

# JOB QUALITY OUTCOME MAPS BIBLIOGRAPHY

The authors synthesized results from the following academic journal articles that together represent over 3,000 peer-reviewed empirical studies to develop the Job Quality Outcome Maps.

- Ahola, K., Toppinen-Tanner, S., & Seppanen, J. (2017). Interventions to alleviate burnout symptoms and to support return to work among employees with burnout: Systematic review and meta-analysis. *Burnout Research*, 4, 1-11. <https://doi.org/10.1016/j.burn.2017.02.001>
- Akingbola, K., & van den Berg, H. A. (2019). Antecedents, consequences, and context of employee engagement in nonprofit organizations. *Review of Public Personnel Administration*, 39(1), 46-74. <https://doi.org/10.1177/0734371X16684910>
- Alacron, G. M. (2011). A meta-analysis of burnout with job demands, resources, and attitudes. *Journal of Vocational Behavior*, 79, 549-562. <https://doi.org/10.1016/j.jvb.2011.03.007>
- Allan, B. A., Batz-Barbarich, C., Sterling, H. M., & Tay, L. (2019). Outcomes of meaningful work: A meta-analysis. *Journal of Management Studies*, 56(3), 500-528. <https://doi.org/10.1111/joms.12406>
- Bailey, C., Madden, A., Alfes, K., & Fletcher, L. (2017). The meaning, antecedents and outcomes of employee engagement: A narrative synthesis. *International Journal of Management Reviews*, 19, 31-53. <https://doi.org/10.1111/ijmr.12077>
- Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job resources buffer the impact of job demands on burnout. *Journal of Occupational Health Psychology*, 10(2), 170-180. <https://doi.org/10.1037/1076-8998.10.2.170>
- Bakker, A. B., Costa, P. L. (2014). Chronic job burnout and daily functioning: A theoretical analysis. *Burnout Research*, 1, 112-119. <https://doi.org/10.1016/j.burn.2014.04.003>
- Birtch, T. A., Chiang, F. T., & Esch, E. V. (2016). A social exchange theory framework for understanding the job characteristics – job outcomes relationship: The mediating role of psychological contract fulfillment. *The International Journal of Human Resource Management*, 27(11), 1217-1236. <https://doi.org/10.1080/09585192.2015.1069752>
- Borritz, M., Bultmann, U., Rugulies, R., Christensen, K. B., Villadsen, E., & Kristensen, T. S. (2005). Psychosocial work characteristics as predictors for burnout: Findings from 3-year follow up of the PUMA study. *Journal of Occupational and Environmental Medicine*, 47(10), 1015-1025. <https://doi.org/10.1097/01.jom.0000175155.50789.98>
- Borst, R. T., Krueger, P. M., Lako, C. J., & de Vries, M. S. (2020). The attitudinal, behavioral, and performance outcomes of work engagement: A comparative meta-analysis across the public, semipublic, and private sector. *Review of Public Personnel Administration*, 40(4), 613-640. <https://doi.org/10.1177/0734371X19840399>
- Bryson, A., & White, M. (2019). HRM and small-firm employee motivation: Before and after the great recession. *ILR Review*, 72(3), 749-773. <https://doi.org/10.1177/0019793918774524>
- Chen, G., Ployhart, R. E., Thomas, H. C., Anderson, N., & Bliese, P. D. (2011). The power of momentum: A new model of dynamic relationships between job satisfaction change and turnover intentions. *The Academy of Management Journal*, 54(1), 159-181. <https://doi.org/10.5465/amj.2011.59215089>
- Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology*, 64, 89-136. <https://doi.org/10.1111/j.1744-6570.2010.01203.x>
- Cohen, A. (1992). Antecedents of organizational commitment across occupational groups: A meta-analysis. *Journal of Organizational Behavior*, 13(6), 539-558. <https://doi.org/10.1002/job.4030130602>
- Cohen, A., & Hudecek, N. (1993). Organizational commitment – turnover relationship across occupational groups: A meta-analysis. *Group & Organization Management*, 18(2), 188-213. <https://doi.org/10.1177/1059601193182004>
- Cohen, A., & Gattiker, U. E. (1994). Rewards and organizational commitment across structural characteristics: A meta-analysis. *Journal of Business and Psychology*, 9(2), 137-157. <https://doi.org/10.1007/BF02230633>
- Correa, J. S., Lopes, L. F. D., Almeida, D. M., & Camargo, M. E. (2019). Workplace wellbeing and burnout syndrome: Opposite faces in penitentiary work. *Revista de Administracao Mackenzie*, 20(3), n.p. <https://doi.org/10.1590/1678-6971/eRAMG190149>
- Crawford, E., & Rich, B. L. (2010). Linking job demands and resources to employee engagement and burnout: Theoretical extension and meta-analytic test. *Journal of Applied Psychology*, 95(5), 834-848. <https://doi.org/10.1037/a0019364>
- Demerouti, E., & Bakker, A. B. (2011). The job demands-resources model: Challenges for future research. *SA Journal of Industrial Psychology*, 37(2), 1-9. <https://doi.org/10.4102/sajip.v37i2.974>
- D'Innocenzo, L., Mathieu, J. E., & Kukenberger, M. R. (2016). A meta-analysis of different forms of shared leadership—Team performance relations. *Journal of Management*, 42(7), 1964-1991. <https://doi.org/10.1177/0149206314525205>
- DiPietro, R., & Bufquin, D. (2018). Effects of work status congruence and perceived management concern for employees on turnover intentions in a fast casual restaurant chain. *Journal of Human Resources in Hospitality & Tourism*, 17(1), 38-59. <https://doi.org/10.1080/15332845.2017.1328260>
- Dreison, K. C., Luther, L., Bonfils, K. A., Sliter, M. T., McGrew, J. H., & Salyers, M. P. (2018). Job burnout in mental health providers: A meta-analysis of 35 years of intervention research. *Journal of Occupational Health Psychology*, 23(1), 18-30. <https://doi.org/10.1037/ocp0000047>
- El Helou, M., Nabhani, M., & Bahous, R. (2016). Teachers' views on causes leading to their burnout. *School Leadership & Management*, 36(5), 551-567. <https://doi.org/10.1080/13632434.2016.1247051>
- Fernet, C., Lavigne, G. L., Vallerand, R. J., & Austin, S. (2014). Fired up with passion: Investigating how job autonomy and passion predict burnout at career start in teachers. *Work & Stress*, 28(3), 270-288. <https://doi.org/10.1080/02678373.2014.935524>
- Gakovic, A., & Tetrick, L. E. (2003). Psychological contract breach as a source of strain for employees. *Journal of Business and Psychology*, 18(2), 235-246. <https://doi.org/10.1023/A:1027301232116>
- Ghosh, P., Satyawadi, R., Joshi, J. P., & Shadman, M. (2013). Who stays with you? Factors predicting employees' intention to stay. *International Journal of Organizational Analysis*, 21(3), 288-312. <https://doi.org/10.1108/IJOA-Sep-2011-0511>

- Gleason, F., Malone, E., Wood, L., Baker, S. J., Hollis, R. H., Richman, J. S., Chu, D. I., & Lindeman, B. (2020). The job demands-resources model as a framework to identify factors associated with burnout in surgical residents. *Journal of Surgical Research*, 247, 121-127. <https://doi.org/10.1016/j.jss.2019.10.034>
- Glisson, C., & Durick, M. (1988). Predicators of job satisfaction and organization commitment in human service organizations. *Administrative Science Quarterly*, 33(1), 61-81. <https://doi.org/10.2307/2392855>
- Gotz, M., Donzallaz, M., & Jonas, K. (2020). Leader-member exchange fosters beneficial and prevents detrimental workplace behavior: Organizational identification as the linking pin. *Frontiers in Psychology*, 11, 1-18. <https://doi.org/10.3389/fpsyg.2020.01788>
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26(3), 463-488. <https://doi.org/10.1177/014920630002600305>
- Hakanen, J. J., Bakker, A. B., & Demerouti, E. (2005). How dentists cope with their job demands and stay engaged: The moderating role of job resources. *European Journal of Oral Sciences*, 113, 479-487. <https://doi.org/10.1111/j.1600-0722.2005.00250.x>
- Hancock, J. I., Allen, D. G., Bosco, F. A., McDaniel, K. R., & Pierce, C. A. (2011). Meta-analysis review of employee turnover as a predictor of firm performance. *Journal of Management*, 39(3), 573- 603. <https://doi.org/10.1177/0149206311424943>
- Harris, K. J., Wheeler, A. R., & Kacmar, K. M. (2009). Leader-member exchange and empowerment: Direct and interactive effects on job satisfaction, turnover intentions, and performance. *The Leadership Quarterly*, 20, 371-382. <https://doi.org/10.1016/j.leaqua.2009.03.006>
- Hausknecht, J., & Trevor, C. O. (2011). Collective turnover at the group, unit, and organizational levels: Evidence, issues, and implications. *Journal of Management*, 37(1), 352-388. <https://doi.org/10.1177/0149206310383910>
- Heavey, A. L., Holwerda, J. A., & Hausknecht, J. (2013). Causes and consequences of collective turnover: A meta-analytic review. *Journal of Applied Psychology*, 98(3), 412-453. <https://doi.org/10.1037/a0032380>
- Holman, D., & Axtell, C. (2016). Can job redesign interventions influence a broad range of employee outcomes by changing multiple job characteristics? A quasi-experimental study. *Journal of Occupational Health Psychology*, 21(3), 284-295. <https://doi.org/10.1037/a0039962>
- Humphrey, S. E., & Nahrgang, J. D., & Morgeson, F. P. (2007). Integrating motivational, social, and contextual work design features: A meta-analytic summary and theoretical extension of the work design literature. *Journal of Applied Psychology*, 92(5), 1332-1356. <https://doi.org/10.1037/0021-9010.92.5.1332>
- Irinly, T., Lampek, K., Nemeth, A., Zrinyi, M., & Olah, A. (2019). Discriminating low-, medium- and high-burnout nurses: Role of organisational and patient-related factors. *Journal of Nursing Management*, 27, 1423-1430. <https://doi.org/10.1111/jonm.12825>
- Janssen, N., & Nijhuis, F. J. N. (2004). Associations between positive changes in perceived work characteristics and changes in fatigue. *Journal of Occupational and Environmental Management*, 46(8), 866-875. <https://doi.org/10.1097/01.jom.0000135608.82039.4a>
- Jaramillo, F., Mulki, J. P., & Marshall, G. W. (2005). A meta-analysis of the relationship between organizational commitment and salesperson job performance: 25 years of research. *Journal of Business Research*, 58, 705-714. <https://doi.org/10.1016/j.jbusres.2003.10.004>
- de Jonge, J., & Kompier, M. A. J. (1997). A critical examination of the demand-control-support model from a work psychological perspective. *International Journal of Stress Management*, 4(4), 235- 258. <https://doi.org/10.1023/B:IJSM.0000008152.85798.90>
- Joo, B., Park, S. (2010). Career satisfaction, organizational commitment, and turnover intention: The effects of goal orientation, organizational learning culture and developmental feedback. *Leadership & Organization Development Journal*, 31(6), 482-500. <https://doi.org/10.1108/01437731011069999>
- Kanake, M. K., & Kemboi, A. (2020). Employee empowerment and innovative work behavior: The moderating role of leader-member exchange. *SEISENCE Journal of Management*, 3(5), 13-23. <https://doi.org/10.33215/sjom.v3i5.421>
- Kang, H. J., Gatling, A., & Kim, Jungsun. (2015). The impact of supervisory support on organizational commitment, career satisfaction, and turnover intention for hospitality frontline employees. *Journal of Human Resources in Hospitality & Tourism*, 14(1), 68-89. <https://doi.org/10.1080/15332845.2014.904176>
- Kim, M., & Prewett, M. S. (2018). Employee responses to empowering leadership: A meta-analysis. *Journal of Leadership & Organizational Studies*. <https://doi.org/10.1177/1548051817750538>
- Lesener, T., Gusy, B., & Wolter, C. (2019). The job demands-resources model: A meta-analytic review of longitudinal studies. *Work & Stress*, 33(1), 76-103. <https://doi.org/10.1080/02678373.2018.1529065>
- Li, Y., Li, Y., Castano, G. (2020). The impact of teaching-research conflict on job burnout among university teachers: An integrated model. *International Journal of Conflict Management*, 31(1), 76-90. <https://doi.org/10.1108/IJCM-05-2019-0080>
- de Lima Garcia, C., de Abreu, L. C., Ramos, J. L. S., de Castro, C. F. D., Smiderle, F. R. N., dos Santos, J. A., & Bezerra, I. M. P. (2019). Influence of burnout on patient safety: Systemic review and meta-analysis. *Medicina*, 55, 553-565. <https://doi.org/10.3390/medicina55090553>
- Lorente Prieto, L., Salanova Soria, M., Martinez Martinez, I., & Schaufeli, W. (2008). Extension of job demands-resources model in the prediction of burnout and engagement among teachers over time. *Psicothema*, 20(3), 354-360. Retrieved from <http://www.psicothema.com>
- Mahoney, C. B., Lea, J., Schumann, P. L., & Jillson, I. A. (2020). Turnover, burnout, and job satisfaction of certified registered nurse anesthetists in the United States: Role of job characteristics and personality. *AANA Journal*, 88(1), 39-48. Retrieved from <http://www.aana.com/publications/aana-journal>
- Maric, M., Hernaus, T., Tadic Vujcic, M., & Cerne, M. (2019). Job characteristics and organizational citizenship behavior: A multisource study on the role of work engagement. *Journal for General Social Issues*, 28(1), 25-45. <https://doi.org/10.5559/di.28.1.02>
- Maricutoiu, L. P., Sulea, C., & Iancu, A. (2017). Work engagement or burnout: Which comes first? A meta-analysis of longitudinal evidence. *Burnout Research*, 5, 35-43. <https://doi.org/10.1016/j.burn.2017.05.001>
- Marinova, S. V., Peng, C., Lorinkova, N., Van Dyne, L., & Chiabaru, D. (2015). Change-oriented behavior: A meta-analysis of individual and job design predictors. *Journal of Vocational Behavior*, 88, 104-120. <https://doi.org/10.1016/j.jvb.2015.02.006>
- Marlow, S. L., Lacerenza, C. N., Paoletti, J., Burke, C. S., & Salas, E. (2018). Does team communication represent a one-size-fits-all approach?: A meta-analysis of team communication and performance. *Organizational Behavior and Human Decision Processes*, 144, 145-170. <https://doi.org/10.1016/j.obhdp.2017.08.001>
- Martin, R., Guillaume, Y., Thomas, G., Lee, A., & Eitropaki, O. (2016). Leader-member exchange (LMX) and performance: A meta-analysis review. *Personnel Psychology*, 69, 67-121. <https://doi.org/10.1111/peps.12100>
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171-194. <https://doi.org/10.1037/0033-2909.108.2.171>

- Mathieu, C., Fabi, B., Lacoursiere, R., & Raymond, L. (2016). The role of supervisory behavior, job satisfaction and organizational commitment on employee turnover. *Journal of Management & Organization*, 22(1), 113-129. <https://doi.org/10.1017/jmo.2015.25>
- Mercurio, Z. A. (2015). Affective commitment as a core essence of organizational commitment: An integrative literature review. *Human Resource Development Review*, 14(4), 389-414. <https://doi.org/10.1177/1534484315603612>
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61, 20-52. <https://doi.org/10.1006/jvbe.2001.1842>
- Montano, D., Reeske, A., Franke, F., & Huffmeier, J. (2017). Leadership, followers' mental health and job performance in organizations: A comprehensive meta-analysis from an occupational health perspective. *Journal of Organizational Behavior*, 38, 327-350. <https://doi.org/10.1002/job.2124>
- Moynihn, D. P., & Landuyt, N. (2008). Explaining turnover intention in state government: Examining the roles of gender, life cycle, and loyalty. *Review of Public Personnel Administration*, 28(2), 120-143. <https://doi.org/10.1177/0734371X08315771>
- Nahrgang, J. D., Morgeson, F. P., & Hofmann, D. A. (2010). Safety at work: A meta-analytic investigation of the link between job demands, job resources, burnout, engagement, and safety outcomes. *Journal of Applied Psychology*, 96(1), 71-94. <https://doi.org/10.1037/a0021484>
- Ng, T. W. H. (2015). The incremental validity of organizational commitment, organizational trust, and organizational identification. *Journal of Vocational Behavior*, 88, 154-163. <https://doi.org/10.1016/j.jvb.2015.03.003>
- Nielsen, K., Nielsen, M. B., Ogbonnaya, C., Kansala, M., Saari, E., & Isaksson, K. (2017). Workplace resources to improve both employee well-being and performance: A systematic review and meta-analysis. *Work & Stress*, 31(2), 101-120. <https://doi.org/10.1080/02678373.2017.1304463>
- Nikpour, A. (2017). The impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment. *The International Journal of Organizational Leadership*, 6, 65-72. Retrieved from <http://www.ijol.cikd.ca>
- Ojedokun, O., & Idemudia, E. S. (2014). Burnout among paramilitary personnel in Nigeria: A perspective from Conservation of Resources Theory. *South African Journal of Psychology*, 44(1), 106-117. <https://doi.org/10.1177/0081246313516256>
- Ozkan, A. H., Elci, M., Karabay, M. E., Kitapci, H., & Garip. C. (2020). Antecedents of turnover intention: A meta-analysis study in the United States. *E&M Economics and Management*, 23(1), 93-110. <https://doi.org/10.15240/tul/001/2020-1-007>
- Pajo, K., Coetzer, A., & Guenole, N. (2010). Formal development opportunities and withdrawal behaviors by employees in small and medium-sized enterprises. *Journal of Small Business Management*, 48(3), 281-301. Retrieved from <http://www.tandfonline.com/>
- Podsakoff, N. P., LePine, J. A., & LePine, M. A. (2007). Differential challenge stressor-hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: A meta-analysis. *American Psychological Association*, 92(2), 438-454. <https://doi.org/10.1037/0021-9010.92.2.438>
- Pradhan, R. K., Jena, L. K., & Kumari, I. G. (2016). Effect of work-life balance on organizational citizenship behaviour: Role of organizational commitment. *Global Business Review*, 17(3S), 15-155. <https://doi.org/10.1177/0972150916631071>
- Quade, M. J., McLarty, B. D., & Bonner, J. M. (2020). The influence of supervisor bottom-line mentality and employee bottom-line mentality on leader-member exchange and subsequent employee performance. *Human Relations*, 73(8), 1157-1181. <https://doi.org/10.1177/0018726719858394>
- Rahman, H. A., Abdul-Mumin, K., & Naing, L. (2016). A study into the psychological factors as predictors of work-related fatigue. *British Journal of Nursing*, 25(13), 757-763. <https://doi.org/10.12968/bjon.2016.25.13.757>
- Rajendran, N., Watt, H. M. G., & Richardson, P. W. (2020). Teacher burnout and turnover intent. *The Australian Educational Researcher*, 47, 477-500. <https://doi.org/10.1007/s13384-019-00371-x>
- Reichl, C., Leiter, M. P., & Spinath, F. M. (2014). Work-nonwork conflict and burnout: A meta-analysis. *Human Relations*, 67(8), 979-1005. <https://doi.org/10.1177/0018726713509857>
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *The Academy of Management Journal*, 53(3), 617-635. <https://doi.org/10.5465/amj.2010.51468988>
- Ricketta, M. (2002). Attitudinal organizational commitment and job performance: A meta-analysis. *Journal of Organizational Behavior*, 23, 257-266. <https://doi.org/10.1002/job.141>
- Rubenstein, A. L., Eberly, M. B., Lee, T. W., & Mitchell, T. R. (2017). Surveying the forest: A meta-analysis, moderator investigation, and future-oriented discussion of the antecedents of voluntary employee turnover. *Personnel Psychology*, 71, 23-65. <https://doi.org/10.1111/peps.12226>
- Saks, A. M. (2019). Antecedents and consequences of employee engagement revisited. *Journal of Organizational Effectiveness: People and Performance*, 6(1), 19-38. <https://doi.org/10.1108/JOEPP-06-2018-0034>
- Salyers, M. P., Bonfils, K. A., Luther, L., Firmin, R. L., White, D. A., Adams, E. L., & Rollins, A. L. (2017). The relationship between professional burnout and quality and safety in healthcare: A meta-analysis. *Journal of General Internal Medicine*, 32(4), 475-482. <https://doi.org/10.1007/s11606-016-3886-9>
- Schneider, B., Yost, A. B., Kropp, A., Kind, C., & Lam, H. (2017). Workforce engagement: What it is, what drives it, and why it matters for organizational performance. *Journal of Organizational Behavior*, 39, 462-470. <https://doi.org/10.1002/job.2244>
- Saridakis, G., Torres, R. M., & Johnstone, S. (2013). Do human resource practices enhance organizational commitment in SMEs with low employee satisfaction? *British Journal of Management*, 24, 445-458. <https://doi.org/10.1111/j.1467-8551.2012.00814.x>
- Seidler, A., Thinschmidt, M., Deckert, S., Then, F., Hegewald, J., Nieuwenhuijsen, K., & Riedel-Heller, S. G. (2014). The role of psychosocial working conditions on burnout and its core component emotional exhaustion – a systematic review. *Journal of Occupational Medicine and Toxicology*, 9(10), 1-13. <https://doi.org/10.1186/1745-6673-9-10>
- Sikorska-Simmons, E. (2005). Predictors of organizational commitment among staff in assisted living. *The Gerontologist*, 45(2), 196-205. <https://doi.org/10.1093/geront/45.2.196>
- Smith, A., Oczkowski, E., & Smith, C. S. (2011). To have and to hold: Modelling the drivers of employee turnover and skill retention in Australian organisations. *The International Journal of Human Resource Management*, 22(2), 395-416. <https://doi.org/10.1080/09585192.2011.540162>
- Smith, T. D., DeJoy, D. M., Dyal, M. A., & Huang, G. (2019). Impact of work pressure, work stress and work-family conflict on firefighter burnout. *Archives of Environmental & Occupational Health*, 74(4), 215-222. <https://doi.org/10.1080/19338244.2017.1395789>
- Sonnetag, S. (2017). A task-level perspective on work engagement: A new approach that helps to differentiate the concepts of engagement and burnout. *Burnout Research*, 5, 12-20. <https://doi.org/10.1016/j.burn.2017.04.001>
- Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *The Academy of Management Journal*, 38(5), 1442-1465. <https://doi.org/10.5465/256865>

- Su, X., & Ng, S. M. (2019). The differential impacts of collective psychological ownership and membership identification on work burnout and engagement. *Journal of Social Service Research*, 45(1), 44-58. <https://doi.org/10.1080/01488376.2018.1479340>
- Sulea, C., Virga, D., Maricutoiu, L. P., Schaufeli, W., Dumitru, C. Z., & Sava, F. A. (2012). Work engagement as mediator between job characteristics and positive and negative extra-role behaviors. *Career Development International*, 17(3), 188-207. <https://doi.org/10.1108/13620431211241054>
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-293. <https://doi.org/10.1111/j.1744-6570.1933.tb00874.x>
- Thao, N. P. H., & Kang, S. W. (2020). When servant leaders inspire followers to become organizational citizens? Empirical evidence from Vietnam. *SAGE Open*. <https://doi.org/10.1177/2158244019900184>
- Van der Doef, M., & Maes, S. (1998). The job demand-control(-support) model and physical health outcomes: A review of the strain and buffer hypothesis. *Psychology and Health*, 13(5), 909-936. <https://doi.org/10.1080/08870449808407440>
- Van der Doef, M., & Maes, S. (1999). The job demand-control(-support) model and psychological well-being: A review of 20 years of empirical research. *Work & Stress*, 13(2), 87-114. <https://doi.org/10.1080/08870449808407440>
- van Vegchel, N., & de Jonge, J. (2004). Quantitative versus emotional demands among Swedish human service employees: Moderating effects of job control and social support. *International Journal of Stress Management*, 11(1), 21-40. <https://doi.org/10.1037/1072-5245.11.1.21>
- Verhoeven, C., Maes, S., Kraaij, V., & Joekes, K. (2003). The job demand-control-social support model and wellness/health outcomes: A European study. *Psychology and Health*, 18(4), 421-440. <https://doi.org/10.1080/0887044031000147175>
- Villanueva, D., & Djurkovic, N. (2009). Occupational stress and intention to leave among employees in small and medium enterprises. *International Journal of Stress Management*, 16(2), 124-137. <https://doi.org/10.1037/a0015710>
- Wong, C. A., & Spence Laschinger, H. K. (2015). The influence of frontline manager job strain on burnout, commitment and turnover intention: A cross-sectional study. *International Journal of Nursing Studies*, 52, 1824-1833. <https://doi.org/10.1016/j.ijnurstu.2015.09.006>
- Yahaya, R., & Ebrahim, F. (2016). Leadership styles and organizational commitment: Literature review. *Journal of Management Development*, 35(2), 190-216. <https://doi.org/10.1108/JMD-01-2015-0004>
- Yu, M., & Li, J. (2020). Psychosocial safety climate and unsafe behavior among miners in China: The mediating role of work stress and job burnout. *Psychology, Health & Medicine*, 25(7), 793-801. <https://doi.org/10.1080/13548506.2019.1662068>

### **Acknowledgement:**

The job quality outcome maps were developed for the National Fund for Workforce Solutions by Ellen G. Frank-Miller, PhD, and Sophia R. Fox-Dichter, MSW, at the Social Policy Institute of Washington University in St. Louis, with support from the Bill & Melinda Gates Foundation. The findings and conclusions are those of the authors and do not necessarily reflect positions or policies of the Bill & Melinda Gates Foundation. The authors are now affiliated with the Workforce and Organizational Research Center, [workresearchcenter.org](http://workresearchcenter.org).



TEL 202-223-8994 | [info@nationalfund.org](mailto:info@nationalfund.org)  
1250 Connecticut Ave NW # 200, Washington, DC 20036  
[WWW.NATIONALFUND.ORG](http://WWW.NATIONALFUND.ORG)

### **About National Fund for Workforce Solutions**

The National Fund for Workforce Solutions invests in a dynamic national network of 30+ communities taking a demand-driven, evidence-based approach to workforce development. At the local level, the National Fund's partner organizations contribute resources, test ideas, collect data, and improve public policies and business practices that help all workers succeed and employers have the talent they need to compete. Learn more at [www.NationalFund.org](http://www.NationalFund.org).



### **About Social Policy Institute at Washington University in St. Louis**

The Social Policy Institute at Washington University in St. Louis conducts research, activates solutions, and develops people locally and around the world. The institute, which launched in 2019, fosters interdisciplinary and cross-sector collaboration to design, test, inform, and impact innovative policy solutions to social problems in four areas — financial security, health, housing, and education. Learn more at [SocialPolicyInstitute.wustl.edu](http://SocialPolicyInstitute.wustl.edu).