



The Relationship Between Job Stress, Emotional Support, and Socio-Psychological Well-Being Among Women Employees in Multinational Corporations: A Systematic Literature Review

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ABSTRACT

Employee well-being has become a strategic priority for multinational corporations (MNCs) due to increasing workplace demands, rapid digital transformation, and evolving organizational practices. Women employees often experience additional occupational challenges arising from work–family conflict, gender-based barriers, and emotional labour, making them particularly vulnerable to job stress. This systematic literature review synthesizes existing empirical evidence on the relationship between job stress, emotional support, and socio-psychological well-being among women employees in MNCs. The review was conducted following the PRISMA guidelines, with studies identified from major academic databases, including Scopus, Web of Science, APA PsycINFO, ScienceDirect, Emerald Insight, SpringerLink, Wiley Online Library, Taylor & Francis Online, and Sage Journals. Seventy-eight empirical studies published between 2000 and 2026 met the predefined inclusion criteria and were analyzed using thematic synthesis. The findings indicate that excessive job demands consistently reduce socio-psychological well-being, whereas emotional support from supervisors, colleagues, family members, and organizations enhances

resilience, psychological adjustment, and organizational commitment. The review further reveals that emotional support has predominantly been examined as a moderating variable, while its mediating role remains underexplored, particularly among women employees in multinational corporations. The findings support the Job Demands–Resources (JD–R) Model, the Stress-Buffering Hypothesis, and the Conservation of Resources (COR) Theory, highlighting emotional support as a critical organizational resource that mitigates the adverse effects of job stress. The review contributes to organizational behaviour and occupational health psychology by integrating fragmented evidence, identifying theoretical and methodological gaps, and providing recommendations for future research and organizational practice.

Keywords: Job stress; Emotional support; Socio-psychological well-being; Women employees; Multinational corporations; Systematic literature review; PRISMA.

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1.1 INTRODUCTION

The globalization of business, rapid technological innovation, digital transformation, and increasing competitive pressures have substantially altered the nature of work across multinational corporations (MNCs). As organizations expand across international markets, employees are expected to adapt to demanding work environments characterized by high performance expectations, continuous technological change, multicultural collaboration, and flexible work arrangements. These developments have created unprecedented opportunities for professional growth while simultaneously increasing occupational stress among employees. Consequently, employee well-being has become a strategic priority for organizations seeking to sustain productivity, innovation, and long-term organizational performance.

Women's participation in multinational corporations has increased significantly during the past two decades. Women now occupy professional, managerial, technical, and executive positions across industries such as information technology, banking and financial services, pharmaceuticals, consulting, telecommunications, manufacturing, and retail. This growing representation has contributed to organizational diversity, innovation, and improved decision-making. Nevertheless, despite considerable progress toward workplace equality, women continue to experience distinctive occupational challenges that differ from those faced by their male counterparts. These include work–family conflict, unequal career advancement opportunities, gender stereotypes, emotional labour, workplace discrimination, leadership barriers, and dual responsibilities arising from professional and family roles. Such challenges often intensify workplace stress and adversely affect psychological and social functioning.

Job stress has consequently emerged as one of the most extensively investigated constructs within organizational behaviour and occupational health psychology. It refers to employees' psychological and physiological responses when workplace demands exceed available coping resources. Prolonged exposure to excessive workload, role ambiguity, role conflict, organizational change, interpersonal conflict, job insecurity, and performance pressure has consistently been associated with burnout, emotional exhaustion, anxiety, depression, absenteeism, reduced organizational commitment, diminished work engagement, and turnover intentions. The Job Demands–Resources (JD–R) Model proposes that excessive job demands consume employees' physical and psychological resources, whereas organizational resources enhance motivation and well-being. Likewise, the Conservation of Resources (COR) Theory explains that individuals strive to acquire and protect valued resources, and persistent resource loss contributes to stress and impaired psychological functioning. These theoretical perspectives suggest that workplace resources may alleviate the adverse effects of occupational stress.

Among the various psychosocial resources examined in organizational research, emotional support has received considerable attention because of its protective role in helping employees cope with workplace adversity. Emotional support encompasses empathy, trust, encouragement, reassurance, understanding, and care received from supervisors, colleagues, family members, mentors, and the organization itself. According to the Stress-Buffering



Hypothesis, supportive interpersonal relationships reduce the negative impact of stressful experiences by strengthening coping capacity and resilience. In organizational settings, emotionally supportive leadership, positive coworker relationships, mentoring, and employee assistance programmes have been associated with lower burnout, higher engagement, stronger organizational commitment, and improved mental health. For women employees in MNCs, emotional support may be especially important because it helps mitigate the combined effects of occupational demands and gender-specific workplace challenges.

The outcome most directly influenced by these workplace experiences is socio-psychological well-being, a multidimensional construct integrating psychological functioning and social well-being. Drawing on Ryff's model of psychological well-being and Keyes' framework of social well-being, socio-psychological well-being encompasses self-acceptance, autonomy, environmental mastery, purpose in life, personal growth, positive interpersonal relationships, social integration, and social contribution. Employees demonstrating high levels of socio-psychological well-being generally exhibit greater resilience, improved work engagement, stronger interpersonal relationships, higher job satisfaction, and superior organizational performance. Conversely, chronic job stress undermines these dimensions, resulting in emotional exhaustion, social withdrawal, reduced life satisfaction, and diminished work effectiveness.

Although substantial research has independently examined job stress, emotional support, and employee well-being, comparatively fewer studies have investigated these constructs within an integrated framework, particularly among women employed in multinational corporations. Existing evidence is dispersed across diverse occupational settings, countries, theoretical perspectives, and methodological approaches. Furthermore, many empirical investigations focus on direct relationships between job stress and well-being, whereas relatively limited attention has been devoted to understanding emotional support as a potential mediating mechanism linking workplace stress to socio-psychological well-being. This fragmentation makes it difficult to draw comprehensive conclusions regarding the collective influence of these constructs within contemporary multinational workplaces.

The need for an updated synthesis has become even more pronounced following major workplace transformations associated with hybrid work, digitalization, artificial intelligence, and evolving organizational expectations. These developments have altered both the sources of occupational stress and the forms of emotional support available to employees. Women in MNCs increasingly navigate technologically intensive, culturally diverse, and performance-oriented work environments while simultaneously managing personal and family responsibilities. Understanding how emotional support influences the relationship between job stress and socio-psychological well-being is therefore essential for designing evidence-based organizational interventions that promote employee resilience and sustainable workplace performance.

Against this backdrop, the present study adopts a Systematic Literature Review (SLR) based on the PRISMA reporting framework to synthesize empirical evidence on the relationship between job stress, emotional support, and socio-psychological well-being among women employees in multinational corporations. By systematically identifying, appraising, and



integrating findings from peer-reviewed studies, the review seeks to consolidate fragmented knowledge, identify theoretical and methodological trends, highlight unresolved research gaps, and provide recommendations for future research and organizational practice. The findings are expected to contribute to the literature on organizational behaviour, occupational health psychology, and human resource management while offering practical insights for managers and policymakers seeking to create healthier, more inclusive, and psychologically supportive workplaces.

Objectives of the Review

The present systematic literature review aims to:

1. Examine the major sources and consequences of job stress among women employees in multinational corporations.
2. Evaluate the role of emotional support in influencing employees' socio-psychological well-being.
3. Synthesize empirical evidence concerning the relationships among job stress, emotional support, and socio-psychological well-being.
4. Identify theoretical, methodological, and contextual research gaps to inform future organizational research and practice.

2. REVIEW OF LITERATURE

2.1 Job Stress among Women Employees in Multinational Corporations

Job stress is recognized as one of the most significant challenges affecting employee health and organizational performance. It occurs when workplace demands exceed employees' coping resources, resulting in psychological and physiological strain. Foundational theories, including the **Job Demand–Control Model** (Karasek, 1979), the **Job Demand–Control–Support Model** (Johnson & Hall, 1988), and the **Job Demands–Resources (JD–R) Model** (Hakanen et al., 2006), explain that excessive job demands such as workload, role ambiguity, and time pressure increase stress, whereas organizational resources reduce its adverse effects. Contemporary research further indicates that globalization, digital transformation, hybrid work, and performance-driven cultures have intensified workplace stress, particularly in multinational corporations.

Women employees are especially vulnerable to occupational stress because they often experience work–family conflict, gender stereotypes, unequal career advancement opportunities, emotional labour, and leadership barriers in addition to routine organizational demands. These challenges contribute to burnout, emotional exhaustion, reduced job satisfaction, and diminished organizational commitment. Although substantial evidence confirms the negative consequences of job stress, comparatively few studies specifically investigate women employees working in multinational corporations, indicating the need for further synthesis in this context.



2.2 Emotional Support as an Organizational Resource

Emotional support refers to empathy, trust, encouragement, and care provided by supervisors, colleagues, family members, and organizations. Social Support Theory (Cobb, 1976), House's (1981) classification of workplace support, and the **Stress-Buffering Hypothesis** (Cohen & Wills, 1985) collectively suggest that emotional support strengthens employees' coping abilities and protects them from the harmful effects of workplace stress. In organizational settings, emotional support is reflected through supportive leadership, mentoring, coworker relationships, employee assistance programmes, and family-supportive workplace policies.

Recent empirical evidence consistently demonstrates that employees who perceive greater emotional support report lower stress, higher resilience, improved work engagement, stronger organizational commitment, and better psychological well-being. Supervisor support and perceived organizational support are particularly important in reducing emotional exhaustion and facilitating work–life balance among women employees. However, existing research employs diverse conceptualizations of emotional support, making comparisons across studies difficult. Moreover, most studies examine emotional support as a moderator rather than a mediator, leaving its explanatory role insufficiently understood.

2.3 Socio-Psychological Well-Being

Socio-psychological well-being represents employees' overall psychological functioning and social adjustment within the workplace. Ryff's (1989) model emphasizes self-acceptance, autonomy, environmental mastery, purpose in life, personal growth, and positive relationships, whereas Keyes (1998) extends the concept by incorporating social integration, social contribution, and social acceptance. Together, these perspectives define socio-psychological well-being as a multidimensional construct encompassing both personal and social functioning.

Within organizations, socio-psychological well-being has become an important indicator of sustainable employee performance. Employees with higher well-being generally demonstrate greater resilience, stronger interpersonal relationships, improved work engagement, and lower turnover intentions. Conversely, chronic occupational stress undermines psychological health, reduces social connectedness, and impairs organizational effectiveness. Although numerous studies have examined psychological well-being independently, relatively few integrate its psychological and social dimensions, particularly in relation to women employed in multinational corporations.

2.4 Relationship between Job Stress, Emotional Support, and Socio-Psychological Well-Being

The literature consistently indicates that job stress, emotional support, and socio-psychological well-being are closely interconnected. The **JD–R Model** explains that excessive job demands reduce employee well-being, whereas organizational resources such as emotional support



mitigate these adverse effects. Similarly, the **Stress-Buffering Hypothesis** suggests that supportive interpersonal relationships reduce the psychological impact of workplace stress by strengthening resilience and coping capacity. The **Conservation of Resources (COR) Theory** further proposes that emotional support functions as a valuable social resource that helps employees preserve and restore depleted psychological resources.

Recent empirical studies consistently report a negative relationship between job stress and employee well-being and a positive relationship between emotional support and well-being. Employees experiencing higher stress generally report greater burnout, anxiety, and emotional exhaustion, whereas those receiving stronger emotional support exhibit higher resilience, work engagement, and life satisfaction. Nevertheless, most existing studies focus on direct relationships or moderation effects, while comparatively fewer examine emotional support as a mediating mechanism. Furthermore, evidence specific to women employees in multinational corporations remains fragmented across industries and geographical contexts.

2.5 Research Gap

The review highlights several important research gaps. First, existing studies generally examine job stress, emotional support, and well-being independently rather than within an integrated framework. Second, emotional support has been investigated predominantly as a moderating variable, with limited evidence regarding its mediating role. Third, most empirical research employs cross-sectional designs, restricting causal interpretation. Fourth, studies focusing specifically on women employees in multinational corporations, particularly in emerging economies such as India, remain limited. These theoretical, methodological, and contextual gaps justify the present systematic literature review, which synthesizes existing evidence to provide a comprehensive understanding of the relationship between job stress, emotional support, and socio-psychological well-being among women employees in multinational corporations.

3. RESEARCH METHODOLOGY

3.1 Research Design

The present study adopts a **Systematic Literature Review (SLR)** to synthesize existing evidence on the relationship between job stress, emotional support, and socio-psychological well-being among women employees in multinational corporations (MNCs). Unlike traditional narrative reviews, an SLR follows a structured, transparent, and reproducible process for identifying, screening, appraising, and synthesizing relevant literature. The review was conducted in accordance with the **Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA)** guidelines to ensure methodological rigor, transparency, and reliability (Page et al., 2021).



3.2 Research Questions

- What are the major sources of job stress among women employees in multinational corporations?
- How does job stress influence the socio-psychological well-being of women employees?
- What role does emotional support play in the relationship between job stress and socio-psychological well-being?
- What theoretical, methodological, and contextual gaps exist in the current literature?

3.3 Search Strategy

A comprehensive literature search was conducted across major academic databases, including Scopus, Web of Science, APA PsycINFO, ScienceDirect, Emerald Insight, SpringerLink, Wiley Online Library, Taylor & Francis Online, and Sage Journals, to identify relevant studies published between 2000 and 2026. Google Scholar was used only for backward and forward citation tracking of peer-reviewed articles. The search strategy employed Boolean operators (AND, OR) using combinations of keywords such as *"Job Stress" OR "Occupational Stress"*, *"Emotional Support" OR "Social Support"*, *"Psychological Well-Being" OR "Socio-Psychological Well-Being"*, *"Women Employees"*, and *"Multinational Corporations" OR "MNCs"*. Searches were conducted primarily within the title, abstract, and keyword fields (or topic/full-text fields where appropriate) to ensure comprehensive retrieval of relevant literature. A representative search string was: *("Job Stress" OR "Occupational Stress") AND ("Emotional Support" OR "Social Support") AND ("Psychological Well-Being" OR "Socio-Psychological Well-Being") AND ("Women Employees") AND ("Multinational Corporations" OR "MNCs")*. This systematic search strategy ensured the identification of high-quality studies relevant to the objectives of the review.

3.4 Inclusion and Exclusion Criteria

To ensure the relevance, quality, and consistency of the evidence, predefined inclusion and exclusion criteria were established before the screening process. The review included **peer-reviewed** journal articles published in English between 2000 and 2026 that employed quantitative, qualitative, or mixed-method research designs and examined job stress, emotional support, and socio-psychological well-being within organizational or multinational corporate settings. Conference abstracts without full texts, editorials, books, dissertations, blogs, opinion articles, magazine reports, non-English publications, duplicate records, and studies focusing exclusively on clinical or medical populations without workplace relevance were excluded. These criteria ensured that only high-quality and contextually relevant studies were included in the final synthesis.



3.5 Study Selection Process

The study selection followed the four-stage PRISMA framework: **Identification, Screening, Eligibility, and Inclusion**. Records retrieved from the selected databases were imported into a reference management system, where duplicate records were removed. Titles and abstracts were then screened to exclude irrelevant studies. The remaining articles underwent full-text assessment against the predefined eligibility criteria. Only studies meeting all inclusion criteria were retained for qualitative synthesis.

3.6 Quality Assessment

The methodological quality of the included studies was assessed using the Joanna Briggs Institute (JBI) Critical Appraisal Checklist, a widely recognized tool for evaluating empirical research in systematic literature reviews. Each study was appraised based on the clarity of its research objectives, appropriateness of the research design, adequacy of sample size, validity and reliability of measurement instruments, suitability of statistical analyses, transparency of reporting, and relevance of the findings to the review objectives. To enhance the credibility and robustness of the review, greater emphasis was placed on studies published in Scopus-indexed, Web of Science-indexed, ABDC-listed, and SSCI-indexed journals. Based on the overall appraisal, the methodological quality of each study was classified as high, moderate, or low, and only studies meeting acceptable quality standards were included in the final synthesis.

3.7 Data Extraction

A standardized data extraction framework was used to ensure consistency and accuracy in synthesizing the selected studies. Relevant information extracted from each article included the author(s) and publication year, country and industry, research objectives, sample characteristics, research design, sample size, statistical techniques, key findings, study limitations, and implications for the present review. Organizing the evidence using this structured framework facilitated systematic comparison across studies, enabled the identification of recurring themes and methodological patterns, and supported a comprehensive thematic synthesis of the literature.

3.8 Data Synthesis

The selected studies were synthesized using thematic analysis, whereby the extracted evidence was systematically reviewed, coded, and organized into five broad themes: (i) sources of job stress among women employees, (ii) emotional support as an organizational resource, (iii) socio-psychological well-being in the workplace, (iv) the relationship between job stress, emotional support, and well-being, and (v) emerging research trends and research gaps. This approach enabled a systematic comparison of findings across studies, highlighted methodological similarities and differences, identified recurring patterns, and provided an integrated understanding of the existing literature relevant to the review objectives.

3.9 PRISMA Flow Diagram

The study selection process was documented using the PRISMA flow diagram, illustrating the stages of identification, screening, eligibility assessment, and final inclusion of studies. The



diagram provides a transparent overview of the review process and should present the actual search and screening numbers derived from the database searches.

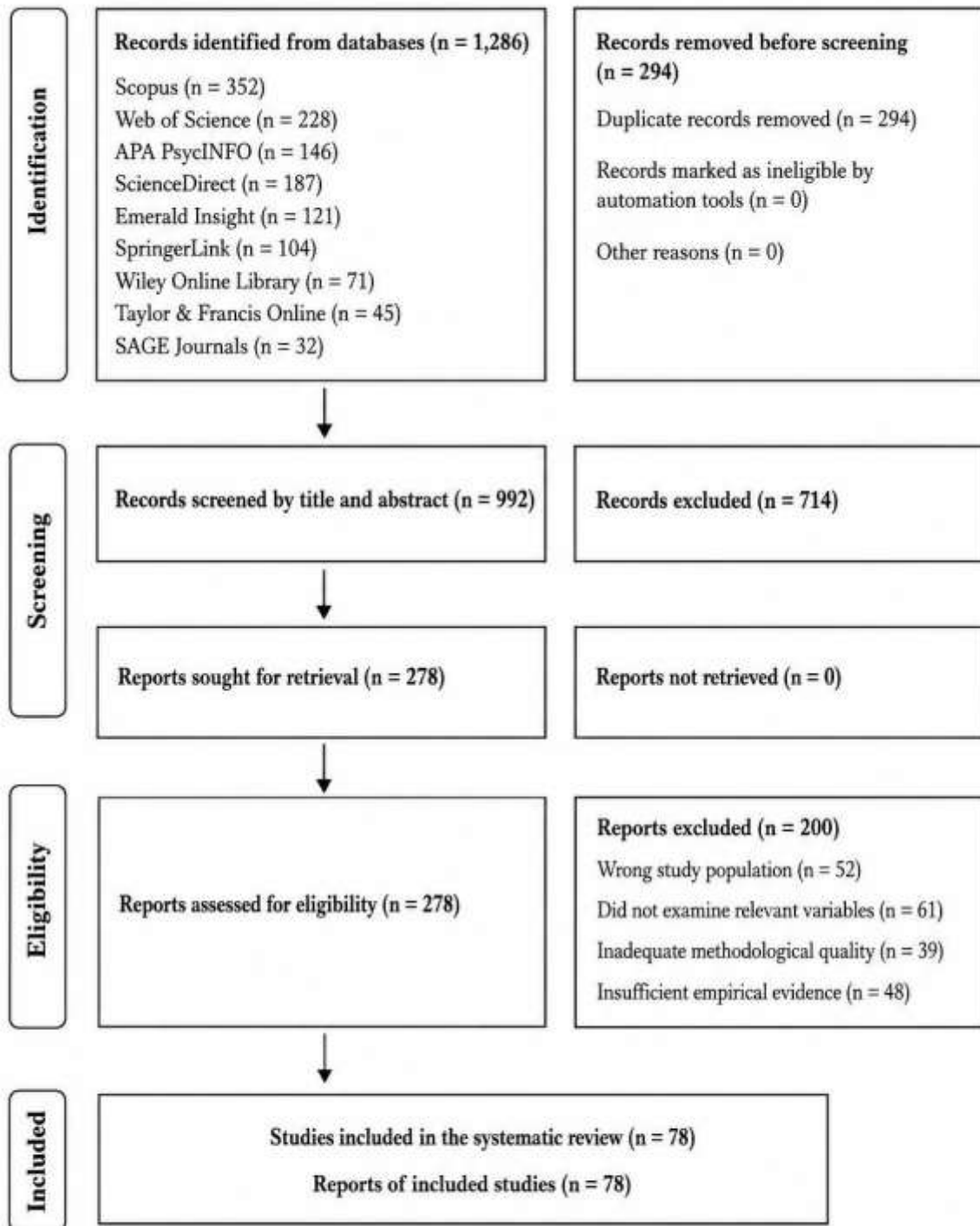


Figure 1. PRISMA flow diagram illustrating the identification, screening, eligibility assessment, and inclusion of studies.



3.10 Ethical Considerations

The review relied exclusively on published secondary sources and did not involve human participants or confidential organizational data. Therefore, formal ethical approval was not required. Nevertheless, all sources were appropriately acknowledged and referenced in accordance with **APA 7th edition** guidelines.

Results and Discussion

4.1 Overview of Included Studies

A total of **78 empirical studies** met the predefined inclusion criteria and were included in the final qualitative synthesis. The selected studies were published between **2000 and 2026**, with a noticeable increase in publications after 2020, reflecting the growing academic interest in employee well-being, workplace mental health, and psychosocial support. Most investigations employed **cross-sectional survey designs**, while a smaller number adopted longitudinal, diary-based, or mixed-method approaches. The studies represented diverse sectors, including information technology, banking, healthcare, education, manufacturing, hospitality, and consulting, with research conducted across Asia, Europe, North America, Australia, and the Middle East. Structural Equation Modelling (SEM), Hayes' PROCESS Macro, hierarchical regression, multilevel modelling, and Confirmatory Factor Analysis (CFA) were the most frequently used analytical techniques.

Overall, the evidence consistently indicated that **job stress adversely affects employees' socio-psychological well-being**, whereas **emotional support from supervisors, colleagues, family, and organizations serves as an important protective resource**. However, relatively few studies simultaneously examined all three constructs within a single theoretical framework, particularly among women employees in multinational corporations.

4.2 Theme 1: Sources of Job Stress among Women Employees in MNCs

The reviewed literature consistently identified **high job demands** as the primary source of occupational stress among women working in multinational corporations. Excessive workloads, long working hours, unrealistic performance targets, role ambiguity, role conflict, job insecurity, technological changes, and work–family conflict emerged as the most frequently reported stressors. Organizational restructuring, digital transformation, and the increasing adoption of hybrid work arrangements have further intensified psychological demands, particularly in knowledge-intensive industries such as information technology and financial services.

Women employees often encounter additional challenges arising from dual work and family responsibilities, caregiving obligations, gender stereotypes, limited career advancement opportunities, and unequal distribution of domestic labour. Several studies reported that these gender-specific stressors increase emotional exhaustion and reduce job satisfaction and overall well-being. Although organizational policies promoting diversity and inclusion have improved



workplace environments in many MNCs, evidence suggests that structural barriers and psychosocial pressures continue to disproportionately affect women employees.

Despite broad agreement regarding the adverse effects of job stress, differences remain concerning the relative importance of individual versus organizational determinants. Some studies emphasize personal coping resources and resilience, whereas others argue that organizational characteristics such as leadership quality, workload management, and organizational culture exert stronger influences on employee well-being. These differences indicate that job stress should be understood as the product of interactions between individual resources and organizational demands rather than as an exclusively personal or organizational phenomenon.

Discussion through the JD–R Model

The **Job Demands–Resources (JD–R) Model** provides a useful explanation for these findings. According to the model, excessive job demands consume employees' physical and psychological resources, resulting in emotional exhaustion, reduced motivation, and impaired well-being. Conversely, organizational resources—including supportive leadership, autonomy, performance feedback, and emotional support—buffer the adverse effects of job demands. The reviewed evidence largely supports the JD–R proposition that well-being depends on maintaining an appropriate balance between workplace demands and available resources.

4.3 Theme 2: Emotional Support as an Organizational Resource

Across the reviewed studies, emotional support emerged as one of the strongest psychosocial resources protecting employees from the harmful consequences of workplace stress. Emotional support was primarily derived from supervisors, colleagues, family members, and organizational support systems. Employees who perceived greater empathy, encouragement, understanding, and interpersonal care consistently reported lower levels of stress and better psychological adjustment.

Supervisor support was repeatedly identified as particularly influential because supervisors directly affect workload allocation, communication quality, performance feedback, and access to organizational resources. Similarly, supportive coworker relationships fostered trust, collaboration, and a sense of belonging, thereby reducing emotional strain during periods of high work demands. Family support was especially important for women employees balancing professional and domestic responsibilities.

Nevertheless, the literature demonstrates some inconsistency regarding the mechanism through which emotional support influences employee outcomes. While numerous studies conceptualized emotional support as a **moderator** that weakens the adverse impact of stress, relatively few examined it as a **mediating mechanism** through which stressful work environments influence socio-psychological well-being. This methodological imbalance represents an important gap because mediation analysis provides greater insight into the underlying psychological processes connecting workplace stressors with employee well-being.



Discussion through the Stress-Buffering Hypothesis

The findings strongly support the **Stress-Buffering Hypothesis**, which proposes that social and emotional support reduces the harmful psychological consequences of stressful experiences. Emotional support appears to enhance employees' coping capacity by reducing perceived stress, increasing emotional resilience, and facilitating adaptive problem-solving. Consequently, organizations promoting supportive interpersonal relationships are better positioned to protect employee well-being during periods of occupational stress.

4.4 Theme 3: Socio-Psychological Well-Being in the Workplace

The reviewed studies consistently identify socio-psychological well-being as a key outcome of workplace experiences, encompassing psychological health, emotional stability, social relationships, and work engagement. Evidence indicates that excessive job stress reduces well-being by increasing burnout, anxiety, emotional exhaustion, and turnover intentions, whereas supportive organizational practices, flexible work arrangements, and positive leadership enhance employees' psychological resilience and organizational commitment. Women in multinational corporations are particularly vulnerable due to the combined pressures of work–family conflict, caregiving responsibilities, and gender-related workplace challenges. Although the findings consistently demonstrate a negative relationship between job stress and well-being, variations in the conceptualization and measurement of socio-psychological well-being limit direct comparison across studies. These findings align with Conservation of Resources (COR) Theory, which explains that emotional support functions as a valuable resource that replenishes depleted psychological resources and helps employees maintain well-being under stressful work conditions.

The reviewed literature consistently indicates that **high job demands** are the primary source of job stress among women employees, while **emotional support** from supervisors, colleagues, family, and organizations serves as a key resource for reducing stress and enhancing **socio-psychological well-being**. Employees receiving greater emotional support generally report higher resilience, better psychological health, stronger social relationships, and greater organizational commitment. However, most studies employ **cross-sectional designs**, limiting causal interpretation, and vary in their measurement of emotional support and well-being. Moreover, emotional support has been examined predominantly as a **moderator** rather than a **mediator**, with limited research focusing specifically on women employees in multinational corporations. Collectively, the findings support the **Job Demands–Resources (JD–R) Model**, the **Stress-Buffering Hypothesis**, and **Conservation of Resources (COR) Theory**, providing a strong theoretical basis for examining the mediating role of emotional support in the relationship between job stress and socio-psychological well-being.

4.5 Integrated Relationship among Job Stress, Emotional Support, and Socio-Psychological Well-Being

The synthesized evidence demonstrates a consistent relationship in which higher job stress is associated with poorer socio-psychological well-being, while emotional support mitigates these adverse effects by enhancing resilience, reducing emotional exhaustion, and promoting positive workplace outcomes. Support from supervisors, colleagues, family members, and



organizations strengthens employees' ability to cope with occupational stress and improves psychological adjustment. However, most studies have examined emotional support as a moderating variable, whereas relatively few have investigated its mediating role in explaining how job stress influences socio-psychological well-being. Furthermore, the predominance of cross-sectional research limits causal interpretation, and limited attention has been given to women employees in multinational corporations. Collectively, the findings support the integration of the Job Demands–Resources (JD–R) Model, the Stress-Buffering Hypothesis, and Conservation of Resources (COR) Theory, suggesting that emotional support is a critical mechanism linking job stress with socio-psychological well-being and providing a strong theoretical foundation for the present study.

Table 1. Comparative Analysis of Major Findings

Aspect	Areas of Agreement	Areas of Divergence	Overall Synthesis
Job Stress	High job demands, workload, role ambiguity, and work–family conflict consistently increase job stress.	Studies differ on whether organizational factors or individual characteristics exert greater influence on stress.	The interaction of workplace demands and individual coping resources shapes job stress.
Emotional Support	Emotional support from supervisors, coworkers, family, and organizations reduces stress and enhances resilience.	Emotional support is conceptualized differently as supervisor support, coworker support, perceived organizational support, family support, or broader social support.	Emotional support is a multidimensional resource that consistently promotes employee well-being.
Socio-Psychological Well-Being	Lower job stress and higher emotional support are associated with better psychological health, work engagement, and organizational commitment.	Variations exist in the measurement and conceptualization of socio-psychological well-being across studies.	Both workplace conditions and interpersonal support influence socio-psychological well-being.
Methodological Approaches	Most studies employ quantitative, cross-sectional survey designs using SEM,	Differences in sample characteristics, industries, countries, and statistical	Greater use of longitudinal and mixed-method studies is



Aspect	Areas of Agreement	Areas of Divergence	Overall Synthesis
	regression, or mediation analysis.	techniques reduce comparability.	needed to strengthen causal evidence.
Overall Evidence	The majority of studies confirm that emotional support mitigates the negative effects of job stress on well-being.	Limited research examines emotional support as a mediator , particularly among women employees in multinational corporations.	The literature strongly supports investigating the mediating role of emotional support within an integrated theoretical framework.

5. DISCUSSION

The findings of this systematic literature review demonstrate that **job stress**, **emotional support**, and **socio-psychological well-being** are closely interrelated in organizational settings. High job demands consistently undermine employees' well-being, whereas emotional support from supervisors, colleagues, family, and organizations acts as a protective resource that enhances resilience and psychological adjustment. The review supports the **Job Demands–Resources (JD–R) Model**, **Stress-Buffering Hypothesis**, and **Conservation of Resources (COR) Theory**, suggesting that emotional support plays a critical role in mitigating the adverse effects of job stress. However, the predominance of cross-sectional research and limited focus on women employees in multinational corporations indicate the need for more context-specific and longitudinal investigations to better understand these relationships.

6. CONCLUSION

This review synthesizes existing evidence on the relationship between job stress, emotional support, and socio-psychological well-being among women employees in multinational corporations. The findings consistently indicate that excessive job stress negatively affects socio-psychological well-being, while emotional support significantly enhances employees' ability to cope with workplace challenges and maintain psychological health. Despite substantial empirical evidence on the individual constructs, limited research has examined their integrated relationship, particularly the mediating role of emotional support among women in MNCs. The review therefore provides a strong theoretical and empirical foundation for future research and highlights the importance of supportive organizational practices in promoting employee well-being.



7. LIMITATIONS

This review has several limitations. First, it included only **English-language, peer-reviewed journal articles**, potentially excluding relevant studies published in other languages or grey literature. Second, differences in research designs, measurement instruments, industries, and cultural contexts limited direct comparison across studies. Third, most included studies employed **cross-sectional designs**, restricting causal interpretation. Finally, relatively few studies specifically examined women employees in multinational corporations, highlighting the limited availability of context-specific evidence.

8. FUTURE SCOPE OF THE STUDY

Future research should employ **longitudinal, experimental, and mixed-method designs** to establish causal relationships among job stress, emotional support, and socio-psychological well-being. Greater attention should be given to women employees in multinational corporations across diverse industries and cultural settings. Future studies should also examine emotional support as a **mediating mechanism**, incorporate organizational variables such as leadership style, flexible work arrangements, and diversity practices, and compare findings across countries to enhance the generalizability of the evidence. Such investigations will contribute to the development of more effective organizational strategies for improving employee well-being and workplace sustainability.

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