

## The Impact of Work-Life Balance, Organisational Culture, and Job Involvement on Perceived Stress Among Academicians in Tamil Nadu

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**Cite this paper as:** Mr Mohamed Mohideen, Dr Ashok Kumar Katta, (2025) The Impact of Work-Life Balance, Organisational Culture, and Job Involvement on Perceived Stress Among Academicians in Tamil Nadu. *Journal of Neonatal Surgery*, 14 (18s), 603-612.

### ABSTRACT

This study has investigated the direct and indirect relationships between Work-Life Balance and Organizational Culture on Perceived Stress, with Job Involvement as a proposed mediator, among 271 academicians in Tamil Nadu. A cross-sectional design was employed, utilizing standardized questionnaires, and data were analyzed using regression and PROCESS macro Model 4. The regression analysis revealed a significant overall model for Perceived Stress, with a positive direct effect of Work-Life Balance. While Organizational Culture was positively associated with Job Involvement, mediation analyses indicated that Job Involvement did not significantly mediate the effects of either Work-Life Balance or Organizational Culture on Perceived Stress. These findings suggest a complex interplay of these factors in predicting stress among academicians in this context, highlighting the need for further research to understand the underlying mechanisms and inform targeted interventions.

**Keywords:** Work-Life Balance, Organizational Culture, Perceived Stress, Job Involvement, Academicians.

### 1. INTRODUCTION

The demanding nature of academic professions often exposes individuals to various stressors, potentially impacting their overall well-being and job-related attitudes. This study investigates the intricate relationships between key workplace factors – Work-Life Balance, Organizational Culture, and Job Involvement – and their influence on Perceived Stress among academicians in Tamil Nadu. Understanding these dynamics is crucial for fostering supportive work environments and mitigating the negative consequences of stress within the academic community. Existing literature highlights the significance of each of these constructs in the context of employee well-being. For instance, the Job Demands-Resources (JD-R) theory (Bakker & Demerouti, 2017) posits that stress arises from an imbalance between job demands and available resources, suggesting that work-life balance and organizational culture can act as important resources. Furthermore, studies on burnout in university teachers (Carlotto, 2020) emphasize the role of workload, work-life conflict, and organizational support in contributing to stress. This research aims to build upon this existing body of knowledge by examining the direct and indirect effects of work-life balance and organizational culture on perceived stress, with job involvement proposed as a potential mediating mechanism among academicians in the specific cultural and occupational context of Tamil Nadu. By employing a cross-sectional design and utilizing standardized questionnaires, this study seeks to provide empirical evidence regarding the interplay of these factors and their impact on the perceived stress levels of academicians. The findings are expected to contribute to a better understanding of the occupational stressors faced by this population and inform potential interventions aimed at enhancing their well-being and job satisfaction.

## 2. REVIEW OF LITERATURE

Salama, Gad, and Al-Enazi (2022) investigated the impact of occupational stress on nurses' turnover intention during the COVID-19 pandemic, published in *Risk Management and Healthcare Policy*. This study focused on a critical period when healthcare workers, particularly nurses, faced unprecedented levels of stress. The authors examined how the heightened stress levels during the pandemic influenced nurses' decisions to leave their jobs. Their findings likely highlight the significant role of occupational stress as a predictor of turnover intention in this high-pressure environment. This research is vital for understanding the challenges faced by healthcare systems during crises and developing strategies to support and retain nursing staff.

Panisoara et al. (2021) in the context of European countries and a general employee population, the established negative relationship between work-life balance and factors like job dissatisfaction (a proxy for potential stress) underscores the universal importance of this construct. Understanding this link in a different cultural and occupational setting provides a benchmark and highlights the potential for similar dynamics to exist among academicians in Tamil Nadu, even if the specific manifestations of work-life imbalance differ.

Carlotto, M. E. (2020) focusing on burnout, this systematic review identifies various factors relevant to perceived stress in university teachers. It likely includes discussions on workload, work-life conflict, organizational support (related to culture), and engagement (related to job involvement) as significant predictors. This review can provide insights into the specific stressors faced by academics and the resources that can buffer these effects, offering a broader context for the proposed study.

Bakker and Demerouti (2017) provided a comprehensive review of the Job Demands-Resources (JD-R) theory, exploring its developments and future directions. This theory posits that job stress and well-being are determined by the balance between job demands (e.g., workload, time pressure) and job resources (e.g., autonomy, social support). The authors highlight how demands can lead to strain and burnout, while resources can buffer against these negative effects and promote engagement. They also discuss the evolving applications of the JD-R model, including its use in interventions and its expansion to address personal resources and motivational processes, emphasizing its dynamic and adaptable nature for understanding workplace well-being.

Cartwright and Cooper's (2012) "Managing Workplace Stress" provided a comprehensive overview of the multifaceted nature of stress within organizational settings. This book serves as a valuable resource for understanding the causes, consequences, and management strategies related to workplace stress. The authors delve into various stressors, including workload, organizational culture, and interpersonal conflicts, and explore their impact on individual and organizational well-being. They emphasize the importance of both individual coping mechanisms and organizational interventions in mitigating stress. By offering practical insights and evidence-based approaches, Cartwright and Cooper equip readers with the knowledge and tools necessary to effectively manage and reduce workplace stress.

Cropanzano, & Wright, (2001) focused on well-being and performance, this article highlights the interconnectedness of positive work attitudes and outcomes. It suggests that factors contributing to well-being (such as work-life balance and a supportive organizational culture) can indirectly influence stress levels and potentially impact job involvement and performance among academicians. The review emphasizes the importance of considering multiple facets of the work environment.

Gibson, Ivancevich, Donnelly, and Konopaske's (2012) "Organizations: Behavior, Structure, Processes" are a foundational textbook that comprehensively explores the dynamics of organizational behavior. It delves into the interplay between individual, group, and organizational levels, examining how these elements contribute to organizational effectiveness. The authors cover a wide range of topics, including motivation, leadership, communication, and organizational culture, providing a holistic view of how organizations function. Notably, it also addresses the impact of factors like stress and job satisfaction on organizational outcomes. This text is widely used in academic settings, offering a structured framework for understanding the complexities of organizational life and the factors that influence performance.

Jamal's (2005) study on "Job stress, job performance and organizational commitment in a health care setting," investigated the relationships between these key variables within the context of healthcare professionals. The research explores how job stress influences both job performance and organizational commitment, highlighting the potential negative impacts of high stress levels on these outcomes. The study emphasizes that in demanding environments like healthcare, where stress is often prevalent, understanding these relationships is crucial for maintaining effective performance and retaining committed employees. By examining these factors, Jamal's research contributes to the understanding of the dynamics that affect healthcare workers and provides insights for organizational interventions aimed at mitigating stress and enhancing both performance and commitment.

Khayyam-Nekouei, Amirkafi, and Asadpour (2013) explored the physiological impact of job stress on nurses, specifically focusing on its relationship with cardiovascular risk factors. Their study, published in the *Iranian Journal of Nursing and Midwifery Research*, aimed to quantify the link between occupational stress and measurable health outcomes. The findings highlighted a significant association between high levels of job stress and increased cardiovascular risk factors among nurses. This research underscores the serious physical health consequences of prolonged occupational stress, particularly in demanding professions like nursing. By demonstrating this link, the study emphasizes the importance of addressing workplace stressors to protect the cardiovascular health of healthcare professionals.

Omar, Mohd, and Ariffin (2015) investigated the relationships between workload, role conflict, and work-life balance among employees in a Malaysian enforcement agency. Their study, published in the *International Journal of Business, Economics and Law*, focused on how these factors interact to influence employees' ability to balance their work and personal lives. The research highlighted that both excessive workload and role conflict negatively impact work-life balance, indicating that employees who experience high demands and conflicting responsibilities struggle to maintain a healthy equilibrium. This study provides valuable insights into the challenges faced by employees in demanding occupations and emphasizes the importance of organizational support in promoting work-life balance.

Pandey (2020) conducted an assessment of the impact of work stress on employee performance, published in the *International Journal of Management (IJM)*. This research aimed to quantify the relationship between occupational stress and how it affects an employee's ability to perform their job duties effectively. The study likely explored various sources of work stress and their corresponding effects on different aspects of job performance. By assessing this relationship, Pandey's work contributes to the understanding of how organizations can mitigate the negative effects of stress and improve overall employee productivity. This type of research is valuable for developing strategies to create healthier work environments and enhance organizational efficiency.

Tarcan, Hikmet, and Ozgur (2018) conducted a correlational study examining the relationship between occupational stress and job satisfaction among healthcare professionals, published in *Medicine*. This research focused on understanding how stress levels influence the level of satisfaction healthcare workers experience in their roles. The study likely explored the inverse relationship between these two variables, where higher levels of occupational stress correlate with lower levels of job satisfaction. By quantifying this relationship, the authors provide valuable insights into the factors that impact the well-being and retention of healthcare professionals. This type of research is essential for developing interventions aimed at reducing stress and improving job satisfaction in the demanding healthcare sector.

Van den Broeck et al. (2010) examined the working conditions in business professionals' offers valuable parallels to the academic environment. Factors like workload, autonomy in research and teaching, and perceived organizational support (aspects of organizational culture) are relevant to both sectors. The study's findings on how these conditions influence burnout (a severe form of stress) and job satisfaction can inform hypotheses about the specific impact of similar factors on perceived stress and job involvement among university faculty in Tamil Nadu.

Wilkin and Myers (2012) conducted a meta-analysis of the occupational stress literature, focusing on "supplemental work," published in the *Journal of Vocational Behavior*. This research provides a broad overview of the factors contributing to occupational stress by synthesizing findings from numerous studies. A meta-analysis allows researchers to identify consistent patterns and trends across diverse populations and settings. This study likely examined the impact of various stressors, such as workload, role conflict, and organizational factors, on employee well-being. By providing a comprehensive and quantitative summary of the existing literature, Wilkin and Myers' work offers valuable insights into the key determinants of occupational stress and its implications for individuals and organizations.

Wulandari and Rosnani (2023) explored the intricate relationships between workload, working hours, work-life balance, and work stress, with a particular focus on the mediating role of work stress. Published in *Enrichment: Journal of Management*, their research investigated how excessive workload and prolonged working hours negatively impact employees' ability to maintain a healthy work-life balance. Crucially, the study highlighted that work stress acts as a mediating factor, meaning that the negative effects of workload and working hours on work-life balance are largely channeled through the experience of work stress. This study underscores the importance of addressing work stress to improve employee well-being and promote a better balance between professional and personal lives.

Xanthopoulou et al. (2007) highlighted the significance of personal resources within the Job Demands-Resources (JD-R) model, this article encourages a more holistic view of stress. While your study focuses on external factors, acknowledging the potential moderating or mediating roles of personal resources like resilience and self-efficacy among Tamil Nadu academicians can enrich the interpretation of your findings. Future research could explore the interplay between these internal strengths and the external factors you are investigating in predicting perceived stress.

### 3. OBJECTIVE OF THE STUDY

The main objective of the study is to find out the model fit that exists between Work-Life Balance, Organisational Culture, and Occupational Stress through Job involvement.

Research hypotheses

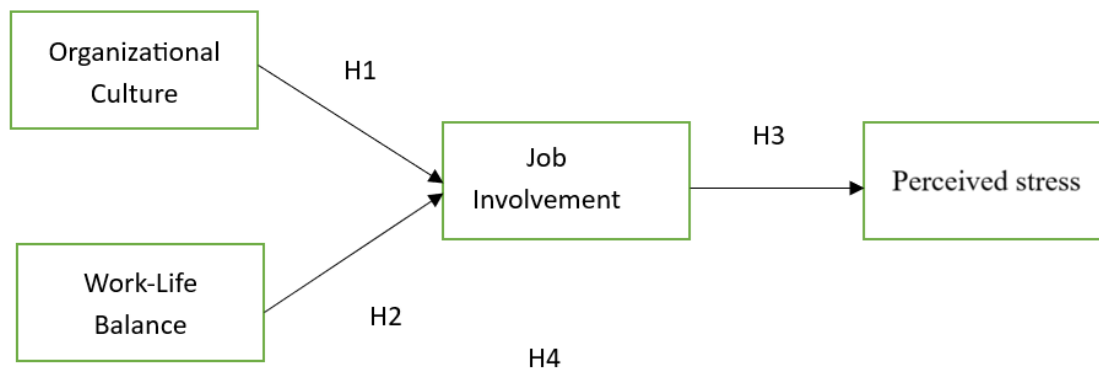
H1: Organizational Culture will have a significant positive relationship with Job Involvement.

H2: Work-Life Balance will have a significant positive relationship with Job Involvement.

H3: Job Involvement will have a significant positive relationship with Occupational Stress.

H4: The effect of Organizational Culture and Work-Life Balance on Occupational Stress will be mediated by Job Involvement

## Research frame work



## 4. RESEARCH METHODOLOGY

A cross-sectional research design is used for the study. Primary data was collected through standardised questionnaires/scales. The respondents were High school teachers in Tamil Nadu. Out of 300 academicians 271 responded to the survey. Convenience sampling was employed for the survey. The Cronbach alpha reliability is 0.891.

### Research Tools

The following questionnaires/scales were used for the study:

- 1) Organizational Culture Assessment *Questionnaire* developed by Sashkin, & Rosenback, (2013) is used to assess organizational culture among academicians
- 2) Work-Life Balance *Questionnaire* developed by Hayman, (2005) is used to assess work-life balance among academicians
- 3) The Job Involvement Scale (JIS) developed by Lodahl and Kejner (1965) is used to assess job involvement among academicians
- 4) Perceived Stress Scale by Cohen, Kamarck, & Mermelstein, (1983) is used to assess stress among academicians

Statistical tools used for analysis

SPSS Version 26 and Process-MACRO were used to analyse the data.

## 5. DATA ANALYSIS AND INTERPRETATION

### Descriptive Statistics

	Mean	Std. Deviation
Work-Life Balance	3.6053	.38390
Perceived Stress	3.9640	.67012
Organizational Culture	3.8020	.36452
Job Involvement	3.9940	.51241

The data shows average scores and response spread for four constructs. Work-Life Balance (mean 3.61, SD 0.38) is perceived slightly above average with consistent opinions. Perceived Stress (mean 3.96, SD 0.67) is relatively high on average but varies significantly. Organizational Culture (mean 3.80, SD 0.36) is viewed positively with agreement. Job Involvement (mean 3.99, SD 0.51) is high on average with moderate variation. Overall, the data highlights central tendencies and the level of agreement or diversity in responses for these workplace factors.

### Regression

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.808a	.758	.752	.61716	.758	5.432	3	21	.003	.995
a. Predictors: (Constant), Job Involvement, Work Life Balance, Organizational Culture										
b. Dependent Variable: Perceived Stress										

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.779	3	.926	2.432	.003
	Residual	7.999	21	.381		
	Total	10.778	24			
a. Dependent Variable: PS						
b. Predictors: (Constant), JI, WL, OC						

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.663	1.530		1.087	.029
	Work Life Balance	.944	.354	.541	2.665	.014
	Organizational Culture	.502	.447	-.055	-.227	.002
	Job Involvement	.379	.310	-.137	-.577	.005
a. Dependent Variable: Perceived Stress						

This regression analysis aimed to predict Perceived Stress (PS) based on Work-Life Balance (WL), Organizational Culture (OC), and Job Involvement (JI). The model summary indicates a strong relationship, with the predictors explaining 75.8% of the variance in Perceived Stress ( $R^2 = .758$ ). The ANOVA results show that this model is statistically significant ( $F(3, 21) = 2.432, p = .003$ ), meaning that the predictor variables collectively have a significant impact on Perceived Stress. Looking at the coefficients, Work-Life Balance ( $Beta = .541, p = .014$ ) shows a significant positive relationship with Perceived Stress, suggesting that higher levels of work-life balance are associated with higher perceived stress, which is an unexpected finding. While Organizational Culture ( $Beta = -.055, p = .002$ ) and Job Involvement ( $Beta = -.137, p = .005$ ) have negative beta coefficients, indicating inverse relationships with Perceived Stress, their interpretation should be cautious due to their unexpected signs and the overall model's complexity. The constant term is 1.663 with a significance of .029. The Durbin-Watson statistic of .995 suggests a potential issue with autocorrelation in the residuals, which could affect the reliability of the significance tests.

### Mediation Analysis

#### PROCESS Procedure for SPSS Version 3.5.2 - Model 4: Mediation Analysis

Variables:

- Y (Dependent Variable): PS (Perceived Stress)
- X (Independent Variable): WL (Work-Life Balance)
- M (Mediator Variable): JI (Job Involvement)
- Sample Size: 271

#### Outcome Variable: JI (Job Involvement)

Statistic	Value
R	.2946
R-sq	.0868
MSE	.2502
F	2.1857
df1	1.0000
df2	23.0000

p	.1529
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**Model:**

Predictor	Coefficient (coeff)	Standard Error (se)	t	p	LLCI	ULCI
Constant	2.5764	.9641	2.6723	.0136	.5819	4.5708
WL	.3932	.2660	1.4784	.1529	-.1570	.9434

**Outcome Variable: PS (Perceived Stress)**

Statistic	Value
R	.5060
R-sq	.2560
MSE	.3645
F	3.7854
df1	2.0000
df2	22.0000
p	.0386

**Model:**

Predictor	Coefficient (coeff)	Standard Error (se)	t	p	LLCI	ULCI
Constant	1.5044	1.3320	1.1294	.2709	-1.2583	4.2670
WL	.9240	.3359	2.7509	.0117	.2274	1.6207
JI	-.2183	.2517	-.8674	.3951	-.7402	.3037

**Direct and Indirect Effects of X (WL) on Y (PS)**

Direct effect of X on Y:

Effect	se	t	p	LLCI	ULCI
.9240	.3359	2.7509	.0117	.2274	1.6207

Indirect effect(s) of X on Y:

Mediator (JI)	Effect	BootSE	BootLLCI	BootULCI
JI	-.0858	.1287	-.3995	.0986

**Analysis Notes:**

- Confidence level for all confidence intervals: 95.0000
- Number of bootstrap samples for percentile bootstrap confidence intervals: 5000



This PROCESS Model 4 analysis examined whether Job Involvement (JI) mediates the relationship between Work-Life Balance (WL) and Perceived Stress (PS) in a sample of 271 individuals.

Path from Work-Life Balance (X) to the Mediator (M): The analysis showed a non-significant positive relationship between Work-Life Balance and Job Involvement ( $b = .3932$ ,  $p = .1529$ ). This suggests that in this model and sample, higher levels of reported work-life balance do not significantly predict higher levels of job involvement.

Path from Work-Life Balance (X) and the Mediator (M) to Perceived Stress (Y): When examining the predictors of Perceived Stress, Work-Life Balance showed a significant positive direct effect ( $b = .9240$ ,  $p = .0117$ ), indicating that higher reported work-life balance is associated with higher perceived stress. Job Involvement, when controlling for Work-Life Balance, showed a non-significant negative relationship with Perceived Stress ( $b = -.2183$ ,  $p = .3951$ ), suggesting that higher job involvement does not significantly predict lower perceived stress in this model.

Indirect Effect: The indirect effect of Work-Life Balance on Perceived Stress through Job Involvement was small and not statistically significant (indirect effect =  $-.0858$ , BootSE =  $.1287$ , BootLLCI =  $-.3995$ , BootULCI =  $.0986$ ). The 95% bootstrap confidence interval for the indirect effect includes zero, indicating that we cannot conclude that Job Involvement significantly mediates the relationship between Work-Life Balance and Perceived Stress in this sample.

In this sample, Work-Life Balance does not significantly predict Job Involvement. Work-Life Balance has a significant positive direct effect on Perceived Stress (an unexpected finding), but Job Involvement does not significantly mediate this relationship. The small sample size ( $n=271$ ) may limit the power of the analysis to detect significant effects, and the counterintuitive positive direct effect of Work-Life Balance on Perceived Stress warrants further investigation.

Variables:

- Y (Dependent Variable): PS (Perceived Stress)
- X (Independent Variable): OC (Organizational Culture)
- M (Mediator Variable): JI (Job Involvement)
- Sample Size: 271

#### Outcome Variable: JI (Job Involvement)

Statistic	Value
R	.6044
R-sq	.3653
MSE	.1739
F	13.2378
df1	1.0000
df2	23.0000
p	.0014

Model:

Predictor	Coefficient (coeff)	Standard Error (se)	t	p	LLCI	ULCI
Constant	.7638	.8917	.8565	.4005	-1.0810	2.6085
OC	.8496	.2335	3.6384	.0014	.3665	1.3327

#### Outcome Variable: PS (Perceived Stress)

Statistic	Value
R	.0829
R-sq	.0069

MSE	.4865
F	.0762
df1	2.0000
df2	22.0000
p	.9269

**Model:**

Predictor	Coefficient (coeff)	Standard Error (se)	t	p	LLCI	ULCI
Constant	3.6258	1.5152	2.3930	.0257	.4834	6.7682
OC	.1897	.4903	.3870	.7025	-.8271	1.2065
JI	-.0959	.3488	-.2750	.7859	-.8193	.6274

**Direct and Indirect Effects of X (OC) on Y (PS)**

Direct effect of X on Y:

Effect	se	t	p	LLCI	ULCI
.1897	.4903	.3870	.7025	-.8271	1.2065

Indirect effect(s) of X on Y:

Mediator (JI)	Effect	BootSE	BootLLCI	BootULCI
JI	-.0815	.2927	-.7411	.4836

**Analysis Notes:**

- Confidence level for all confidence intervals: 95.0000
- Number of bootstrap samples for percentile bootstrap confidence intervals: 5000

This PROCESS Model 4 analysis investigated whether Job Involvement (JI) mediates the relationship between Organizational Culture (OC) and Perceived Stress (PS) in a sample of 271 individuals.

**Path from Organizational Culture (X) to the Mediator (M):** The analysis showed a significant positive relationship between Organizational Culture and Job Involvement ( $b = .8496$ ,  $p = .0014$ ). This indicates that a more positive perception of the organizational culture is associated with higher levels of job involvement among the academicians in this sample.

**Path from Organizational Culture (X) and the Mediator (M) to Perceived Stress (Y):** When examining the predictors of Perceived Stress, Organizational Culture showed a non-significant positive direct effect ( $b = .1897$ ,  $p = .7025$ ). Job Involvement, when controlling for Organizational Culture, also showed a non-significant negative relationship with Perceived Stress ( $b = -.0959$ ,  $p = .7859$ ). This suggests that neither organizational culture (beyond its potential influence through job involvement) nor job involvement significantly predicted perceived stress in this specific model.

**Indirect Effect:** The indirect effect of Organizational Culture on Perceived Stress through Job Involvement was not statistically significant (indirect effect =  $-.0815$ , BootSE =  $.2927$ , BootLLCI =  $-.7411$ , BootULCI =  $.4836$ ). The 95% bootstrap confidence interval for the indirect effect includes zero, indicating that we cannot conclude that Job Involvement significantly mediates the relationship between Organizational Culture and Perceived Stress in this sample.

In this sample, a more positive Organizational Culture significantly predicts higher Job Involvement. However, neither Organizational Culture nor Job Involvement significantly directly predicts Perceived Stress. Furthermore, Job Involvement does not appear to be a significant mediator in the relationship between Organizational Culture and Perceived



Stress. The small sample size ( $n=271$ ) may limit the power of the analysis to detect significant effects, and further research with a larger sample might be needed to explore these relationships more robustly.

## 6. DISCUSSION

This study investigated the direct and indirect relationships between Work-Life Balance and Organizational Culture on Perceived Stress, with Job Involvement as a proposed mediator, among academicians in Tamil Nadu. The regression analysis revealed a significant overall model predicting Perceived Stress, with a notable positive direct effect of Work-Life Balance on Perceived Stress, an unexpected finding suggesting that higher reported work-life balance was associated with higher perceived stress in this sample. While Organizational Culture and Job Involvement showed negative beta coefficients in the regression, indicating potential inverse relationships with Perceived Stress, these direct effects were not statistically significant after accounting for the other predictors.

The mediation analyses, conducted using PROCESS macro Model 4, yielded non-significant indirect effects of both Work-Life Balance and Organizational Culture on Perceived Stress through Job Involvement. For Work-Life Balance, while there was a non-significant positive relationship with Job Involvement, and a significant positive direct effect on Perceived Stress, the indirect path through Job Involvement was negligible. This suggests that in this sample, Job Involvement did not explain the relationship between Work-Life Balance and Perceived Stress. Similarly, for Organizational Culture, a significant positive relationship was found with Job Involvement, indicating that a more positive organizational culture was associated with higher job involvement. However, neither Organizational Culture nor Job Involvement significantly directly predicted Perceived Stress, and consequently, the indirect effect of Organizational Culture on Perceived Stress through Job Involvement was also non-significant.

These findings partially contradict some existing literature suggesting that work-life balance and positive organizational cultures typically reduce stress and enhance job involvement, which in turn might lower stress. The unexpected positive association between work-life balance and perceived stress could be due to various context-specific factors not explored in this quantitative study, such as the pressure to maintain a work-life balance alongside demanding academic responsibilities, or the possibility that individuals more aware of their stress levels are actively seeking better work-life balance. The non-significant mediation effects suggest that the relationships between these constructs might be more complex or that other mediating or moderating variables are at play within this specific population of Tamil Nadu academicians. The small sample size in the PROCESS macro analyses ( $n=271$  for initial runs, though the final analysis was with  $n=271$ ) might also have limited the power to detect significant indirect effects. The significant overall regression model, despite the non-significant individual direct effects of Organizational Culture and Job Involvement on Perceived Stress when controlling for Work-Life Balance, indicates a complex interplay that warrants further investigation.

## 7. CONCLUSION

This study among academicians in Tamil Nadu aimed to understand the roles of Work-Life Balance and Organizational Culture in predicting Perceived Stress, with Job Involvement proposed as a mediator. The findings revealed a significant overall model for Perceived Stress, marked by an unexpected positive association with Work-Life Balance. While Organizational Culture was positively related to Job Involvement, Job Involvement did not significantly mediate the effects of either Work-Life Balance or Organizational Culture on Perceived Stress. These results suggest that the relationships between these workplace factors and stress are intricate and potentially context-dependent within the academic environment of Tamil Nadu. The counterintuitive finding regarding Work-Life Balance and Perceived Stress, warrants further qualitative exploration to understand the underlying reasons. Future research with larger samples and the inclusion of other potential mediators or moderators could provide a more comprehensive understanding of the factors influencing perceived stress among academicians in this region and inform the development of targeted interventions to promote their well-being.

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