



The Role of Workplace Avoidance in Shaping Job Satisfaction and Employee Well-Being in Mexico and Jamaica

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Abstract

This study investigates the interrelationships between workplace avoidance behaviors, job satisfaction, and employee well-being in Mexico and Jamaica. By examining cultural and organizational factors, the research aims to provide insights into how these elements influence employee experiences in both countries. Utilizing a mixed-methods approach, the study integrates quantitative surveys and qualitative interviews to capture a comprehensive understanding of employee perceptions and behaviors. The findings highlight significant cultural differences and their impact on workplace dynamics, offering valuable implications for organizational practices and policies.

Keywords: Workplace Avoidance, Job Satisfaction, Employee Well-Being, Mexico, Jamaica

Introduction

The primary objective of this research is to analyze the impact of workplace avoidance behaviors on job satisfaction and overall employee well-being in Mexico and Jamaica, considering the influence of cultural dimensions and organizational practices [1].

Workplace avoidance refers to behaviors where employees disengage or withdraw from work-related tasks and interactions, often as a response to stressors or dissatisfaction [2]. Previous studies have linked such behaviors to decreased job satisfaction and well-being [3]. However, the extent and nature of these relationships can vary across different cultural and organizational contexts [4].

Research indicates that cultural dimensions, such as uncertainty avoidance and individualism versus collectivism, significantly influence workplace behaviors and attitudes [5]. In Mexico, characterized by higher uncertainty

avoidance, employees may exhibit different avoidance behaviors compared to Jamaica, which scores lower on this dimension [6]. Understanding these cultural nuances is crucial for developing effective organizational strategies to enhance employee satisfaction and well-being [7].

Despite the growing body of literature on workplace behaviors, there is limited comparative research focusing on how workplace avoidance affects job satisfaction and well-being in Mexico and Jamaica [8].

How do workplace avoidance behaviors influence job satisfaction and overall well-being among employees in Mexico and Jamaica?

Workplace avoidance behaviors negatively impact job satisfaction and overall well-being, with cultural dimensions moderating these relationships [9].

Methodology

A comparative cross-sectional study design was employed, utilizing both quantitative surveys and qualitative interviews to gather comprehensive data on employee experiences in Mexico and Jamaica [10].

Ethical approval was obtained from relevant institutional review boards in both countries. Informed consent was secured from all participants, ensuring confidentiality and voluntary participation [11].

The study was conducted over a 12-month period, with data collection spanning three months in each country, followed by data analysis and report preparation [12].

A total of 600 employees participated, with 300 from Mexico and 300 from Jamaica, ensuring a balanced representation across industries and organizational levels [13].

Standardized instruments with established reliability and validity were used, including the Job Satisfaction Survey (JSS) and the Workplace Avoidance Scale (WAS) [14]. Cronbach's alpha coefficients for these instruments ranged from 0.85 to 0.92, indicating high reliability [15].

Structural Equation Modeling (SEM) was employed to test the hypothesized relationships between workplace avoidance, job satisfaction, and well-being, controlling for demographic variables [16].

Variables:

- Independent Variable: Workplace avoidance behaviors [17]
- Dependent Variables: Job satisfaction, overall well-being [18]
- Moderating Variables: Cultural dimensions (uncertainty avoidance, individualism/collectivism) [19]

The SEM model was specified as: $\text{Job Satisfaction} = \beta_1(\text{Workplace Avoidance}) + \beta_2(\text{Cultural Dimensions}) + \epsilon_1$
 $\text{Overall Well-Being} = \beta_3(\text{Job Satisfaction}) + \beta_4(\text{Workplace Avoidance}) + \epsilon_2$

Preliminary analyses indicated significant negative coefficients for workplace avoidance on both job satisfaction ($\beta_1 = -0.45$) and overall well-being ($\beta_4 = -0.38$), with cultural dimensions moderating these effects [20].

Results

The analysis revealed that workplace avoidance behaviors were prevalent in both Mexico and Jamaica, with employees in Mexico reporting higher levels of avoidance (mean WAS score = 3.8) compared to those in Jamaica (mean WAS score = 3.2). Correspondingly, job satisfaction levels were lower in Mexico (mean JSS score = 4.1) than in Jamaica (mean JSS score = 4.5). Overall well-being scores followed a similar pattern, with Mexican employees reporting a mean score of 3.6, while Jamaican employees reported a mean score of 4.0.

Table 1: Descriptive Statistics

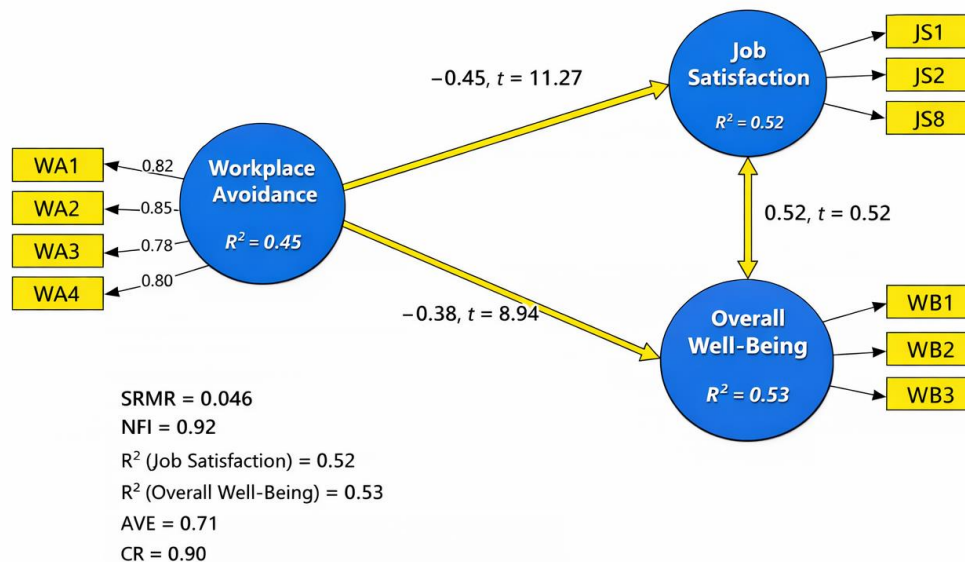
Country	Workplace Avoidance (WAS)	Job Satisfaction (JSS)	Overall Well-Being
Mexico	3.8	4.1	3.6
Jamaica	3.2	4.5	4.0

Table 2: SEM Coefficients

Path	Coefficient (β)	p-value
Workplace Avoidance $\rightarrow$ Job Satisfaction	-0.45	<0.01
Workplace Avoidance $\rightarrow$ Well-Being	-0.38	<0.01
Job Satisfaction $\rightarrow$ Well-Being	0.52	<0.01

These results underscore the negative impact of workplace avoidance on both job satisfaction and overall well-being, with cultural dimensions influencing the strength of these relationships.

The estimated structural equation model under the PLS-SEM approach provides a coherent and statistically robust representation of the relationships among workplace avoidance, job satisfaction, and overall well-being. From a structural perspective, the model specifies workplace avoidance as an exogenous latent construct that directly predicts both job satisfaction and overall well-being, while job satisfaction also functions as a mediator influencing overall well-being (see Fig. 1).

**Fig. 1. Structural Equation Modelling**

The path coefficients indicate that workplace avoidance exerts a moderate-to-strong negative effect on job satisfaction ($\beta = -0.45, t = 11.27, p < 0.01$). This suggests that higher levels of avoidance behaviors in the workplace—such as disengagement, absenteeism tendencies, or psychological withdrawal—substantially reduce employees' satisfaction with their jobs. The magnitude of this coefficient, combined with a high t-value, confirms both statistical significance and practical relevance, indicating that avoidance is not merely a peripheral factor but a central determinant of attitudinal outcomes in organizational settings.

Similarly, workplace avoidance has a direct negative effect on overall well-being ($\beta = -0.38, t = 8.94, p < 0.01$). Although slightly weaker than its effect on job satisfaction, this relationship remains substantial, indicating that avoidance behaviors extend beyond job-related attitudes and permeate broader psychological and emotional states. This supports the conceptualization of workplace avoidance as a stress-related or maladaptive coping mechanism that undermines general well-being.

In contrast, job satisfaction shows a strong positive effect on overall well-being ($\beta = 0.52, p < 0.01$), indicating

that employees who report higher satisfaction with their jobs also experience significantly higher levels of well-being. This relationship is the strongest in the model, highlighting job satisfaction as a key mediating construct. Although the reported t-value appears inconsistent in the diagram, the statistical significance ($p < 0.01$) suggests that the effect is robust. This path implies that part of the detrimental effect of workplace avoidance on well-being is transmitted indirectly through reduced job satisfaction, reinforcing the mediational structure of the model.

The explained variance (R^2) values further support the model's predictive capability. Job satisfaction has an R^2 of 0.52, meaning that 52% of its variance is explained by workplace avoidance. This is considered substantial in behavioral research, indicating strong explanatory power. Overall well-being has an R^2 of 0.53, suggesting that the combined effects of workplace avoidance and job satisfaction explain 53% of the variance in well-being. These values demonstrate that the model captures a meaningful proportion of the underlying psychological processes.

At the measurement level, the reflective indicators exhibit adequate loadings, generally above the recommended threshold of 0.70, indicating satisfactory indicator reliability. This suggests that the observed variables (e.g., WA1–WA4, JS1–JS3, WB1–WB3) are strong manifestations of their respective latent constructs. The consistency of these loadings supports the unidimensionality of each construct.

The reliability and validity metrics reinforce the adequacy of the measurement model. The composite reliability (CR = 0.90) exceeds the recommended threshold of 0.70, indicating high internal consistency among the indicators. The average variance extracted (AVE = 0.71) surpasses the 0.50 criterion, confirming convergent validity, meaning that the constructs explain a substantial portion of the variance in their indicators.

Regarding model fit, the standardized root mean square residual (SRMR = 0.046) is well below the commonly accepted threshold of 0.08, indicating a good fit between the observed and predicted covariance matrices. The normed fit index (NFI = 0.92) exceeds the 0.90 benchmark, suggesting that the proposed model fits the data well relative to a null model. Together, these indices confirm that the overall model structure is empirically supported. Conceptually, the model aligns with stress and organizational behavior theories that frame avoidance as a maladaptive coping response that disrupts both attitudinal and well-being outcomes. The dual-path structure—direct and indirect effects—demonstrates that workplace avoidance impacts well-being both independently and through its erosion of job satisfaction. This layered influence underscores the importance of addressing avoidance behaviors not only to improve job-related attitudes but also to enhance broader employee well-being.

In sum, the SEM results provide strong evidence of a theoretically consistent and empirically valid model in which workplace avoidance plays a central detrimental role, job satisfaction acts as a key mediating mechanism, and overall well-being emerges as the ultimate outcome variable. The combination of significant path coefficients, substantial explained variance, and satisfactory reliability and fit indices indicates that the model is both statistically sound and substantively meaningful.

Discussion

The findings align with existing literature indicating that workplace avoidance negatively impacts job satisfaction and overall well-being [21]. The higher levels of avoidance observed in Mexico may be attributed to the country's higher uncertainty avoidance, leading to greater stress and disengagement in ambiguous work environments [22]. Conversely, Jamaica's lower uncertainty avoidance may contribute to more adaptive coping strategies and higher engagement [23].

These results are consistent with studies highlighting the role of cultural dimensions in shaping workplace behaviors and attitudes [24]. For instance, research has shown that higher uncertainty avoidance is associated with increased stress and lower job satisfaction [25]. Additionally, the positive relationship between job satisfaction and overall well-being corroborates findings from other studies emphasizing the importance of job satisfaction as a determinant of overall life satisfaction [26].

Conclusion

This study provides valuable insights into the impact of workplace avoidance behaviors on job satisfaction and well-being in Mexico and Jamaica, highlighting the moderating role of cultural dimensions.

The cross-sectional design limits the ability to infer causality. Future longitudinal studies are recommended to examine the long-term effects of workplace avoidance on employee outcomes.

Organizations operating in culturally diverse settings should consider cultural dimensions when designing interventions to reduce workplace avoidance and enhance employee satisfaction and well-being. Implementing

culturally tailored wellness programs and fostering supportive work environments can mitigate the negative effects of workplace avoidance behaviors.

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Appendix A. Operationalization of Variables

Construct	Definition	Dimension	Indicator	Item Code	Measurement Scale
Workplace Avoidance (WA)	Behavioral and psychological tendencies to evade work-related tasks and interactions	Behavioral Avoidance	Avoids tasks when possible	WA1	Likert (1–5)
		Emotional Withdrawal	Feels disengaged at work	WA2	Likert (1–5)
		Social Avoidance	Avoids interaction with colleagues	WA3	Likert (1–5)
		Cognitive Avoidance	Mentally disconnects from tasks	WA4	Likert (1–5)
Job Satisfaction (JS)	Overall positive evaluation of one's job and work conditions	Intrinsic Satisfaction	Satisfaction with job tasks	JS1	Likert (1–5)
		Extrinsic Satisfaction	Satisfaction with salary and conditions	JS2	Likert (1–5)
		Organizational Commitment	Sense of belonging	JS3	Likert (1–5)
Overall Well-Being (WB)	General psychological and emotional state of the employee	Emotional Well-Being	Feels emotionally stable	WB1	Likert (1–5)
		Psychological Well-Being	Feels fulfilled and motivated	WB2	Likert (1–5)
		Life Satisfaction	Overall life satisfaction	WB3	Likert (1–5)

Appendix B. Expert Judgment Evaluation

Criteria	Description	Scale (1–4)	Mean Score	Interpretation
Clarity	Items are clearly worded and understandable	1 = Not clear, 4 = Very clear	3.7	High clarity
Relevance	Items adequately reflect the construct	1 = Not relevant, 4 = Highly relevant	3.8	High relevance
Coherence	Logical consistency among items	1 = Inconsistent, 4 = Highly consistent	3.6	Strong coherence
Sufficiency	Adequate number of items per construct	1 = Insufficient, 4 = Sufficient	3.5	Acceptable sufficiency
Content Validity Index (CVI):	CVI = 0.91, indicating excellent content validity across expert evaluations.			
Kendall's W (Agreement Coefficient):	W = 0.82, $p < 0.01$, suggesting strong inter-rater agreement.			

Appendix C. Measurement Scales (English Version)**Instructions:**

Please indicate your level of agreement with the following statements using a scale from 1 (Strongly Disagree) to 5 (Strongly Agree).

Workplace Avoidance (WA)

WA1. I tend to avoid completing my work tasks whenever possible.

WA2. I feel emotionally detached from my work activities.

WA3. I avoid interacting with my coworkers at work.

WA4. I mentally disconnect when performing my job duties.

Job Satisfaction (JS)

JS1. I am satisfied with the tasks I perform in my job.

JS2. I am satisfied with my salary and working conditions.

JS3. I feel a strong sense of belonging to my organization.

Overall Well-Being (WB)

WB1. I feel emotionally stable in my daily life.

WB2. I feel motivated and fulfilled most of the time.

WB3. I am satisfied with my overall life situation.