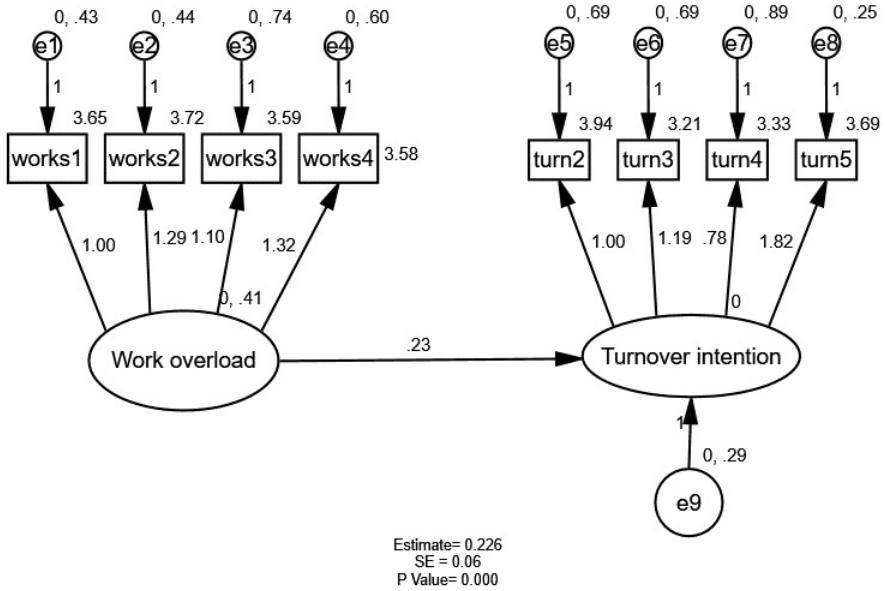


Figure 2: Direct Effect H1

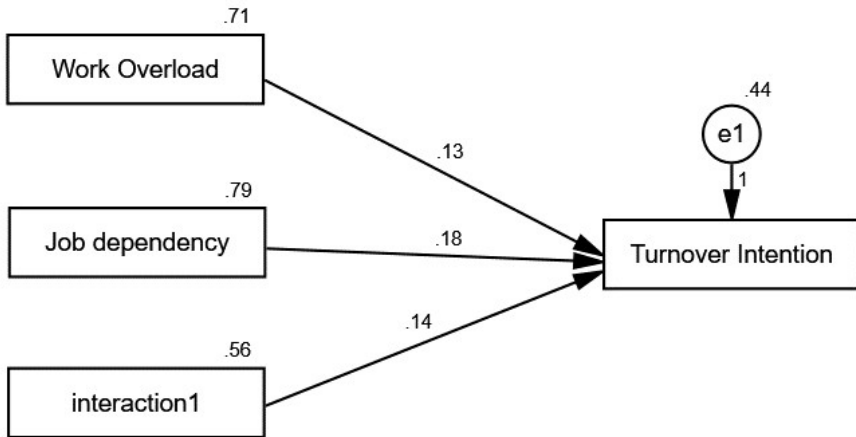


Figure 3: Moderation Role of Job Dependency in the Relationship between Work Overload and Turnover Intention

Table 5
Regression Weights: (Group Number 1 - Default Model)

Relation Paths			Estimate	S.E.	C.R.	P
Turnover Int	<---	Work Overload	0.132	0.042	3.156	0.002
Turnover Int	<---	Job Dependency	0.184	0.040	4.632	***
Turnover Int	<---	Interaction1	0.136	0.047	2.911	0.004

Note: p value $\leq .005$ (significant relationship).

Referring to Figure 2, the *results support H1* as it demonstrates a significant positive relationship between work overload and turnover intention, with the model showing ($\beta = 0.23$; $t = 3.7$; $p < 0.001$). Additionally, as depicted in Figure 3 and Table 5 which were used to express the moderation analysis, work overload has a significant positive relationship with TI ($\beta = 0.13$; $t = 3$; $p = 0.002$), job dependency also has a significant positive relationship with TI ($\beta = 0.18$; $t = 4.6$; $p < 0.001$). The results of interaction effect revealed that job dependency significantly moderates this relationship, with a positive effect ($\beta = 0.14$; $t = 3$; $p = 0.004$). Therefore, *H2 was supported*.

The data also *supports the fourth hypothesis H4*, indicating that uncertainty avoidance is a positive predictor of TI ($\beta = 0.30$; $t = 5.3$; $p < 0.001$), and positively moderates the link between work overload and turnover intention with ($\beta = 0.10$; $t = 3.6$; $p = 0.037$) as illustrated in Figure 4 and Table 6.

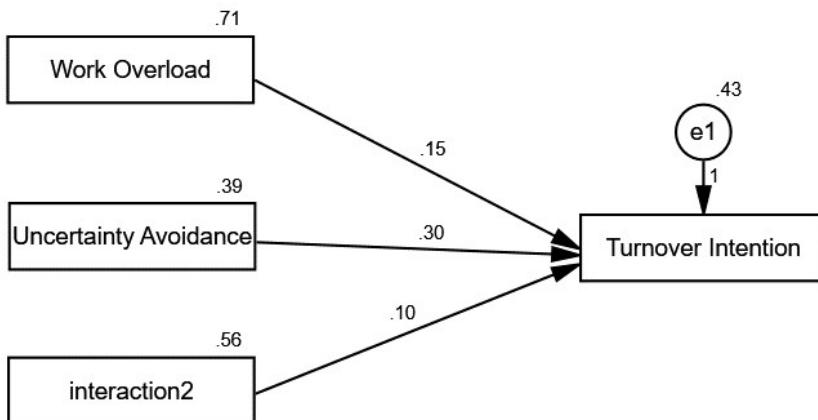


Figure 4: Moderation Role of Uncertainty Avoidance in the Relationship between Work Overload and Turnover Intention

Table 6
Regression Weights: (Group Number 1 - Default Model)

Relation Paths		Estimate	S.E.	C.R.	P
Turnover Int	<--- Work Overload	0.151	0.041	3.647	***
Turnover Int	<--- Uncertainty Avoidance	00.297	0.056	5.334	***
Turnover Int	<--- Interaction1	0.097	0.046	2.086	0.037

To support the Interactions of (H2; H4), Johnson–Neyman technique was conducted using Macro PROCESS. This technique visualizes the significance of the effect of X on Y through a region; that is, it provides a continuum where the conditional effect of X on Y transitions between statistically significant and not significant at the alpha level of significance (Hayes, 2018). The interaction between work overload and JD, with respect to outcomes, was analyzed via the Johnson–Neyman technique (value = 3.737). The positive association between work overload and TI was insignificant at low levels ($b = 0.009$, CI: [-0.1088, 0.1278]), while it was significant at medium levels of JD ($b = 0.13$, CI: [0.0466, 0.2148]), and high levels of JD ($b = 0.25$, CI: [0.134, 0.3689]) (Table 7 and Figure 5). The overall equation was significant ($R^2 = 0.11$; $F = (14.7)$; $p < 0.001$), and the work overload by JD interaction significantly increased the explained variance (R^2 change = 0.02, $F = 8.3$; $p = 0.004$). This outcome indicates that the more the employees are dependent on their current jobs, the stronger the positive relationship between work overload and TI can be.

Table 7
Regression Analysis of JD Moderation Effect

Variables > TI	Coefficient	SE	P value
Work overload	0.15	0.043	0.002
JD	0.23	0.41	< 0.001
Work overload* JD	0.14	0.047	0.004
$R^2 = 0.117$; $F = 14.7$; $p < 0.001$			
R^2 change = 0.02; $F = 8.3$; $p = 0.004$			

Note: Regression analysis of JD moderation effect based on the Johnson–Neyman technique.

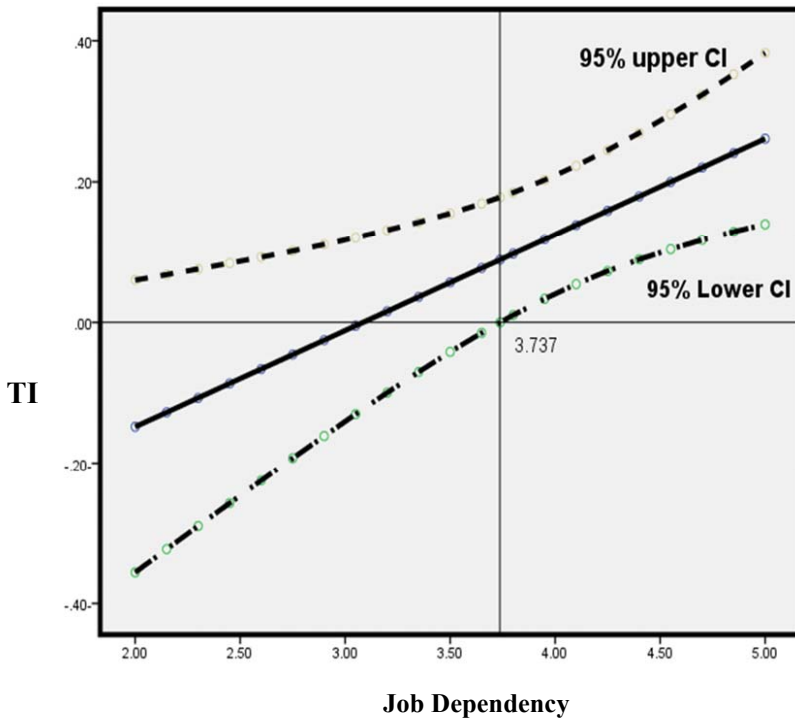


Figure 5: The Moderation Effect of JD on the Work Overload- TI Relationship

The interaction between work overload and uncertainty avoidance, revealed a value of (0.6). The positive association between work overload and TI was insignificant at low levels ($b = 0.06$, CI: [-0.0402, 0.1783]), while it was significant medium levels of JD ($b = 0.18$, CI: [0.1042, 0.2642]), and at high levels of JD ($b = 0.29$, CI: [0.1850, 0.4137]). The overall equation was significant ($R^2 = 0.18$; $F = 12.4$; $p < 0.001$), and the work overload by JD interaction significantly increased the explained variance (R^2 change = 0.04, $F(9.37)$; $p = 0.026$). This outcome indicates that the higher the employees' uncertainty avoidance is, the stronger the positive relationship between work overload and TI can be. (Table 8 and Figure 6).

Table 8
Regression Analysis of Uncertainty Avoidance Moderation Effect

Variables > TI	Coefficient	SE	P value
Work overload	0.18	0.089	< 0.001
uncertainty avoidance	0.26	0.05	< 0.001
Work overload* uncertainty avoidance	0.10	0.065	< 0.001

$R^2 = 0.18$; $F=12.4$; $p < 0.001$
 R^2 change = 0.047; $F= 9.37$; $p = 0.026$

Note: Regression analysis of Uncertainty Avoidance moderation effect based on the Johnson–Neyman technique.

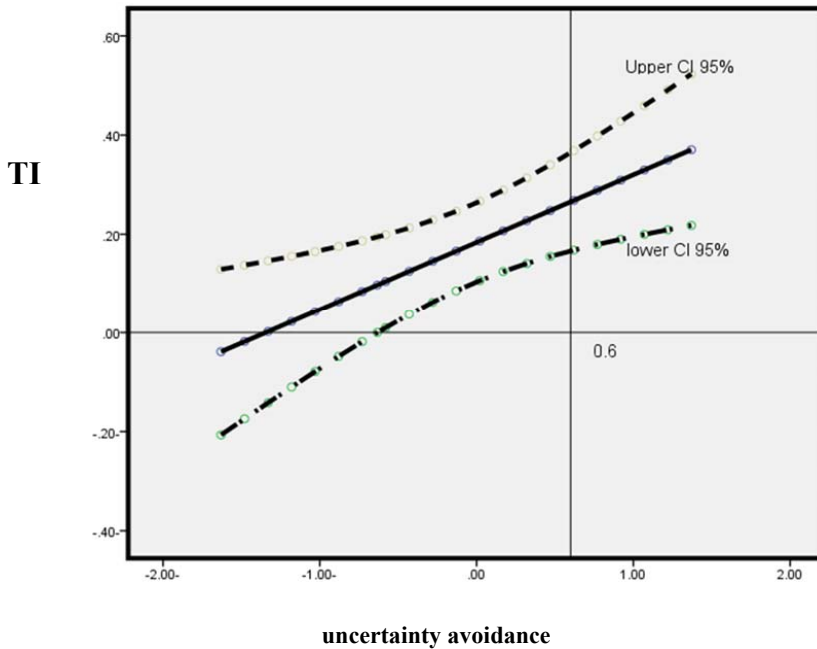


Figure 6: The Moderation Effect of Uncertainty Avoidance on the Work Overload- TI Relationship

To test H3 and H5, we conducted a multigroup analysis (MGA). This analysis involved constraining parameters related to the relationships between job overload, uncertainty avoidance, and TI. We compared the public and private sectors by estimating a constrained model for the moderation paths, as detailed in Table 9.

The results from Table 9 indicated that job overload and job dependency had a more pronounced effect on TI for private sector employees. However, there was no significant difference in the interaction effects between the public and private sectors, leading to the rejection of H3.

Conversely, the analysis showed that the impact of uncertainty avoidance on TI was greater for public sector employees, though the differences were not statistically significant. In terms of interaction effects, uncertainty avoidance did not significantly moderate the relationship between job overload and TI in the public sector. However, it did have a significant moderation effect in the private sector, with a notable difference between the two sectors. All hypotheses tested with the results are summarized in Table 10.

Table 9
Multiple Group Models for Testing the Moderation Effect Analysis
of the Public-Private Sector

Relations	Path Coefficients			
	Overall	Public Sector	Private Sector	Constraint Path p- value
H3: MGA test				
Job overload on TI	0.132	0.108 ^{ns}	0.153 ^{**}	0.04
JD on TI	0.184	0.136 [*]	0.216 ^{***}	0.03
Interaction1	0.136	0.080 ^{ns}	0.193 [*]	0.27
H5: MGA test				
Job overload on TI	0.151	0.12 [*]	0.20 [*]	0.032
Uncertainty avoidance on TI	0.297	0.30 ^{***}	0.28 ^{***}	0.61
Interaction 2	0.097	0.030 ^{ns}	0.228 ^{***}	0.047

Table 10
Summary of Results

	Hypotheses	Supported?
H1	Work overload is positively related to turnover intention.	Yes
H2	Job dependence has a moderating effect on the relationship between work overload and turnover intention.	Yes
H3	Job dependency is expected to have a different moderation impact on the relationship between work overload and turnover intentions for Egyptian private-sector employees compared to public-sector employees.	No
H4	Uncertainty avoidance plays a moderating role in the relationship between work overload and turnover intention.	Yes
H5	Uncertainty avoidance is expected to have a different moderation impact on the relationship between work overload and turnover intentions for Egyptian private-sector employees compared to public-sector employees.	Yes

Discussion and Implications

This study advances the understanding of turnover intention (TI) by examining organizational, situational, and cultural factors within the context of Egyptian employees in both public and private sectors. Utilizing cross-sectional data from 539 employees, we applied the Job Demands–Control (JD-C) model (Karasek, 1979) to explore how various demands impact TI and to test our hypotheses. This approach integrates organizational and situational demands with cultural influences to offer new insights into TI literature. Consequently, our theoretical implications address both the dynamics of job demands and the role of decision latitude in shaping turnover intentions.

This study extends previous research by examining some antecedents that have a special impact on turnover intentions. These variables are work overload, uncertainty avoidance, and job dependency. According to the JD-C model, work overload was considered as a source of job demands, and uncertainty avoidance and job dependency were proposed as factors that decrease job control. Accordingly, we investigate how low job control factors affect the relationship between job demands and turnover intention (Hom & Griffeth, 1995).

Work Overload and Turnover Intention

Our results suggest that work overload and turnover intention are positively related, the outcome that corresponds with JD- C framework and previous studies which implies that any type of job demands will have a positive effect on turnover intention. Therefore, work overload as a source of job demand is expected to be positively correlated to turnover intentions (Bakker et al., 2008; Pradana & Salehudin, 2015; Robbins & Judge, 2017).

This result can be examined as a pattern that begins with work overload as a work stressor that consequently leads to strain and stress expressed by an employee who feels that he/she cannot fulfill his/her targets with normal physical and psychological capacities (Cooper et al., 2001). This shortage or uncompleted work tasks will enhance turnover intention as a tool of responding to stress.

Work Overload, Job Dependency, Uncertainty Avoidance and Turnover Intention

Moreover, the results revealed that uncertainty avoidance and job dependency have a positive impact on turnover intention. When an economy suffers from high unemployment rates and scarce job opportunities corresponding with a culture characterized by high levels of uncertainty avoidance, every employee will cling to their job, and making a resignation decision will be hard to happen (low turnover behavior). However, when an employee is experiencing high job demands such as work overloads with the fact that he cannot leave his job due to scarcity of alternative job offers (current job dependency) and fear of new ambiguous work settings (uncertainty avoidance), he/she will be afflicted with strain and exhaustion, the situation that will enhance turnover intention (Peterson & Barreto, 2014) even if turnover behavior doesn't affect. This result supports the JD-C model which implies that individuals in high-strain jobs—defined by elevated demands and restricted control (in terms of skill use and decision-making authority)—are at a greater risk of developing negative job attitudes (Bonde, 2008).

In the Egyptian economy, which is a typical example of high unemployment rates, the decreasing number of public sector jobs compared with the private sector makes finding new stable job difficult. So, the Egyptian employees often prefer to stay with their organizations even if they are pressured or stressed due to low job control levels, but they will resort to higher levels of turnover intention as a way of stress management, indeed.

Practitioners may feel that captivating employees due to low external alternative opportunities gives organizations an edge over their labor. Unfortunately, turnover intention is considered as a negative work attitude that has a very harmful consequences on organization, such as low satisfaction levels, high absenteeism rates, lower productivity and performance quality, and higher levels of counterproductive behaviors (Park & Min, 2020; Smokrović et al., 2022), all of which are as worse as turnover behavior or much worse.

Public Vs Private Sector Comparison

The statistical results that concern the comparison of study model between public and private sectors revealed a higher impact of both work overload and job dependency on turnover intention among employees of private sector over those of public sector (p -value = 0.04), which reflects higher propensity for turnover intention particularly among private sector employees as they are more susceptible to job demands corresponding with depending on a job as a unilateral source of economic security.

These findings correspond to previous research findings (e.g: Feldmann & Köllner, 2018; Mohammed & Othman, 2023) that highlight a greater sensitivity to job-related stressors among private-sector employees, which may be attributed to the distinct work dynamics and the potentially higher performance expectations prevalent in the private sector.

When examining the interaction paths, no significant difference was found between public and private sector employees. The interaction effect of job overload and job dependency on Turnover Intention (TI) yielded path coefficients of 0.193 for private-sector employees and 0.080 for public-sector employees, with a non-significant p -value of 0.27. Consequently, (H3) was rejected, indicating that the interaction between job overload and job dependency does not differ significantly differ across sectors.

The absence of a significant difference in the interaction effect of job overload and job dependency on Turnover Intention (TI) across sectors differs from previous research (e.g: Feldmann & Köllner, 2018; Mohammed & Othman, 2023) and indicates that employees perceive the combined influence of these stressors similarly, regardless of their sector. This suggests a common pattern in how job overburden and dependency affect turnover intentions, independent of whether employees are in the public or private sector. This result may be attributed to

the Egyptian context nature which is characterized by high unemployment rates and low job opportunities. Therefore, economical requirements and/or scarcity of alternative job offers demonstrate a challenge for every employee, regardless of their work sector.

Regarding the influence of uncertainty avoidance on turnover intention, the results indicate a stronger impact on public sector employees, with a path coefficient of 0.30 for the public sector and 0.28 for the private sector. However, the difference was not statistically significant (p -value = 0.61), implying that while uncertainty avoidance appears to play a more crucial role for public sector employees, the variation is not sufficient to make definitive conclusions.

Interestingly, the interaction effect of uncertainty avoidance and job overload on Turnover Intention (TI) varied significantly between sectors. In the public sector, uncertainty avoidance did not moderate the relationship between job overload and TI. Conversely, in the private sector, the moderation effect was substantial, with a path coefficient of 0.228 and a p -value of 0.047. This supports (H4) for private-sector employees but not for public-sector employees. The findings indicate that uncertainty avoidance significantly amplifies the impact of job overload on turnover intention in the private sector, highlighting a sector-specific moderation effect.

These findings support previous research (Bozeman & Kingsley, 1998; Shane, 1993; Staufenbiel & König, 2010), and underscore a notable difference in how uncertainty avoidance interacts with job overload to influence turnover intentions across public and private sector employees. The moderating effect of uncertainty avoidance on the relationship between job overload and turnover intention was significant for private sector employees (path coefficient of 0.228, p -value of 0.047), but not for public sector employees (path coefficient of 0.030, non-significant).

We can conclude, based on these results, that even if the conditions are similar, a private sector's employee will express higher turnover intentions when faced with excess work tasks due to the high level of uncertainty avoidance as a cultural value. But, when we examine the reasons behind the insignificant effect of uncertainty avoidance in the relationship between work overload and turnover intention in public sector, several factors can be demonstrated such as job security which is significantly higher in public sector than private sector (Klepikova, 2016). This stability in the work environment may play a pivotal role in underestimating the

negative effect of work overload. Therefore, turnover intention is less influenced by uncertainty avoidance, even under overburden tasks.

In addition, the risk of losing current job or promotion chances that is widely experienced by private sector's employees (Genc, 2017) enhances the perceived work overload and TI by extension, especially for those employees with high uncertainty levels. An unpredictable environment associated with private sector's jobs along with challenging tasks lead to more stress and followed by increased TI, taking high uncertainty avoidance as a society value into consideration and vice versa, which calls for using HR approaches oriented by the type of sector in managing work stress and its consequences.

These findings underscore the importance of sector-specific stress management measures. To reduce the likelihood of turnover, private sector enterprises must address job overload and dependence. Implementing measures that reduce workload and increase job satisfaction may be useful. Furthermore, knowing the strong moderating influence of uncertainty avoidance in the private sector can aid in the design of interventions that increase employees' tolerance for uncertainty, potentially lowering turnover rates.

The stronger impact of uncertainty avoidance on turnover intention shows that public sector organizations must build a stable and predictable work environment to keep their personnel. Although the moderation effect was minimal in the public sector, measures to alleviate task overload and manage uncertainty can still help to reduce turnover intentions.

Overall, these sector-specific insights can help organizations develop more effective employee retention strategies by addressing the unique stressors and their impacts within their respective contexts.

Study Implications

Theoretical Implications

The current study extends JD-C model by proposing that work autonomy and decision authority are not the only variables that affect job control; rather, low levels of job control may include factors like job dependency and uncertainty avoidance. By incorporating these additional moderators, the study enriches the understanding of how job control operates in work settings. Moreover, the findings shed light on how uncertainty avoidance play a pivotal role in shaping strain

and turnover intentions. This approach introduces new insights into how employees feel about their jobs, and suggests that HR managers should prepare job design elements designed for enhancing employee well-being.

Future research can depend on these insights to investigate how individual, contextual and situational factors affect relationship between job demand, job control factors, and turnover intentions as well as in applying JD-C model in different work settings.

Practical Implications

The first practical lesson of our results is if Egyptian managers allocate work tasks fairly, this may serve as important source of retaining employees and supporting spirituality. Therefore, Egyptian managers should proactively address and monitor workloads via employing workload tracking system to better allocate tasks and providing flexible working hours. Supporting employees via these mechanisms prevents them from emotional exhaustion from the very beginning. This can be done through day-to-day concurrent control by direct supervisors over their subordinates and ensuring equivalent workloads among them, especially for those who are working in the private sector. Training also can be provided to supervisors to appropriately communicate with employees to improve perceptions of resilience, engagement and citizenship behaviors.

Another practical implication is reinforcing Egyptian employee's effort via organization- wide policies that emphasize fair workloads and equity among them. Furthermore, seeking to reduce uncertainty avoidance and scarce external job opportunities, Egyptian managers should develop programs that provide clear career progression paths and job security incentives in addition to training employees to develop resilience in fast-changing environments in order to reduce strain. The organization can explicitly provide opportunities for growth (eg: training, flex-time, job rotation). Over time, this all should result in a better average treatment of work overload, uncertainty avoidance and JD and potentially, a better climate can be developed as part of the organizational culture.

Finally, if such steps are not taken seriously, employees are more likely to exhibit counterproductive behaviors as a response to excessive workloads and a symptom of turnover intention, the thing that is undesirable to managers and organizations.

Limitations and Future Research

Although this study contributes significantly to the literature, various limitations should be acknowledged when interpreting the findings. First, this study uses cross-sectional data which limits the ability to infer causal relationships. Therefore, longitudinal data is required for a more holistic assessment of the study model.

Second, convenience sampling was adopted in collecting research data, which may limit the generalizability of the findings; therefore, future research should focus on probability sampling techniques. Third, while this study focuses on one job stressor (task overload) as a job demand, future research should take into account other job features such as a lack of control and support, job instability, a negative work environment, and career stagnation. Finally, the study relies solely on self-reported data. While self-reports were necessary because most topics in this study must be examined in this way, future studies should include behavioral indicators, such as real absence rates, or include more objective measurements. Furthermore, future studies should incorporate other moderating variables such as supervisor support, employee resilience to better understand the job demand-turnover intention relationship.

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Appendix A

Scales Used in the Measurement of the Study's Constructs

Constructs/ statements

A Work overload (4 items):

1. On a typical workday, I feel like I have too much to do.
2. I often work long hours in order to complete my work.
3. I feel overwhelmed by the amount of work I have to do.
4. I often have to prioritize tasks, yet and important ones still get left undone.

B Uncertainty avoidance (5 items):

1. I often feel anxious when I encounter unfamiliar situations or people at work.
2. I prefer working in structured environments with clear rules and procedures.
3. I prefer to stick with familiar routines and avoid taking risks in my work life.
4. I tend to be cautious and avoid situations with uncertain outcomes in my work life.
5. I am uncomfortable with ambiguities and prefer clear and definite answers.

C Job dependency (4 items)

1. I would be lost without my job.
2. I depend on my job for financial stability.
3. If I were to lose my job, I would feel like I had lost a part of myself.
4. My job is one of the most important things in my life.

D Turnover intention (5 items):

1. I will probably look for a new job next year.
 2. I often think about quitting my job.
 3. I am actively looking for other jobs.
 4. I am planning to leave this organization in the near future.
 5. I frequently consider leaving my current job.
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