Implication of Job Demands-Resources Model to High Turnover and Job Dissatisfaction in the Irish Workforce
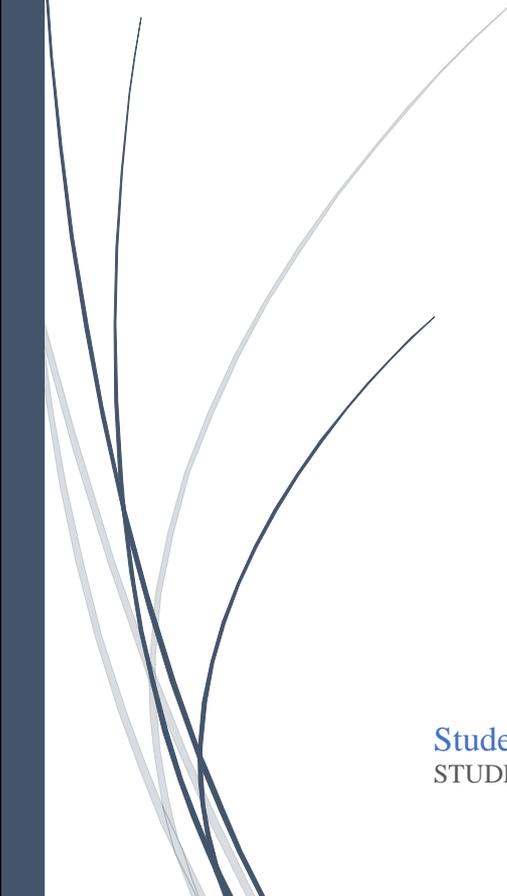
Final Dissertation

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1. Title

Implication of Job Demands-Resources Model to High Turnover and Job Dissatisfaction in the Irish Workforce.

2. Declaration

I Shahzada Ghanim Dara declare that this thesis is my own work and is not related to any work which has previously been submitted on this topic. All secondary material which has been accessed has been adequately referenced in the material below.

3. Acknowledgments

I would like to thank all friends and family for their support during my final dissertation. Without their constant guidance I would not have been able to deliver the level of work which I did. I would also like to express my gratitude towards by dissertation mentor, who gave me constructive feedback throughout the thesis. And made it possible for me to improve and excel in my writing capabilities.

I would also like to thank all the participants who allotted me time from their busy schedules in order to assist with my data collection. Their helps made it possible for me to conduct a valuable study and curate noteworthy results.

4. Abstract

This study set out to test whether stressful and demanding jobs lead to more employee related issues if left unanswered by the management. The focus of the study was to determine how highly demanding jobs can lead to increased anxiety and stress for employees. Employees then develop chronic health issues and impairments that impact their quality of life. With the help of secondary data analysis this study was able to narrow down its focus onto studying how workplace stress can impact job performance, employee burnout and health impairments. Primary data collection was done with the help of a digital survey distributed amongst 60 individuals. This study has concluded that high levels of stress in the workplace leads to better job performance, but in the long run this can lead to employee burnout and health impairments. In the long run too, much stress can cause high levels of distress in employees.

5. Introduction

5.1 Background of the Research Problem

This study was inspired by the initial research by McCall (2019). As per which the job turnover in Ireland, increased further by nearly 11% in February 2019. Human resource managers claim that this is because of the poor job fit which existed in their organizations, as the country was reaching full employment. Similarly, a study which had a different set of human resource managers concluded that the job turnover was around 14% in the second half of 2019, which was nearly 4% more than the figure back in 2017 (Pogatchnik, 2019).

The founder of VIVO, John Goulding believes that companies are finding it hard to recruit the right kind of people and then hold onto them. As stated by Pogatchnik (2019) the cost to replace staff on average was around €14,250 which was again 4% higher than how much it would have cost back in 2017. This figure was quoted a lower level position, if the position was more managerial than the replacement cost could be upwards of €30,000 (McCall, 2019).

This study was inspired by the statistical research as quoted above, as companies in Ireland are having to battle an ill fit workforce. This burden when added onto the managers lowers their job performance as well. Companies should per say have mechanisms in place that help them ensure that their employees are well suited to their respective organization. As when there is a misfit, any demands or job stresses put onto the employee translate into the employee feeling overly burdened with the given job resources.

This study will be able to suggest how companies who can effectively use the Job demands-resources model can help lower the overall employee dissatisfaction in the organization. And the lower the number of employees who suffer from chronic health issues which start due to stress at work, and have a healthier and well-motivated workforce.

5.2 Research Questions and Aims

This study wants to test whether highly demanding jobs (those which require overtime, irregular working hours, long work durations with minimal break and technical work) that provide less job resources lead to a more dissatisfied workforce. Which encourages a higher job turnover for the company as the employees are overburdened.

Thus, a well-structured research question that this study wants to test is the following: "Do highly demanding jobs that have low job resources lead to more job dissatisfaction and high job turnover, for people working in Ireland?"

The aims for this research entail to see whether stress in the workplace is the leading cause for higher burnout ratio in Irish firms. These workplaces can be hospitals, technical corporate workspaces and even financial firms.

The next aim is to see whether jobs which are very demanding (require overtime, irregular working hours and long work durations with minimal breaks) impact the overall job performance of workers. As the workers feel unable to stay productive due to the constant pressure added onto them to complete more quantity rather than quality of work.

5.41 Hypothesis

As per the aims explained above, the general hypothesis being tested are the following:

- Is there is a significantly negative relationship between work place stress and overall job performance.
- There is a significantly positive relationship between work place stress and health impairments for workers.
- There is a significantly positive relationship between work place stress and employee burnout.

5.3 Dissertation Approach Planned

This research has been planned in a way so that more factual quantitative analysis is done, as previous researches on this topic have only focused on qualitative research. This has led to there being a lack of factual data in literature to prove that highly demanding jobs that do not offer adequate resources do more harm than good for both the company and the workers.

Thus, this research will be utilizing statistical analysis with the help of SPSS and AMOS in order to do a differential and inferential statistical analysis. To find the underlying trend in the data collected through a close ended questionnaire.

5.4 Expected Limitations and Scope of Research

Initially this research was planned to be more expansive in its nature with a much larger sample than the one which eventually had to be used. However, due to the COVID-19 pandemic, the scope of the research had to be reduced in order to stay within the limitations of the researcher. As it was instructed by the CDC that social distancing had to be maintained, thus the entirety of the data collection had to be shifted online.

This in turn not only limited the final data set planned for the analysis, but also limited the face to face interaction and observation of the researcher. Which would have helped in adding a more opinion-based aspect to the overall analysis.

Thus, this research was unable to make use of thematic analysis as there is no qualitative data being collected. This in turn would limit a more in-depth review of the answers given by the participants. As the data had to be collected through online software's to limit overall researcher bias.

5.5 Contribution of the Study

This study is expected to contribute factual data in terms of regression relationship between the variable being tested. In order to determine whether high job demands and relatively low job resources do indeed impact the employee burnout ration, job performance and health of workers in Ireland.

This will give companies factual data to base their revised human resources plans on, in order to curate a happier and better settled workforce in the long run. Furthermore, from the analysis conducted it can be deduced whether the notion that challenging workers helps motivate them to work harder is true or not. As many human resource managers follow the theory that by challenging and putting pressure, they are discouraging time being wasted by the workers and enabling them to reach their full potential. However, it is not realized that workers can also develop stress related health issues, if they constantly face pressure in the work place. In the absence of there being adequate job resources in the long run.

5.6 Conclusion

This study will be aiming to determine the actual relationship between workplace stress, job performance, and employee burnout and health impairments. With the help of a digital survey which will be sent to 60 willing and consensual participants. The following chapters will be describing what has been done previously on this topic and how this study will be different.

6. Literature Review

6.1 Introduction

In the present highly globalized economy, performing well in one's place of work is very important. In order to ensure continued benefits and rewards, which is why many people take up extra tasks in order to increase their chances of earning more. Organization in turn have to ensure that the work conditions allow the employees to improve their performance. This is also important to ensure that the workers are safe from all psychological and physical damage at the hands of the organization.

The job demands and resources model has a very central assumption, upon which the entire model stands. One is that every organization is different which is why every job is different due to its varying characteristics. Which is why this model believes that all jobs with all their differences can be modelled on the basis on job demands and job resources. And any imbalance in these variables can explain why workers in a particular job may be stressed or want to leave.

Many studies that deal with the psychological wellbeing of workers, comment on the role that a workplace plays in determining the mental wellbeing of any employee. As any unsuitability in the work environment can lead to detrimental health concerns. That impact the employee both physically and psychologically. If the workplace is not appropriate then the impact can be seen in even the home life balance of the employee. If these conditions persist then there can be long-term issues that end up developing into job burnout eventually.

The job demands-resources model aims to connect two different schools of thought, one being stress and the other motivation as per the work of Demerouti and Bakker (2011). This model states that jobs which are known to be highly demanding, such as stock brokers, health care and technical corporate positions can eventually overload the position holder. This

means that the employee over the years becomes physically, emotionally and mentally exhausted from constantly being put under pressure. Which leads the respective employee to develop health issues, lower job performance and eventual burnout (Bakker, et al., 2004).

This model states that excess job demands and low job resources is the main reason why workers can burnout from the organization. The *job demands* in this case are the substantial and intellectual requirements of any job, that have to be fulfilled by the employee (Bakker, et al., 2004). These job demands are associated with certain physical costs for the employee which have to be paid out.

On the other hand, *job resources* are the functional and emotional assistances which are provided by the organization to the employee, in order to ease the completion of the job demands (Bakker, et al., 2004). Job resources work by reducing the costs which have been attached to the job demands for the employee. Once employees start to experience some form of mental, physical or emotional imbalance between the demands and resources of a job they can start to develop mental fatigue (Xanthopoulou, et al., 2007).

Whenever job resources are not available at the right place and time in the right quantity, then mental fatigue can occur. Mental fatigue is how the body reacts to reduction in one's ability to complete tasks due to exhaustion. Eventual reduction in one's ability to work increases the level of performance failure this individual experience.

6.2 Theories, Variables and Area of Interest

This study will be testing the efficacy of the job demands and resources model. Which is used to explain how highly demanding jobs can impact the mental and physical wellbeing of workers. In the presence of such a demanding job it is essential to have adequate job resources in place. These resources can be training capabilities, promotional opportunities as well as other learning opportunities.

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Previous studies have tried to make the connection between how demanding jobs such as nursing and job resources can help in reducing the burnout in nurses. However, with this study the connection will be made with corporate level workers, who seemingly work in good work environments, but still experience burnout. It is important to see how burnout can be reduced with the help of proper rewards and resources.

There is some explanation in research as to how job burnout can first start to show in one's behaviour. According to research exhaustion in the workplace tends to reduce the workers ability to showcase their energy in their work tasks. This means that they lose the ability to work willingly.

Normally when one person is tired or exhausted, they still have enough energy in them to work just enough to complete the work tasks appointed to them. However, when someone is working in a very demanding job environment then even being in that situation is taxing on their health thus any work tasks that they are burdened with fall outside of their capacity to work. In order to "power through" the individual has to tap into their mental energy which means that they are not only tired physically but also mentally.

When mental energy is used up then critical fatigue can be experienced, which is a very harmful version of fatigue within itself. Combining this with the fact that the worker has no time to return to their spirited homeostasis transforms their acute fatigue into chronic health issues. As the workload is carried from one day to the next there is incomplete recovery for the individual. Which becomes very taxing for the individual to sustain with for a long time period.

Interestingly even in this state the worker is still able to perform per say, however their reaction time is significantly impacted. For instance, there is a delay in how soon the worker reacts in the workplace. For example, the art of just typing may seem a lot more daunting to them because they are so physically and mentally exhausted. Thus, a person who is working in

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a very stressful and demanding environment will start to lose his ability to perform in a high velocity as time goes on.

6.21 Previous Studies to Encourage This Research

According to literature job resources can work in different ways. One of the two major ways that they work is by encouraging internal feelings of growth and development in the employee. And secondly by externally encouraging the employee to complete his work centered tasks on time with the help of external motivation (Demerouti & Bakker, 2011).

Job resources are very important as they help in buffering the impact of the job demands on the employees. This buffering factor was first introduced by Karasek (1998) in his "demand control model". However, Siegriest (1996) also talked about the buffering effect of job resources but his analysis was not thought to be as accurate at the time.

The demand control model stated that whenever employees think that they have some control over their job demands they start to feel less stressed. This is may be because they feel like they are in control and thus do not feel as trapped.

There is very little research into how job dissatisfaction can be effectively reduced, particularly in the Nursing discipline (McVicar, 2016). This is partly due to the limited research that has been done on this topic in respect to certain disciplines (Lu, et al., 2012). However, conclusively evidence is present that job stress and job satisfaction are inversely related, which can also explain why turnover in nursing is so high (Coomber & Barriball, 2007).

6.22 Addition to Literature by This Study

This study will be taking ahead the Siegriest (1996) model of effort-reward imbalance, whereby any unfavorable effects related to a job are reduced if adequate rewards are available. This will help in seeing whether the presence of proper rewards can behave the same way as job resources do for an employee in a highly stressful job.

It is believed that job satisfaction can arise from an employee's commitment to their workplace and the amenities being offered to them, and this satisfaction is very important in keeping the employee engaged (Macey & Schneider, 2008). Whenever an employee is satisfied with his or her work life environment the chances of them staying goes up, and turnover decreases (O'Brien-Pallas, et al., 2010).

This study will be trying to determine whether job satisfaction can be internally linked to the overall job resources and rewards offered by the company. And if that is possible then how long does the satisfaction last. Meaning is it a short-term boost or a long-term boost in the employee's satisfaction with his/her job.

6.23 Value Generated by This Addition

This study will be taking on an interesting approach by trying to link the effort reward model to the job demands and resources model. In seeing whether rewards can somehow mimic the job resources in a highly stressful environment or not. This will be a unique aspect as most of literature states that there has to be clearly mentioned resources available in order to allow the workplace stress to be alleviated.

Since job satisfaction has been intrinsically linked to job stress, this study raises some interesting learning points for a company to benefit from (Coomber & Barriball, 2007). Zangaro and Soeken (2007) conducted a meta-analysis of nearly 31 internationally published studies, which involved a sample of approximately 14,567 nurses. In this study it was concluded that job stress is the only negatively related factor to one's job satisfaction, and is a big reason why nurses leave their jobs.

Employees usually engage in two forms of performance, one being the in-role performance and the other one being the extra-role performance (Bakker, et al., 2004). The former includes tasks that are directly associated to their job and job description. These duties

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are directly responsible for answering to the needs of the organization. Whilst the extra-role performance, includes any discretionary duties which the employee does. These duties do not impact his/her overall effective functioning in the department.

6.24 Procedure to Add Value

In order to test the mimicking capabilities of job rewards, a close ended questionnaire will be used. Whereby corporate participants will be questioned whether some rewards in their workplace also help them in de-stressing. This can explain why many companies tend to use rewards and fringe benefits in order to keep corporate employees happy.

The job demands and resources model allows one to take forward the negative correlation that job stress and satisfaction have and apply it on different job structure. This means that with the help of this model, one can easily classify the different business environments that can vary for all organizations.

Generally, it is believed that job stressors disable a person from expressing his/her control over their situation. This inability to express control also translates into the worker's performance which starts to take a significant hit.

Previously studies were using structural equation modelling in order to see how different variables in the job demands and resources model react to one another. Since the aim of this study is also similar, then AMOS and SPSS will be used respectively in order to conduct regression analysis in order to see how different variable which have been selected will react and relate to one another. As there is a lot of confusion in research as to how different variables relate to stress and job resources. Which has been limiting the objectivity of this topic.

However, it is hoped that with the help of a close ended questionnaire this issue can also be avoided. As data analysis will be conducted on very objective and quantitative data at the end of the day.

6.3 Rationale for Study

This study is very important to conduct as the literature present is not very conclusive. The arguments made by many of the top researchers are clashing in the conclusions that they are drawing (Lu, et al., 2012). Which means that this model is being made even harder to apply in real life situation due to lack of a singular point of view. Furthermore, a lot of the researches have also relied on personal statements and qualitative data. Which limits the objectivity of the data which has been conducted so far.

Even though majority of scholars do agree that an employee's performance is very significant for the success of a company (Babazono, et al., 2005). The research on the topic has been lack luster as stated before. The mere relationship between job satisfaction and job performance to this day has not been effectively described by many studies. As all future studies just try to prove the previous literature wrong (Chandran & Abukhalifeh, 2021).

It is believed that the main reason for this discrepancy is the lack of theoretical evidence, which is why this study will aim to add to the theoretical evidence of this topic. The relationship between workplace stress, job performance, health impairments and job burnout will be discussed extensively with respect to corporate level jobs (O'Driscoll & Cooper, 2002).

6.31 Connection Clarified with Literature

When it comes to studying how the job demands and resources for any organization play a role in employee motivation, it is important to understand the balance between these items. The impact of stress in the workplace has been talked about excessively in literature, as it is one of the reasons why many people burnout from their positions (Giorgi, et al., 2015).

If there is a misbalance then employees can begin to experience some form of mental fatigue (Bakker, et al., 2004). The mental fatigue acts as a psychological block, which hinders

the employee from completing the said task without showing signs of irritability (Demerouti & Bakker, 2011).

As per literature initially employees show signs of small and negligible mood changes, disinterest in work, irritability and even signs of fatigue as soon as the employee enters the office building (Demerouti & Bakker, 2011). If the situation of the employee gets so worse, then here the adequate job resources are important for releasing some of the stress.

Previous studies have only studied how the exhaustion in the workplace can impact the overall performance of workers. Combined with the fact that many of the studies relied on self-reports as a form of data collection means that the overall integrity of such studies is already compromised. As employees are more likely to bad mouth the company they left as they do not have the ability to objectively recognize where they may have been wrong as well (Lewig, et al., 2007).

6.32 Presence of Sound Reasoning for Conducting Research

Under literature there does exist the connection between the lack of adequate job resources and ultimate loss of social status in employees. Workers can develop stress related disorders if they constantly face stress at work and are unable to complete their tasks (Demerouti and Bakker, 2011).

Whenever there is lack of adequate resources for employees to rely on cynical attitudes can form, which can range from feelings of mistrust to even hatred. In these situations, workers can start to showcase such volatile behaviour that is not only harmful for the organization but also for their own personal well being (Schaufeli, et al., 2009). It is important to have a proper work life balance in place in order to ensure that the mental well-being of the employee is secure and he/she remains a part of the organization (Chandran & Abukhalifeh, 2021).

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The idea that is very important in order to understand this research is that the job demands and resources model is usually only invoked whenever there is a misbalance between the demands and resources of a job (Gülgönül & Armutlulu, 2020). However, this study suggests that job resources should be made available for all employees all year round, in order to ensure consistent job satisfaction.

When the demands of a job are high, an individual can start to displace his annoyance on his work and his family. Which is not very healthy, however, this individual has no real escape from his work which reduces him or her to act out. At times it's the extra role resources which have the most detrimental impact, as these are the duties that fall outside of the job description of the employee.

However, if companies still want to assign extra activities, they will have to increase their level of rewards. This can even mean providing more emotional support or increasing the overall communication in the workplace. So, that the employees do not feel lonely with their work and do not feel like they are helpless.

6.33 Indication by Literature on How to Conduct Research

Meijman and Mulder (2013) effectively used the "Effort recovery model" which was a derivation of the job demands resources model. According to this model, any job that offers a lot of resources makes its employees increasingly willing to complete all their work-related tasks. That is why literature suggests that in such an environment the chances of nearly all the work related being completed is very high (Giorgi, et al., 2015). As there is plenty of support from the management and other fellow employees, that drives any individual in that organization to work harder.

Literature also believes that there are some sound differences between both the genders when it comes to accommodating for job demands (Gülgönül & Armutlulu, 2020). However,

this study will not be going into gender level differences in order to leave more room for defining this topic.

6.4 Variables Being Tested

The job demands and resources model has been previously linked with only how exhaustion can cause low job performance, which can translate into burnout in later years. However, connection with work place stress is missing, which has been often criticized for causing the most damage to one's mental health and ability to cope with pressure (Shirom, et al., 1989).

Therefore, this study will be testing how highly demanding jobs cause workplace stress, which impact the overall job performance. And also causes health impairments in workers and eventually leads to burnout.

Workplace stress in this case is not being limited to stress just caused due to exhaustion. All other aspects of stress will also be discussed such as the work being over the technical and physical capacity of the worker, the frequency of the task allocation and the number of breaks or leisure periods granted and their frequency (Meijman & Mulder, 2013).

The job performance will relate to not only the quality of the work being performance but also the quantity. For instance, how a bank teller's performance reduces in terms of how many customers he helps and what kind of service level he is able to offer them (McCall, 2019). These are both important factors as at times companies will require not only quality of work but also quantity. Which ends up causing the worker to despise all the marginal tasks which are allocated to him/her as well.

Health impairments constitute the health degradation that occurs in workers who are operational in very stressful and demanding environments. If left unanswered small health

concerns such as a headache caused due to using the computer too much can translate into blood pressure, retinal or even cardiovascular disorders (McVicar, 2016).

Lastly, <u>job burnout</u> will discuss how the amalgamation of all the variables above can result in the employee leaving the job (O'Driscoll & Cooper, 2002). The need to leave the organization can start from the stress that is put onto the employee to complete everyday work-related tasks. Which then translates into cynicism towards the organization.

6.41 Workplace Stress

Stress can be a very damaging feeling or behavior attribute that one has to pass through. It instills feelings of being trapped and not being able to control one's own situation (Frankenhaeuser & Johansson, 1986). Stress has also been linked to disease acceleration in many patients, which is why this variable is very important to be discussed for this study.

Usually whenever someone starts to get exhausted or tired from their work, they still have the capability to complete their work if they push past their need for procrastinating. However, in very stressful situation the employees are burdened with so much work that they do not even have the time for thinking to procrastinate. As per Gaillard (2001) in these situations' employees tend to exhibit more effort in order to just gain the energy to keep going.

This can explain why many employees tend to showcase very exhaustive and timid behavior where they want a quiet place to rest after a full day of work. As their mental state is so shattered that they need time to reboot and get back to their normal life (Llorens, et al., 2006). Usually work does not end when one gets to go home, which is why whenever the time for relaxation is interrupted by another work calls, individuals can overtime start to develop chronic health concerns (Frankenhaeuser & Johansson, 1986). This is what is characterized as workplace stress by many academics, the feeling of not being able to catch a break.

Interrupted recovery time from work can cause many employees to carry their fatigue and stress from one day to the next. This can be very harmful as the employee does not have enough time to get over their older stress when they start to receive additional work. So, the feelings of being stressed are suppressed even further, causing more harm in the long run.

6.42 Job Performance

Interrupted recovery time has been described as the gateway for reducing job performance. As employees do not have enough time to overcome their previous stress and fatigue and they get pushed more work, which starts to make them resent and perform poorly on even easier and smaller work tasks (Babazono, et al., 2005).

Employees can start to feel overburdened, and then even small scale tasks can start to seem daunting to them. Where they become restricted in feelings of being incompetent and unable to do even the most basic of tasks. Which can be very damaging for their mental health and confidence.

All of this starts to impact theie ability to complete tasls on time which means that the overal job performance is impacted. If companies start to overburden employees they will start to max out their potential to take up more work, which in turn can lead to absenteesim in the long run as people develop health concers and have to take off more time from work to recover (Smith, et al., 2009).

Some firms also make use of "high performing work practices" in order to ensure that their workers perform well (Topcic, et al., 2016). These practices involve three different aspects which include involving the employees, appropriate human resource practices and giving accurate rewards when required. It is assumed that with the help of these practices organizations will be able to increase the individual level performance of employees, by enhancing their knowledge and skills.

However, it is argued that with the help of such control the employers can only control how long and hard the employee will work and in what conditions the work will be done. This means that the negative associations can be created such as anxiety and stress. Whereby there is an imbalance in the job demands and resoruces eventually. Whenever companies start to use these high performing practices they end up putting more pressure on the workers, making them feel more stressed about their jobs.

6.43 Job Burnout

Job burnout is based upon the continuous stress and pressure that is put onto workers, which eventually leads them to become overly distressed. At this point of distress workers have no other option but to leave their present place of work and seek solace somewhere else (O'Driscoll & Cooper, 2002). This is because the ability and need to stay at the present job goes down, which impacts the overall well-being of the worker. And then they see no other option but to leave their place of work.

Usually jobs that require direct communication with the final customer, are the ones which can be the most demanding and stressful (Gorji, 2011). For example, nursing and even hospitality related jobs are usually commented on being highly stressful. As the company is concerned that any malpractice can result in huge costs for the company. Thus, there is constant stress on the company to excel and sustain its performance.

Interestingly individuals who work in banks also end up facing a lot of stress in the workplace. This is because these people are constantly connected with customers due to the one on one requirement of the job. Bank tellers also end up facing a lot of stress and psychological pressure as they have to maintain a strict quality of service delivery (Gorji, 2011).

Workplaces have been regularly linked with stress, burnout and health impairments in literature. There is also a direct relation between how stressful an individual is and what situation they work in (Gorji, 2011). Whenever a person is stressed their likelihood of burning out and developing some form of health concern goes up.

In literature there is a consensus that job burnout can be linked to job dissatisfaction of an employee. Whereby an employee first develops absenteeism behavior and then slowly loses his desire to be at work (Bakker, et al., 2004). The word burnout can be a simplified as a more exaggerated version of being exhausted or disengaged (Lee & Ashforth, 1993). In this state the employee is unable to go through the prolonged physical and emotional stress related to his job (Shirom, et al., 1989).

For any individual whenever they enter into this state of being "far beyond help" they enter into a dangerous zone of behaviour. Where any effort to do any routine task starts to lose meaning, which makes it harder for the audience to control the emotions of these individuals.

6.44 Health Impairments

Chronic health concerns can develop over a prolonged time period, whereby employees may start to take up small harmful activities into to receive some less leisure. This can be things like taking up smoking or even drinking after a full day of work to unwind. However, continuous workplace stress can translate these leisure activities into highly addictive disorders. Some employees also report that they develop feelings of depression and anxiety if their workplace is too stressful for them to cope with.

Previously the job demands and resources model has been linked to individual level behavioral concerns as well. Where it was stated that in a feeling of mistrust employees can develop almost feelings of hatred towards the organization. Where any attempt at helping the employees by the management is translated as being the ill contention of the company. This is

when sleep disturbances, metabolic disorders and implicative disorders also form in many employees (Bakker et al., 2004).

Recently some studies have concluded that employees who face constant pressure and stress at work tend to develop reasons for hospitalization (Toppinen-Tanner, et al., 2009). Reasons for these hospitalizations can range from mental to even cardiovascular disorders. Muscular pains can also develop over time in people who work in very demanding jobs, as these people are the most likely to overlook their health due to lack of time (Melamed, 2009).

6.5 Conclusion

The job demands and resources model has been discussed extensively in literature in terms of its descriptive statistics and how it works in theory. There does seem to be a gap in literature when it comes to the applicative study of this research topic. One thing that has been concluded by all previous studies is that whenever employees are put under pressure with the assumption that it will make them work harder is false (Lewig, et al., 2007).

As all humans react differently to stress, some may excel in their performance whilst others may close down. As per analysis, stress which arrives from the workplace should not exceed the optimal level of the employee, as any excess can lead to mental fatigue (Demerouti & Bakker, 2011). Which means that the employee is under the risk of going into the burnout trap, where they start despising everything related to the organization and eventually end up leaving. Here it is recommended that managers should try to ensure that the employees have enough job resources that help them in avoiding the burnout trap (Bakker, et al., 2004).

The resources which can be provided includes regular feedback, opportunities for socializing in the workplace and regular appreciation from the colleagues. In case any of these resources are not present and the employees feel a need for them then it should be clearly

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communicated. Here the management is responsible for ensuring that there are adequate communication capabilities present for the employees to use without any hesitation.

It is important to recognize that employees who have access to consistently available job resources such as social contact with colleagues and advice from managers, they are able to get over the stress they experience. As they are able to discuss their situation with someone who knows what they are going through and they can share with them to reduce their stress. This allows them to gain the energy to go beyond what they were originally tasked to do. As they have that extra push and support, so it's almost like the abilities of the manager and colleagues combine together to help them complete their work.

Conclusively, the job demands resources model is a very good tool for the management of any company to use in order to reduce workplace stress. This tool can also help the management understand how the employees are feeling. For example, this tool is currently being used in the Netherlands by over 130 organizations and is garnering favorable results as well (Bakker, et al., 2004). The way that everyone reacts to pressure and stress is different, and surely this model cannot be generalized onto every individual. However, with the help of this model companies can ensure that the majority of their employees are not so exhausted that they start to develop health concerns. This model is a way of treating with the problem in a timelier fashion.

7. Method

7.1 Participants

The job demands-resources model has been theoretically studied by literature over the years, however true empirical testing has been missing on the topic. In the absence of empirical testing the topic has not been explored to its full capacity. That is why this research has been designed in a way so that human data can be collected and effectively studied.

This study will be collecting quantitative data with the help of a questionnaire survey which has been designed with the help of literature. This survey will be distributed amongst the participants in order to get a true insight as to how their own organizations operate in terms of assigning job demands, and then what resources are provided to help ease the achievement of these demands.

7.11 Type of Sampling Being Used

This study requires that the individuals selected for data collection have a lot of experience working in Ireland. The individuals should be aware of how different organizations assign roles and duties and in what intensity. This is crucial from the point of data collection as the overall aim is to have authentic data present which can then be analyzed.

People who have experience of working in stressful or demanding jobs can be hard to come by on one's own self. Which is why this research has chosen to collect the sample with the help of the snowball sampling technique. This allows the researcher to get in touch with a handful of willing participants from his own contact and then ask those people to bring in more participants who follow the same demographic and psychographic profile.

This technique not only creates easy at a time of such turmoil and unrest due to COVID-19. But also helps in ensuring that the sample curated has people who come from relatively similar backgrounds and stressful jobs.

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7.12 Total Number of Participants

A total of 60 participants have been selected for the purpose of this study. Some participants had to be dropped from the study due to their inability to meet the demographic and psychographic requirements. Due to COVID-19 it has been incredibly difficult to get access to working individuals who would be willing to participate in the study. As many people have been laid off and those who are still employed, are having to do the work which is meant for a larger team.

Needless to say, COVID-19 has caused a considerable amount of damage and has made it much more difficult to get access to people. However, the 60 participants who have been selected for the study all fall into the appropriate profile that was being desired.

7.13 Population for Sample

The initial population which was considered for the study had working men and women in Ireland, who have been employed for 3 consecutive years in a particular line of work or organization. These could be individuals who are above the age of 25 years, who are residents of Ireland presently.

The study was not restricted to just Irish born individuals, as there are many expatriates available in the country who could fit the profile which was desired. Thus, the nationality was kept flexible, as long as the other requirements were being fulfilled. Individuals who are working in large multinationals such as eBay and Google were considered, as well as doctors and nurses. As these are the individuals who are most likely working in the most demanding work situations.

7.14 Selection Procedure

Initially the researcher contacted a few individuals who were working in eBay, Google and even as front-line healthcare workers. From there a rough sample of 10 individuals was

curated from personal contacts, these 10 individuals were then asked to bring in 2 more individuals who they knew of. These 2 referenced individuals had to be working in Ireland, and be employed in a single line of work for at least 3 years. With every one bringing in at least 2 references the sample for 60 willing respondents was collected for the purpose of this study.

This snowball sampling technique helps in saving a lot of time and effort for the researcher. Plus, it also aided him during this COVID-19 pandemic, as people are more likely to respond to their friends rather than an unknown student researcher.

7.15 Circumstances for Participation

When it comes to giving out gifts or coupons of reward this study had to be careful as the use of a coupon can cause some biases to form. Therefore, as a token of gratitude everyone who participated in the study was sent a digital thank you card which was sent after the survey was completed online.

The purpose of this was to just thank the individual for participating in the study. No monetary compensation was given to avoid any form of bias, as then the participants could have responded favorably to the study. This helped in ensuring that a certain level of response bias was avoided during the data collection.

7.16 Demographics and Psychographics of Sample

The demographic and psychographic profile of the participants was very important for the purpose of this study. In terms of the demographics, the participants selected were decided to be at least 25 years and above. They should have consecutive experience worth 3 years with one company, or in one line of work.

The participants were also supposed to be from The Dublin area in Ireland, in order to create ease in the data collection. Furthermore, no gender specification was put in place, so the participants could be from either of the two genders.

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In terms of the psychographics, the participants should be working the minimum 40 hours a week, plus any additional overtime is preferred. Furthermore, they could belong from the health care industry and even the corporate world. Under the corporate, employees from Google and eBay were preferred due to the number of acquaintances that the researcher had in those firms. However, other companies and their employees were also encouraged to participate.

7.2 Design

The design of the research has been inspired by observations seen in literature. Previous studies worked by adopting data from public sources and then identifying any trends within the data, however this research has been planned in a different way. The entire premise of the research is to use quantitative data in order to see if there is any relationship between workplace stress, job performance, employee burnout and health impairments. A close ended survey with 18 items was designed inspired by the work of Smith et al. (2009) and Babazono et al. (2005).

7.21 Independent Variables

This study aims to see how does workplace stress impact the job performance, burnout and health impairments in employees. In order to create the link that demanding jobs lead to a lot of stress which ends up transforming into these negative behaviours. Thus, for this study the independent variable will be the workplace stress. To see how that leads to lower job performance, burnout and eventual health issues. The questions for workplace stress were adopted from the work of Smith et al. (2009).

7.22 Dependent Variable

The dependent variables in this study will be the job performance, employee burnout and health impairments. As these are all dependent upon the workplace stress to showcase

themselves. The questions for the health impairments were inspired by the work of Babazono et al. (2005) and the other variables were catered by the work of Smith et al. (2009).

Job performance, entails how the quality or quantity of work being done tends to be affected due to a lot of stress in the workplace. It is expected that this variable will be negatively related with the work place stress. On the other hand, employee burnout relates to how excessive stress tends to exhaust employees and they end up leaving their job prematurely. Thus, the relationship is expected to be positive again. Lastly, health impairments are expected to be positively related with work place stress, as the more stressed out a person is the less time they have for leisure.
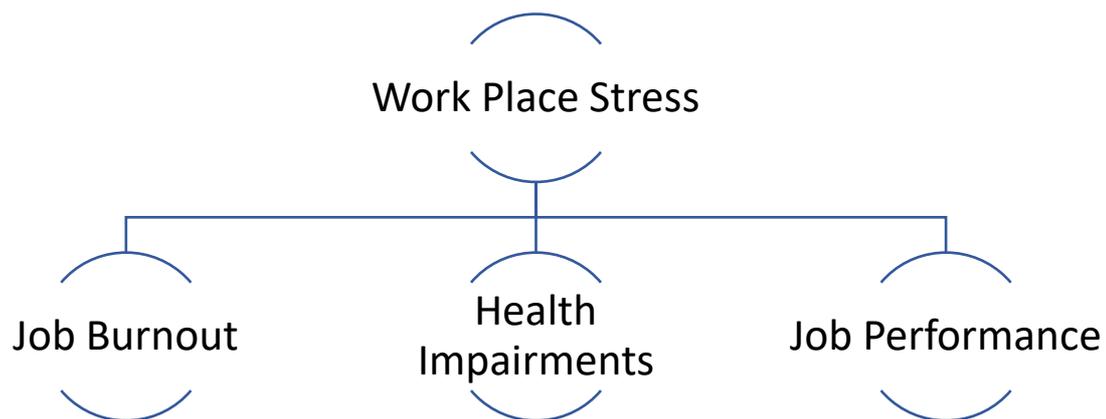
Figure 1: Research Design

7.23 Experimental and Control Groups

Since this study is not making use of any particular observations or experiments, there was no need to over complicate the study by having different experimental groups. Thus, the entire study was conducted as one group, with all the respondents being given the exact same survey which was made available online.

7.24 Assigning Participants to Groups

All 60 respondents were part of one group, and there were no separate groups created. As the aim of the study was to just collect responses regarding the impact of work place stress on the three dependent variables. Due to COVID-19 the study could not have an experimental design, as per the social distancing requirements.

7.25 Design of the Study

The hypothesis which were designed in the introduction were simplified, and the job demands and subsequent resources were replaced with work place stress. As work place stress helps in measuring how demanding a job is.

The hypothesis that the study is aiming to test are the following:

H1: *There is a significantly negative relationship between work place stress and overall job performance.*

H0: *There is no significantly negative relationship between work place stress and overall job performance.*

H2: *There is a significantly positive relationship between work place stress and health impairments for workers.*

H0: *There is no significantly positive relationship between work place stress and health impairments for workers.*

H3: *There is a significantly positive relationship between work place stress and employee burnout.*

H0: *There is no significantly positive relationship between work place stress and employee burnout.*

7.3 Materials and Apparatus

This study is going to be using an 18-item close ended questionnaire which has been designed from the work of Smith et al. (2009) and Babazono et al. (2005). The questionnaire will be based upon a 5-point Likert scale, that ranges from strongly disagree to strongly agree. The questionnaire has also been attached in the appendix below.

7.31 Questionnaire Used

The study has to be careful in the kind of questionnaire which was being designed, as the entire premise of the study had to be completed online. So, the questionnaire too had to be quite simple and easy to understand. Which is why a Likert scale was used, as it is easy to understand and easier to answer on for the respondents as well. This scale also allows ease in the data analysis portion of the study.

7.31.1 Number of items

The questionnaire was divided into 5 sections, one for each of the variables and one for the demographics. In totality the entire survey had just 18 items, however all the questions were divided into different sections.

The demographic section had just three questions, whilst section 2 regarding work place stress had 6 questions. For the independent variables, section 3 (job performance) had four questions, section 4 (employee burnout) had two questions. And section 5 (health impairments) had three questions.

7.31.2 Sample of items used

The demographic section had questions regarding the age, gender and work experience of the respondent. When it came to measuring work place stress the questions were related to the number of holidays that the employee got, and how many breaks they had during a work

day and whether their current salary is appropriate for the level of work they do. Job performance related to how the superiors tried to create ease for the employee and how the colleagues helped as well.

Employee burnout had questions about how the employee feels unaccomplished at work and has too much work in a given day. Lastly, health impairments talked about how strenuous the work is and how the responsibility is beyond the employee's capability.

7.31.3 Instructions for participants

The participants were asked to read the questionnaire very well before giving their answers, as each statement was to be rated on a Likert scale that was attached. It was important for the respondents to do the survey in one go, so that their response could be collected and recorded effectively.

The respondents were also instructed that in case of any issues or concerns, they could easily contact the researcher via the zoom meeting link which was shared with them. Where any queries of could be solved effectively.

7.31.4 Range of possible scores

The score could range from 0 to 4, with 0 signifying strong disagreement whilst 4 signified strong agreement with the question. It was expected that most answers would range in the middle around 1 and 3, and last answers will be around the extreme values. As most people tend to answer somewhere in the middle, and just a few people feel confident to show extreme emotions during surveys.

7.31.5 Reliability and validity of the scale

In order to ensure that the instrument and items were reliable, the study adopted the questionnaire from resources in literature. As this allowed the study to adopt resources which have already gone through various validity and reliability tests and have passed all these too.

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Thus, with the help of this technique the questionnaire which was designed for this study was also expected to be very reliable and valid.

7.31.6 Expected responses

It was expected that job performance will have a negative relationship with workplace stress, whilst employee burnout and health impairments will showcase a positive relationship. Meaning that a work place got more stressful the job performance would reduce, the employee's likelihood of burning out would increase and so would their chances of developing some health concerns.

7.32 Documents Used

This study will be making use of a survey and an informed consent form, both of which have been attached in the appendix below. These documents had to be shared with the respondents digitally due to COVID-19. The survey was digitalized with the help of Google Forms, whist a word document of the consent form was shared with the participants through email.

7.4 Procedure

For any study it is important to have a certain plan in place, this study was no different. However, unforeseen circumstances because of COVID-19 the entire data collection plan of the study had to be re-evaluated. In order to ensure the safety of not only the researcher but also the participants. The study was redesigned so that it could be conducted online, and was able to comply with the social distancing requirements of the WHO.

The entire data collection was done on 7th July, 2020 from the time of 9 am to 11pm. Ample time was given to the participants to log online and complete the survey through the link provided.

7.41 Detailed Procedure Followed by Participants

On the morning of 5th July, 2020, an email was sent out to all the participants which invited them to the study and thanked them for their participation. The premise of the research was explained, which included details about why the study was being conducted and how it can benefit people in the future.

The requirements of the survey were also explained, that the user will just need a working internet connection and a smart device that can access the internet. It was explained that the survey only had 18 questions, which would take a maximum of 30 minutes to fill with careful reading. The respondents were also informed that they were to sign and send back the attached informed consent form by 9 am on 6th July, 2020.

Once the informed consent forms were received on the 6th of July, the researcher signed and authenticated all forms and send one copy back to each respective respondent as proof of participation. On the 7th of July, 2020 at 8:45 am the participants were sent a link to the online survey which was being conducted with the help of Google Forms. The respondents were informed that their emails will not be recorded and the entire study will remain anonymous.

Furthermore, a zoom link was also sent in the email to all the participants, where they could log in, if they were to face any trouble or difficulty. By 11pm on July 7th, all 60 responses were complete and the respondents were then sent their thank you card through an email.

7.42 Timing and Length of Study

The data collection was done on 7th July 2020, over a period of 15 hours. As the participants were working individuals it was important to given them a lot more flexibility in terms of time. So, that whenever any of them had a window of opportunity they could sign in and complete the survey.

Holistically the entire study is set to be completed in a couple of weeks over the month of July. As data collection is complete and now just the data analysis is being done by the researcher, with the help of SPSS.

7.5 Ethics

For any study it is important to uphold all ethical standards, especially if human data is being collected. It is essential to protect the interests of not only the researcher, but also the participants who are taking out time to be a part of the study. The aim of the researcher was to create as much authenticity as possible during the whole data collection and analysis process.

That is why some rules of ethical conduct were strictly followed. So, that the researcher and the participants all felt secure and comfortable. The important ethical documents such as the informed consent form have also been attached in the appendix. And all participants were asked to sign and send this form back to the researcher before the actual survey was conducted.

7.51 Right of Withdrawal

It is wrongful to force the participants to be a part of any study that they don't want to be associated with. That is why this research had an important right of withdrawal clause written into the consent form. This clause stated that the participants had the right to discontinue their support and involvement in the study at any time they felt necessary. Also, no prior notification had to be given, and the researcher was not allowed to force anyone to stay.

7.52 Anonymity

Complete anonymity had to be ensured to all participants, as they all belong to respected work environments and had to keep some things confidential. That is why none of the participants were asked to share their name, email address or name of the company that

they work in during any point of the study. No physical record was maintained by the researcher or anyone associated with the research, in order to ensure complete anonymity.

Furthermore, a written agreement was also signed by the participants and the researcher. Which ensured that no record was to be kept or would be kept without the knowledge and approval of the participants.

7.53 Informed Consent

The informed consent within itself was a very crucial part of the study, as the research required interaction and data collection from humans. Since, the groups of participants who were asked to be a part of the study belonged to such high-profile organizations, it was important that none of the information they shared was leaked out to anyone else.

That is why a detailed informed consent form was drawn up and signed by both the participants and the researcher. This consent form has also been attached in the appendix below in order for more details. The participants were asked to read and sign the consent form and send it back to the researcher, before the actual data was collected.

7.6 Data Analysis Tools

Since this study is just relying on quantitative data, it is important to have the right plan for the data analysis. This study has chosen to conduct both descriptive and inferential statistical analysis on the survey responses which have been conducted. With the help of SPSS, the entire data analysis will be conducted by this study.

With the help of statistical analysis, it can be clarified how the manipulation of the data helps unravel the intrinsic relationships that exists between the variables. And how this relationship can help in explaining how people in stressful jobs can be motivated to stay.

7.61 Descriptive Statistics

The descriptive statistics analysis allows the researcher to determine how different coefficients for the given data can help explain how the sample data reflects upon the population data. In simple words, the descriptive statistics helps in projecting the data which is conducted on a small sample to the entire population.

This domain will consist of studying the central or mean tendency of the data, to observe any outliers that exist. Once these outliers are identified then variance analysis can be done to see how these variations actually come by. And where each variable or behavioral aspect ranks.

7.62 Inferential Statistics

Inferential statistics on the other hand does something similar, by inferring how the population would react from a sample's data. The underlying probability analysis is conducted in the domain of inferential statistics. Here tabular representation like the T-value and the P-value can be determined. Which helps in eventually doing the hypothesis testing which is central to any research.

8. Results

When discussing the overall results, it is important to account for some biases that may have existed due to the study being conducted digitally. Due to the physical absence of the researcher the respondents may have been encouraged to answer not as realistically. However, the results which have been analyzed thus far showcase the strength of the arguments which were made early on in the research.

In order to ease the analysis, the following terms will be referred to with their abbreviations moving forward with the results. Workplace Stress (WS), Job Performance (JP), Employee Burnout (EB) and Health Impairments (HI). The results have been correlated with the help of SPSS software to conduct the descriptive and inferential statistical analysis.

The results are being analyzed with the help of keeping a critical eye out for outstanding statistical results. In the hope that some clarity can be brought on to this rather confusing topic according to literature findings.

8.1 Demographic Spread

As it can be seen from table 1, from the 60 responses gathered there were 53.3% males as compared to just 46.7% females. Furthermore, the average age of the sample was around 29 to 39 years (40%). And the experience ranged from 4-8 years (43.3%) which was an interesting outlook. The individuals in the sample were mostly males who were in their adulthood and had a significant amount of experience. Thus, the sample was as close to what was initially hoped, and it was expected that the results would be similar as well. Interestingly even though the study gave both males and females equal opportunities to participate, more male respondents were keen on joining the study. Which helps in shining some light onto the personality differences that exist between the genders.

Table 1 Demographics

Groups	Subgroups	Number	Percentage
Gender	Male	32	53.3%
	Female	28	46.7%
Age	18-28 years	10	16.7%
	29-39 years	24	40.0%
	40-55 years	20	33.3%
	56 and above	6	10.0%
Work Experience	3 years	12	20.0%
	4-8 years	26	43.3%
	9 years or more	22	36.7%

Table 1: Demographic Spread

8.2 Descriptive Statistics

Descriptive statistics was used to identify how the data for the sample gathered across a definitive mean range, and then how the data varied with the help of the standard deviation. The respective tables being attached in this analysis have been derived with the help of SPSS. That is crucial in generalizing the data onto the entire population.

By studying the mean and the standard deviation of the data, one can effectively predict how the population might react. Which is crucial for the latter part of the study when the entire research is being concluded during the discussions section.

8.21 Overview

Table 1 attached below shows the mean and standard deviation of the data. This helps in understanding how the data moved across the entire sample, and helps in understanding where the population as a whole is likely to range. Overall the most deviations that were experienced were present for the variables on which even literature was confused. For instance, employee burnout and health impairments were two of the most argued upon variables when it came to studying the job demands and resources model.

Table 2 Descriptive Statistics

Variables	Mean	Standard Deviation
Workplace Stress	4.2250	.37056
Job Performance	4.3125	.44537
Employee Burnout	4.1833	.69482
Health Impairments	4.1833	.60576

Table 2: Mean & Standard Deviations

From the table above it can be seen how the standard deviation for employee burnout was the highest whilst it was lowest for workplace stress. This means that there is more variation when it comes to understanding how employee burnout occurs in terms of the job demands and resources model. Interestingly this is also the variable for which research has shown a lack of clarity when it comes to understanding the relationship between workplace stress and employee burnout.

Furthermore, from the 60 responses gathered for the research the standard error of the mean was also the highest for employee burnout as shown in table 2. This explains further the lack of clarity that exist in explaining how employee burnout is effectively linked to job related stress.

8.22 Interpretation

In order to understand how the sample behaves it was important to carry out the T-test. T-test shows the significant variables for the research within the confidence level of 95% within the 59 degrees of freedom, and this can be seen in table 3. As it can be seen employee burnout (EB) has the lowest mean, which means that the sample believes that despite workplace stress they are not likely to leave their job. This can be because people are less likely to quit the job completely due to stress rather, they stay and try to become immune to the stress in the long

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run. As the notion of stress is present in all jobs, thus it may not seem realistic to quit the job. Especially when it takes a lot of effort to train and become qualified for a position.

Table 4 One-Sample Test

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
WS	88.318	59	.000	4.22500	4.1293	4.3207
JP	75.003	59	.000	4.31250	4.1974	4.4276
EB	46.637	59	.000	4.18333	4.0038	4.3628
HI	53.493	59	.000	4.18333	4.0268	4.3398

Table 3: T-Test

Job performance (JP) has the highest mean as it can be seen. This explains the assumption which was made above as well. That when a job becomes stressful employees do not burnout rather their performance starts to suffer. However, later on in the analysis this very assumption is challenged by the kind of inferential statistics which are seen.

Employees do not stop performing at their job if it gets too stressful for them. Rather they use the very last reserves of energy that they possess in order to come out at the top and perform far beyond their own abilities. This is often confused by the company management as the employee flourishing in the face of adversity and being able to take on a lot more work. So, the company gets encouraged to push on even more work, which just ends up translating into a dissatisfied and upset group of people who are unhappy at their jobs.

8.3 Inferential Statistics

Inferential statistics aid in understanding how the variables are linked together, and whether the hypothesis designed are approved or disapproved due to their correlations. This is an important step in the overall analysis procedure as it helps determine whether the present study is in line with research or not. And if not, what are the possible reasons for any deviations

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according to literature and the kind of results which are derived with the help of the inferential analysis procedures.

Inferential analysis is very helpful in deciphering how the population as a whole may react by inferring data from a relatively small sample. In this analysis, the correlations between the variables are tested in order to determine the strength and direction of relationship that exists. And then comparative analysis is done as to what was studied in literature regarding the particular variable.

8.31 Overview

The aim for inferential statistics is to have the lowest possible opportunity for the results to be derived from chance. This essentially means that with confidence level analysis one can decipher whether the results or hypothesis approved or disapproved were due to some biases or not. The preference is to have the results be explanatory with the help of data, so that the results can be replicated in the future as well as they were not dependent upon individual level differences.

As for any research it is important to be reliable and valid, in order to increase its generalizability in the world of academic research. As later on when other studies try to gain access to this study, they should be able to replicate the results easily and not face as many hardships.

8.32 Relationship between Variables

Table 5 showcases the correlations between the variables which are very important in understanding how the hypothesis established prior to the experiment are being approved or disapproved. Interestingly the relationships and the correlations which were discovered are very though provoking as to what was predicted by literature.

Variable	Workplace Stress	Job Performance	Employee Burnout	Health Impairments
Workplace Stress	-	-	-	-
Job Performance	0.500**			
Employee Burnout	0.468**	0.298*		
Health Impairments	0.463**	0.580**	0.798**	

* Significant at 0.05 two-tailed

** Significant at 0.01 two-tailed

Table 4: Correlations

It was hoped and even stated in many researches that the relationship between job performance and workplace stress would be negative. However, as per table 5 it seems that these variables are significantly and positively related to one another. This means that as workplace stress increases so does one's ability to perform better. So, it is in fact plausible that as more workload is added people start to perform better. This opposite to what Zangaro and Soeken (2007) concluded in their Meta study of 14,567 nurses, where it was stated that job performance and workplace stress are negatively correlated. This can be due to the very study level innate differences that occurred during that time, or due to the differences that can exist for nurses when it comes to their level of workplace stress.

Furthermore, workplace stress and job performance are both significantly and positively correlated with employee burnout. This indicates that as more workplace stress is added people do start performing better but that also increases their chances of burning out much more. Holding the same scenario in place, according to table 5, as more workplace stress is added employees start to perform better but that can result in them developing health impairments. Which can transform into them burning out eventually.

Thus, the initial relationships which were expected to come out in the results were not 100% met. The way that the variables are linked up during the results make a lot more sense given the amount of confusion that existed in research regarding this topic.

8.32.1 Workplace Stress and Job Performance

It was important to analyze the relationship between each variable and the workplace stress as the constant. As it was important to identify exactly what happened during the data collection to decipher what the results means. When studying the relationship between job performance and workplace stress it is important to recall what the hypothesis was as suggested by the study early on.

__H1:__ There is a significantly negative relationship between work place stress and overall job performance.

__H0:__ There is no significantly negative relationship between work place stress and overall job performance.

Interestingly the relationship between job performance and workplace stress is positive. Contrary to what was suggested in research, as literature believes that as more stress is added onto somebody, they become increasingly agitated which hinders their overall performance. However, after studying the significantly positive relationship as showcased in table 6, it can be said that the relationship between these two variables is in fact positive.

Coefficient for Job Performance					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.776	.580		3.062	.003
WS	.600	.137	.500	4.392	.000
a. Dependent Variable: JP					

Table 5: Job Performance

As an environment becomes more stressful, the people inside it start to perform better. This may be due to their adrenalin powering them through a stressful situation. However, research on this topic has repeatedly called this relationship off as being negative. Nevertheless, H1 has been rejected as per the present analysis.

8.32.2 Workplace Stress and Health Impairments

Health impairments refer to any health conditions that employees can develop over a long time period due to a stressful workplace. It was expected that the relationship between workplace stress and health impairments would be positive. That as more stress is added employees become much more prone to developing some form of health complication. It is important in this case to recall the hypothesis which were proposed in regards to these variables.

__H2:__ There is a positive relationship between work place stress and health impairments for workers.

__H0:__ There is no positive relationship between work place stress and health impairments for workers.

As it can be seen from the table below, the relationship is significant and positive in regards to health impairments and workplace stress. Thus, it can be concluded that H2 has been

accepted. Employees do tend to form health concerns if their workplace is too stressful for them to handle.

This is on track with what literature also believes to be true when it comes to health complications. That as work becomes too hard or too taxing employees start to seek out hospitalization. (Toppinen-Tanner, et al., 2009). This can be quite alarming as hospitalization can cause a huge life change for many people, as it affects their emotional, mental and physical wellbeing. It impacts the kind of relationships they have at home or at work as well.

Coefficient for Health Impairment					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	.983	.807		1.219	.228
WS	.757	.190	.463	3.982	.000
a. Dependent Variable: HI					

Table 7: Health Impairments

8.32.3 Workplace Stress and Employee Burnout

There is a consensus in research which states that as any workplace becomes too taxing and demanding, employees start to develop a general dislike towards their work (Gorji, 2011). The very dislike they develop gets transformed into absenteeism because they are dissatisfied with their work (Bakker, et al., 2004). That is why this study has also assumed that the relationship between these two variables would be significantly positive. There it is important to recall the hypothesis which were developed to represent these variables.

*<u>**H3:**</u> There is a significantly positive relationship between work place stress and employee burnout.*

*<u>**H0:**</u> There is no significantly positive relationship between work place stress and employee burnout.*

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It was expected that the relationship between these variables would be positive. And it seems that H3 has been accepted from the statistics presented in table 7. So, the findings have also reduced that the relationship is significantly positive. This means that as a work environment becomes more stressful the employees start to become much more likely to burnout faster. This can be because the likelihood of finding a job elsewhere becomes much more attractive if the current work environment is not as enjoyable.

		Coefficient for Employee Burnout				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.476	.923		.516	.608
	WS	.877	.218	.468	4.032	.000
a. Dependent Variable: EB						

Table 8: Employee Burnout

8.33 Interpretation

In order to make it much easier to understand the ANOVA table has been drawn up. This helps in explained the significance of the relationships between the variables. Here it can be seen that the relationship is significant amongst all the variables. This level of significance was not explained or accounted for in literature even.

Variables	Groups	Sum of Squares	df	Mean Square	F	Sig.
JP	Between Groups	7.755	9	0.862	10.913	0
	Within Groups	3.948	50	0.079		
	Total	11.703	59			
EB	Between Groups	17.817	9	1.98	9.28	0
	Within Groups	10.667	50	0.213		
	Total	28.483	59			
HI	Between Groups	13.872	9	1.541	9.909	0
	Within Groups	7.778	50	0.156		
	Total	21.65	59			

Table 3: ANOVA Table

Furthermore, it can be seen that the deviations within groups is less as compared to that between groups. That means the values tend to vary much more within the different relationships which can have been proposed. This can explain why research on this topic has been so confused as to how these variables are linked together.

8.4 Conclusion

In conclusion to this chapter, it can be deduced that H1 was rejected, as there is a positive relationship between workplace stress and job performance. Employees tend to perform much better under stress however, if the environment remains too stressful for a long time then other complications can start to develop.

These can be health impairments and even burnout. This leads us to the conclusion that H2 and H3 were accepted. As there is a strong and positive relationship between workplace stress and employee burnout as well as health impairments. As workplaces get too demanding employees start to put in more time to do their work and start to neglect their personal health

or take up dangerous coping habits such as smoking or drinking. This leads to the premature development of health impairments such as heart disease, anxiety, insomnia or depression.

Furthermore, as these health complications begin to go unnoticed or untreated. Employees start to become unfulfilled from their jobs and try to seek solitude elsewhere. This can explain the significant relationship which was seen between workplace stress and employee burnout.

The health and wellbeing of employees cannot be neglected at any cost. Especially in a company that wants to be the best at what it does, which are most of the companies in the world. In the race to become the best the very people who are helping in guiding the company towards success should not be avoided or mislead. This study shows the importance of listening to your employees.

At times companies think that if adding more stress is garnering them better job performance then they should continue to make the workplace more stressful. However, the short-term increase in the job performance should not be the company's target. As employees may just be using their adrenalin reserves to get through their work. They might actually be very miserable in the kind of workplace which has been created for them.

Thus, it is very important to check in on one's employees from time to time. To make sure that they are happy and satisfied with their work and have no concerns. At times it is important to put the interest of employees before that of the company. As happy and satisfied employees are the very thing that power successful corporations.

9. Discussion

This chapter will be discussing the entire dissertation from it aims to actual findings. And how the present data opens up new doors for the researches in the future on the job demands and resources model. This chapter can be used as a reference point to understand the entire dissertation from its aims to the relation with literature and how the actual findings differed. For a research of this structure and status it is important to have the topic based off of some valuable observations. This study was done with the similar thought in mind, when detailed informal analysis of different organizations was done before taking up this topic.

To understand what the word "stress" means for different professions is essential for this study. Although the definition remains the same throughout all forms of employment the different capabilities of individuals tends to vary. For instance, people who work in health care services tend to be more accepting towards job related stress because they know that the very nature of the job is quite stressful due to the level of responsibility attached to it. However, people in more corporate level jobs tend to have a harder time accepting their fate and expect more scheduled opportunities for relaxation. This may be due to the more creative nature of their job where they need to be quick on their feet and be able to come up with newer ideas on the go. There is a sense of relaxation which is important in order to maintain a certain level of creativity and ease.

Despite the way in which stress is actually explained by people it all comes down to how companies are ensuring that the mental health of their employees is being managed in an acceptable manner. At the end of the day it is important for companies to ensure that their employees are happy as the human capital for any organization is extremely crucial in ensuring its success and credibility.

9.1 Aim of Research

Initially this study was aiming to make the connection between how stressful or demanding jobs can lead to employee related issues for firms in Ireland. As it has been purposefully talked about before that the more pressure a person is put under the more aptly, they are able to perform. This study wanted to determine if that argument is true or not.

As per personal interactions with corporate workers and even health workers, their opinion is different from that of managers. That too much stress in the workplace just make the environment too complicated and unbearable to be in. As it becomes hard to deliver what the job requires with the constant pressure and stress.

Therefore, this study wanted to deduce whether high levels of job-related stress can be linked to lower job performance. As a highly stressful environment makes it harder to think and operate at full capacity. As the employee is under constant pressure to get the maximum amount of work done without there being any designated schedule.

Furthermore, another aim of this study was to see whether highly stressful work environments can be linked to increased chances of burnout. This would occur when employees are working in positions that are demanding and stressful at all time without there being any break or lessening in the workload. The constant pressure makes it harder for employees to find some leisure time in the workplace, meaning that there is no break for them to refresh themselves. In stressful jobs it is imperative for there to be some form of relaxation so that there is some relief.

Interestingly, after detailed observations it has been deduced that people who work in stressful jobs tend to develop some form of health-related issues. These issues start off as smaller and unnoticeable heath complications such as fatigue, impaired vision and insomnia.

If left untreated these health concerns can develop into full blown chronic health issues such as depression, anxiety, obesity, heart impairments and more.

Thus, this study believed that high levels of work-related stress can be linked to low levels of job performance, higher chances for burnout and incline in the rate of health impairments. As the employee gets little to no time for leisure, which starts to have a toll on the mental, physical and emotional well-being of the employee.

9.2 Summary of Findings

In essence, the impact of workplace stress on several important factors including overall performance of the employee and health impairment is seen to be significantly positive. This means that those employees suffering from workplace stress are more likely to be in bad health and would not be able to perform as well at their jobs as compared to other employees. It is important to note here that the impact of workplace stress on employee burnout is perhaps the most profound, in the sense that it leads to long term impairment of employee performance and may even lead to the employee questioning their own self-worth (Llorens, et al., 2006).

This finding is extremely relevant when viewed in light of psychology and how it shapes the view of a person regarding their own self. According to Llorens, et al. (2006), human beings drive their self worth from what they are able to do for others and how well they are able to fulfill the responsibility given to them within the context of a particular setting, in this case a job in the organization. Repeated and severe criticism may not only lead to workplace stress but may also lead to the employee questioning their own self worth since they would view themselves as not being able to fulfill the responsibility given to them. As such, by extension of the workplace stress, employees would begin to question whether they are capable or even deserving of the position they hold.

This self doubt is not only detrimental to the mental health of employees but the adverse impacts seep into other areas of life, including personal and social. Continued and severe workplace stress, whether caused by pressure from superiors or one's own compulsion to strive for the unattainable standard of perfection, can lead to chronic depression as well (Llorens, et al., 2006). In essence, workplace stress can lead to mentally unfit individuals in society. This can adversely impact the very fabric of society in which the corporations exist. In terms of large multinational and transnational organizations, that run corporate offices in several communities in countries all over the world, the prevalance of workplace stress is likely to produce chronically depressed individuals who can neither perform their own job competently nor contribute positively to soceity.

The historical view that some form of stress is important for workers in order to ensure that they perform well is true to some extent. However, the level of stress should not exceed the acceptable amount to where is turns into unnecessary pressure (Gülgönül & Armutlulu, 2020). The line between healthy pressure and detrimental pressure in the workplace is quite thin and there is need for careful assistance from the management in order to ensure that the employees are being cared for (Melamed, 2009).

As any stress that is added onto the employees may only motivate them to perform beyond their capacity to a certain extent, after which the impact of the stress starts to turn negative (Lu, et al., 2012). For instance, it can be assumed that workplace stress works in the same way as any form of negative stimulas (Campbell & Pritchard, 1976). After over stimulation then subjects start to become accustomed to that level of negativity and then in order to have some effect the negative stimulas has to be intensified. This is not good for workplace stress as employees once they start to accept a certain level of stress it becomes hard for them to get accustomed to a new level of stress (Demerouti & Bakker, 2011).

Thus the findings of this research are in line with the findings of previous literature. Thus, there is unanimous agreement regarding the long term and serious implications of workplace stress on the overall wellbeing of employees and the subsequent adverse impact on the performance of organizations as well.

9.3 Support or Otherwise of Hypothesis

The hypothesis devised were based on the expected outcomes connected to the findings of previous literature. As such, the alternative hypotheses for all three variables including employee burnout, health impairment and employee performance were expected to be accepted at the onset of the research. After conducting regression analysis and analyzing the subsequent statistical measures, it was found that the null hypotheses for all three variables were rejected and alternative hypotheses were accepted.

As such, it was found that workplace stress has a significant positive relationship with decrease in job performance of employees. As the workplace stress increases, the performance of employees decreases. Similarly, workplace stress was found to have a significant positive relationship with health impairment. As workplace stress increased, employees were more likely to fall ill and those that did had a harder time recovering from the illness.

Lastly, workplace stress also had a significant positive relationship with employee burnout, in that, as workplace stress increased, employees were unable to focus on their tasks and could not concentrate to complete tasks that would have been completed otherwise, had they not been stressed. This indicates to a wider pattern of mediocre performance by employees who could have performed exceptionally had they not been overly stressed.

The outcome of the hypotheses was in line with the findings of previous literature. Since it is a well-documented fact that workplace stress has several adverse impacts on the

overall health and performance of employees, therefore the outcome of the hypotheses of this research reinforces those findings.

9.4 Relation of Findings to Literature

When researching on this topic most of the studies agreed that any form of misbalance in the job demands and job resources can result in mental weariness (Demerouti & Bakker, 2011). As the body's response to being able to deal with excess demands slowly depreciates over time (Giorgi, et al., 2015). This leads to extensive task failure, as the employee is unable to cope with the growing demands, amidst the minimal resources.

As expressed int his study, initially the impact of workplace stress can be seen in smaller and almost unnoticeable mood changes, which can be characterized as signs of irritability at first by the management but then later transform into more serious health issues (Frankenhaeuser & Johansson, 1986). It is important to note that these smaller and unnoticeable changes in demeanor translate into a decrease in morale for not only the employee suffering from workplace stress but for all employees associated with them. Since modern organizations encourage the use of teams and cross functional groups, therefore it is entirely possible for one employee suffering from workplace stress to decrease the morale of others around him or her. This has a domino effect on the employees in a certain department as the general unhappy sentiment regarding the job and organization is likely to spread among employees throughout the corporation. As a result, the organization is likely to lose several employees to workplace stress because of the prevalence of general sentiment.

Job resources in cases like these are very important to act as mood stabilizers to help make it easier for employees to cope with their work-related stress. Which is very important, especially when the stress is stretched out over a long time period and is hard for the employee to overcome (Babazono, et al., 2005).

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For any corporate or service level job it is always hard to cope with any level of excess stress. As there are usually minimal resources available for corporations to overcome any issues that may be arising due to the stress. Be it small and insufficient health concerns or mood changes that may be occurring (McCall, 2019).

This study also holds the belief similar to Giorgi et al. (2015) that no form of workplace stress or job demand should exceed the personal capabilities of the employee. As that expresses that there is a poor job fit, which is very important for the physical and mental well-being of employees who are linked to a particular organization. Moreover, the exceeding levels of workplace stress highlights a human resource issue as well. If an employee does suffer from undue stress at their workplace, the mismatch between job fit is evident yet it may be because of the flawed recruitment process of the organization as well. Unclear and diluted recruitment processes within the organization may lead to the recruitment of employees that are inherently ill-suited to perform the job in the long run. Not only is that detrimental for the employee but will also reflect negatively on the soft image of the organization as well as its recruitment processes.

When the pressure to perform a certain task over exceeds the personal capabilities or capacity of an individual. They start to develop feelings of incompetence, which can have a detrimental effect on the emotional well-being of the individual. They start to feel that they are not good enough for the job, and so they end up prematurely leaving the organization.

Therefore, organizations in order to retain the talent they have acquired should ensure that there are proper trainings and counselling capabilities available. So, that employees can deal with the work-related stress in a healthy and mature way. And make a more informed decision about their future with the organization (Melamed, 2009).

It is important to understand that this study is not denying that there should be no workplace stress at all, rather this study is suggesting that there should not be excess or unnecessary work stress. As employees who are spent after full day of work need some time to relax and unwind, without which they develop fatigue (Lewig, et al., 2007). And if their work follows them home then it becomes hard to unwind at all, which starts to hinder their mental health. This is not to say that no pressure at the job should be pursued either. Instead, the key to a healthy work life balance lies in the proper amount of pressure from the professional front. Without any incentive to outperform others, organizations would face an epidemic of mediocre employees who are demotivated and can find no incentive to take initiative or perform outstandingly. As such, in this case as well, the organization is bound to suffer in the long term in terms of financial returns as well as inner working of the company. Therefore, the balance lies in maintaining the correct amount of pressure in the job that keeps employees motivated yet recognizes their breaking point to allow them to unwind.

It is also important for there to be some form a break or point of relaxation, as extra stress and job demands can start to become demeaning (Campbell & Pritchard, 1976). For, instance if an employee has official work hours between the hours of 9am to 5pm, then any work forcing them to extend their time at the office is going to cause dissatisfaction. As the employee is continuously having to delay their personal activities for their work. Which with time transcend into negative feelings related to the work and the environment.

Many studies do recognize that job burnout actually derives itself from job dissatisfaction. As burning out of a job essentially means that the employee was no longer happy with the kind of work they had to do or were being made to do. And so, they decided to leave their place of employment prematurely then their expected time of employment (O'Brien-Pallas, et al., 2010).

For organizations having a high job burnout rate is very bad, as that means that they are unable to retain talent. As the employees who have left had to experience some unacceptable job resources and workplace environment. It is imperative for organizations to have some sense of responsibility for their employees who are the most important resource for them.

If employees are unable to cope with the excessive amount of cognitive and emotional burnout then their mental health starts to diminish (Shirom, et al., 1989). Similarly, this study was also able to deduce that many employees are not dissatisfied due to the sheer amount of work they have. Rather it's the attitude of the management about giving excessive work and not being understanding of the situation of the employees.

If the management is able to assign the work with an appropriate attitude then it would help the employees accept the work with their given job resources. At times it's the attitude of the management which is crucial for the employees in accepting their situation (O'Brien-Pallas, et al., 2010).

9.5 Problems in the Study

The problems encountered in this study can be termed as being uncontrivable as they occurred due to the pandemic. When the study was being initially planned it was not assumed that such a globally crippling pandemic might occur and so even with all the contingency plans this study had to change around many things in order to still remain doable.

The entire data collection had to be shifted to a digital platform, which raised issues of its own. As the study was being conducted online, there was lack of control as with any digital study. The researcher was unable to personally set up the situation or environment in which the survey was attempted by the participants, and due to the pandemic, there was very little which could be done in the face of creating a consistent surrounding.

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Furthermore, many of the participants were unable to join the Zoom debriefing session which was arranged to explain how the survey can be attempted and what rules the participants had to follow. Thus, many of the surveys were received later than it was originally planned, which created some logistical issues.

However, due to the pandemic there was a certain level of leverage which had to be allowed. As many people had been displaced from their jobs or were working from home. So, there was an allover societal shift that many people were going through and so this study had to account for all those biases.

When talking about the displacement of many workers, this study also suffered in that sense. As many of the originally planned participants of the study had to go through widespread layoffs in their jobs and were thus unable and unavailable to comment upon their experiences. Due to either the mental trauma of being displaced or also their physical health.

Under normal circumstances, this study would have taken advantage of utilizing a more experimental design. Where the study could have observed the workplace changes that occur due to excess levels of stress and job demands. And a more clinical trial could have been done in order to come up with more concrete results. However, due to the limitations created by the pandemic this could not have been possible, due to social distancing requirements.

Furthermore, there were unforeseen problems in the collection of the responses by respondents due to the nature of the topic. Since the research was aimed primarily at the pressures and the stress faced by employees at their place of work, therefore they were reluctant to respond freely and candidly. Despite the availability of responding online, some hesitance was encountered from the respondents as they feared their truthful answers could land them in hot water at their place of employment. The assurance of anonymity did little to ease their concerns, yet some respondents did share authentic views. The overall mistrust to answer fully

candidly only reflected the level of workplace stress that manifested through fear in the employees, thereby working to confirm the hypothesis of the negative impact of workplace stress on overall employee performance.

9.6 Future Research

Future research regarding this topic needs to be focused on the impact of workplace stress on the organization. As employees are the fundamental resource of corporations and businesses around the world, therefore the effect of workplace stress is bound to have a serious impact on the performance of organizations as well. As more and more employees feel the pressure and stress of working in their respective organizations, loyalties are likely to falter and this would have a long-term adverse impact on the organization.

Therefore, in-depth research needs to be conducted regarding the impact of workplace stress of employees on the organization. In particular the focus needs to be on whether organizations can sustain business for over a long period of time with at least a quarter of the workforce feeling the pressures of workplace stress. Perhaps the current circumstances are appropriate for conducting such a research since the current pandemic has created circumstances that is likely to harbor stress for employees.

During such circumstances, more and more employees would be stressed by their workplaces and would therefore be suffering in overall performance levels. As such, the holistic position of the firm in the market should be an interesting point of study for future researchers. The findings from the study conducted during a pandemic can then be compared with studies conducted when normalcy has resumed and the nature of workplace stress changes. As it has already been established that workplace stress leads to several problems for employees, future researches should focus on the particular causes of workplace stress. By

pinpointing the largely common reasons for workplace stress, large corporations and managers can take steps to prevent the prevalence of workplace stress in organizations.

Furthermore, another interesting domain that can be researched in the future is the relation of workplace stress with monetary and non-monetary rewards for employees. As found in this research, workplace stress has an undisputable negative impact on the overall performance of the employee and causes health impairment as well as employee burnout. The natural linkage between these outcomes suggests that there will be an inevitable impact on the ability to earn financial and non-financial rewards. This can in turn lead to an overall unhappiness with the job and in personal life. Therefore, the impact of workplace stress should be explored on the domains of life other than professional competence. For instance, if an employee is too stressed at work, will there be any impact on the overall financial earning of the employee throughout quarterly earnings? Such a research could shed light on any correlation that exists between underperforming employees and the least financially rewarded ones as well. This could lead to a deeper understanding of job satisfaction and it's relation with monetary rewards.

9.7 Implication and Application of Results

The results of this study are of paramount importance to the managers of modern organizations. In the prevailing corporate environment, workplace stress is high not only due to the pandemic but also because of the demand of better results from employees amid the economic crisis produced as a result of the pandemic. Therefore, managers can utilize the findings of this study to understand how workplace stress can affect the long-term performance of employees and how in turn, that is likely to cause the entire organization to suffer.

As such, managers can come up with evidence-based systems that not only reduce but work to eliminate workplace stress for employees. Moreover, organizations can utilize the

findings to pinpoint causes of dip in performance by employees who have a good track record. Indeed, such researches and their findings can allow organizations to add to their library of knowledge regarding human resources and how to optimize them in order to save costs and improve performance.

When it comes to lowering the number of employees burning out of organizations then this study can be of use. As it was able to deduce that there is a positive relationship between employee burnout and health impairments. Thus, if organizations are able to narrow down employees who are facing some form of health impairments then it can help in narrowing down how the overall employee burnout rate can be reduced over the long run.

This can be done with the help of effective stress management activities in the workplace. To help employees learn how to deal with work related stress in an effective and healthy manner, which is important for not only the employee but also the organization. As employees who are able to cope with their health impairments early on are able to manage their point of view about their workplace in a positive manner as well.

For instance, employees who develop certain sleep related disorders or even short-term addictions due to the stress they experience at work can benefit from these practices at work. Counsellors in the workplace can keep check on the performance level of all employees in order to detect any health-related problems. Furthermore, recreational activities such as sporting events and corporate level festivals once a year can help reduce workplace stress. However, it is important to note that these are only surface level solutions as the real cause of workplace stress lies in the overbearing superiors and tremendous work load for employees. As long as these base problems are not addressed, workplace stress is unlikely to be resolved in its entirety. Therefore, organizations need to be able to distinguish between long-term and short-term fixes for the menace of workplace stress.

When health problems can be detected before they get out of hand it helps in creating less problems for both the organization and the employee. These healthy practices can only be developed once organizations understand that it's important to detect issues before they get too hard to control. As being proactive is a much healthier choice than being reactive.

However, this study can also have a negative impact on organizations. As they may use the results of this study to their own benefit and selectively focus on just the positive relationship being workplace stress and job performance. That if they add more job demands then the overall job performance would increase and improve.

9.8 Conclusion

This research has been truly insightful to carry out as it allowed the clarification of how workplace stress can impact different aspects related to a job. The usual assumption has always been how adding pressure onto any employee makes them perform better due to a certain level of adrenalin. However, no scientific study has been done to explain as to why this is true or not given the widespread impact of workplace stress. The impact can be both positive and negative, and it is not wise to think that the effect is always positive.

This study has been able to conclude that some form of workplace stress does help to boost job performance, but that is only applicable in the short run. As continued and persistent workplace stress is not healthy, and can eventually lead to other issues. As it is said over and over again in literature that too much of something is not good. Similarly, too much stress is not a very good thing.

As employees can start to develop feelings of being trapped and not being able to relax. This is not healthy as they start to get tired of their work and the schedule that they have which is not a good thing. When employees start to feel annoyed with the kind of work environment they are in, it starts to obstruct their view about the world they live in.

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It is important for companies to recognize that too much of anything is bad for employees. This goes both ways for job resources and job demands, which is why there is a need for there to be some form of balance. For organizations, it is important to have a designated schedule according to which job resources are given out. As they need to be given out according to a particular schedule to not cause dissatisfaction.

For instance, if too much of job resources are given all at once then it starts to have the opposite effect on the employees. As they start to get used to the excessive amount of resources and they do not regard them as being effective. Thus, both job resources and job demands should be given out effectively. Furthermore, organizations can learn valuable lessons from this study regarding the long-term impact of undue and relentless pressure on employees. Indeed, it would be wise for modern western corporations to ponder on how they deal with workplace stress in their own work environment and take the time to devise countermeasures for employees experiencing workplace stress. The true value of this research lies in the lesson for organizations regarding workplace stress and the steps they can employ in the future to mitigate its effect on employees. As such, corporate backed therapy as well as recreational activities could be adopted by large organizations to give their employees a break from the relentless pressures of their jobs.

Conclusively, there is a lot of potential for this topic. If future studies are able to utilize a more experimental design then some very interesting data can be gathered. As the job demands and resources model can be applied to specific job structures in order to have a more profound impact on employees and their work environments. This study has proven that organizations should not push work onto their employees without thinking that there would be no negative outcome. Employees should be treated with respect and integrity as they are the binding force behind the organization's success.

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11. Appendix

Appendix A

Section 1: Demographics

1. Gender
    a. Male
    b. Female
    c. Prefer not to say

2. Age
    a. 18-28 years
    b. 29-39 years
    c. 40-55 years
    d. 56 and above

3. Work experience
    a. 3 years
    b. 4 - 8 years
    c. 9 years or more

Section 2: Workplace Stress

Questions *(Smith et al., 2009)*	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Not having enough holidays per year causes me stress.	0	1	2	3	4
2. Not having enough rest breaks per day cause me stress.	0	1	2	3	4
3. The long hours I have to work lead to more stress.	0	1	2	3	4

Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4. The salary I currently receive is not worth the stress I face.	0	1	2	3	4
5. My prospects for future promotion don't match the level of workplace stress.	0	1	2	3	4
6. My career structure in general causes me stress.	0	1	2	3	4

Section 3: Job Performance

Questions *(Smith et al., 2009)*	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Lack of recognition by colleagues impacts my job performance.	0	1	2	3	4
2. The attitude of my clients impacts my job performance.	0	1	2	3	4
3. The attitude of my superiors impacts my job performance.	0	1	2	3	4
4. The attitude of my colleagues impacts my job performance.	0	1	2	3	4

Section 4: Employee Burnout

Questions *(Smith et al., 2009)*	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Not having enough time for all my work makes me feel unaccomplished.	0	1	2	3	4

2. I feel I have too many clients/customers/job tasks to cater to every day.	0	1	2	3	4

Section 5: Health Impairments

Questions *(Babazono et al., 2005)*	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I feel my work is too strenuous.	0	1	2	3	4
2. I feel I have too much responsibility.	0	1	2	3	4
3. I feel my schedule is too tight.	0	1	2	3	4

Sample Informed Consent Form

The general nature of this study, with the title "*Implication of Job Demands-Resources Model to High Turnover and Job Dissatisfaction in the Irish Workforce*" and being conducted by _____ (researcher's name) has been informed to me.

My participation in this focus group/survey will take a total of _____ (time). I understand that all my responses will remain confidential and my personal identity through the analysis will be confidential, and my name will not be directly associated with any results of the study.

I know that I can refuse to answer any question at any time which was not pre-approved and that I can discontinue my participation at any time. I also ensure that all answers that I provide today will be my own, and will not be biased due to any gratitude gifts provided to me for my participation.

I am aware that I should be 18 years or age or older in order to participate in this study, and give my consent for participation. My signature signified my elective participation in this study, and that I have received a copy of this consent form.

_____

Date & Signature of Participant

_____

Date & Signature of Researcher

Dissertation Meeting/Progress Monitoring Report

Name of Student: Shahzada Ghanim Dava   Student No.: 10521695

Name of Supervisor: Ray Whelan   Meeting No.: 1

Date of Meeting: 08/06/2020   Location of Meeting: Via Zoom

Review/Comment on Progress Made (since last meeting):

Topics/Issues discussed/addressed at meeting: Action Agreed/Progress expected before

next meeting:

No real plan, no real time appreciation needs to work on both

Overall Summary/Conclusion of Meeting:

Making slow progress

Interim Meetings

These are essentially concerned with monitoring progress and the manifestation tick list below can be used as a template.

Activities	Yes	No
Continued evidence of a clear set of aims/objectives		✓
Continued evidence of a clear Research Question		✓
Evidence of a comprehensive review of literature		✓
Evidence of planning the Dissertation process logically		✓
Evidence of a robust methodology		✓

Evidence of critical analysis commensurate with Level 9 *(qualitative or quantitative or both).*		✓
Evidence of conceptualisation commensurate with Level 9, linking review of literature to methodology and also to findings from analysis.		✓
Evidence of synthesizing, literature review, methodology and findings from analysis and developing conclusions and/or recommendations from this process		✓
Evidence of good communication	✓	
Evidence of project & time management		✓

Date of next meeting: 22/06/2020

Signed (supervisor):

Signed (student):

Dissertation Meeting/Progress Monitoring Report

Name of Student: Shahzada Ghanim Dava   Student No.: 10521695

Name of Supervisor: Ray Whelan   Meeting No.: 2

Date of Meeting: 22/06/2020   Location of Meeting: Via Zoom

Review/Comment on Progress Made (since last meeting):

Needs to read the DBS document, Lit review was good, concerns now about the research, without a proper plan this student is and will be stressed

Topics/Issues discussed/addressed at meeting: Action Agreed/Progress expected before

next meeting:

See above

Overall Summary/Conclusion of Meeting:

Making slow progress
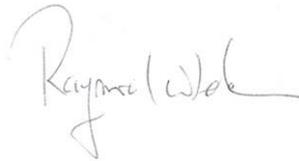
Interim Meetings

These are essentially concerned with monitoring progress and the manifestation tick list below can be used as a template.

Activities	Yes	No
Continued evidence of a clear set of aims/objectives		✓
Continued evidence of a clear Research Question		✓
Evidence of a comprehensive review of literature		✓

Evidence of planning the Dissertation process logically		✓
Evidence of a robust methodology		✓
Evidence of critical analysis commensurate with Level 9 *(qualitative or quantitative or both).*		✓
Evidence of conceptualisation commensurate with Level 9, linking review of literature to methodology and also to findings from analysis.		✓
Evidence of synthesizing, literature review, methodology and findings from analysis and developing conclusions and/or recommendations from this process		✓
Evidence of good communication	✓	
Evidence of project & time management		✓

Date of next meeting: 22/06/2020

Signed (supervisor):

Signed (student):

Dissertation Meeting/Progress Monitoring Report

Name of Student: Shahzada Ghanim Dava   Student No.: 10521695

Name of Supervisor: Ray Whelan   Meeting No.: 2

Date of Meeting: 17/08/2020   Location of Meeting: Via Zoom

No show

Topics/Issues discussed/addressed at meeting: Action Agreed/Progress expected before

next meeting:

See above

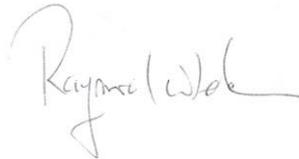**Overall Summary/Conclusion of Meeting:**

Making slow progress

These are essentially concerned with monitoring progress and the manifestation tick list below can be used as a template.

Activities	Yes	No
Continued evidence of a clear set of aims/objectives		✓
Continued evidence of a clear Research Question		✓
Evidence of a comprehensive review of literature		✓
Evidence of planning the Dissertation process logically		✓
Evidence of a robust methodology		✓
Evidence of critical analysis commensurate with Level 9 *(qualitative or quantitative or both).*		✓
Evidence of conceptualisation commensurate with Level 9, linking review of literature to methodology and also to findings from analysis.		✓
Evidence of synthesizing, literature review, methodology and findings from analysis and developing conclusions and/or recommendations from this process		✓
Evidence of good communication	✓	
Evidence of project & time management		✓

Date of next meeting: _____

Signed (supervisor): _____

Signed (student): _____

Dissertation Meeting/Progress Monitoring Report

Name of Student: Shahzada Ghanim Dava   Student No.: 10521695

Name of Supervisor: Ray Whelan   Meeting No.: 2

Date of Meeting: 13/07/2020   Location of Meeting: Via Zoom

Review/Comment on Progress Made (since last meeting):

No show

Topics/Issues discussed/addressed at meeting: Action Agreed/Progress expected before

next meeting:

See above

Overall Summary/Conclusion of Meeting:
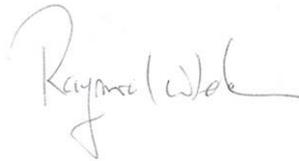
Making slow progress

Interim Meetings

These are essentially concerned with monitoring progress and the manifestation tick list below can be used as a template.

Activities	Yes	No
Continued evidence of a clear set of aims/objectives		✓
Continued evidence of a clear Research Question		✓
Evidence of a comprehensive review of literature		✓

Evidence of planning the Dissertation process logically		✓
Evidence of a robust methodology		✓
Evidence of critical analysis commensurate with Level 9 *(qualitative or quantitative or both).*		✓
Evidence of conceptualisation commensurate with Level 9, linking review of literature to methodology and also to findings from analysis.		✓
Evidence of synthesizing, literature review, methodology and findings from analysis and developing conclusions and/or recommendations from this process		✓
Evidence of good communication	✓	
Evidence of project & time management		✓

Date of next meeting: 17/08/2020

Signed (supervisor):

Signed (student):

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Dissertation Meeting/Progress Monitoring Report

Name of Student: Shahzada Ghanim Dava   Student No.: 10521695

Name of Supervisor: Ray Whelan   Meeting No.: 3

Date of Meeting: 06/07/2020   Location of Meeting: Via Zoom

Good Lit review, some stress around the research and the collection, I suggested that he switches to interviews

Topics/Issues discussed/addressed at meeting: Action Agreed/Progress expected before

next meeting:

See above

Overall Summary/Conclusion of Meeting:
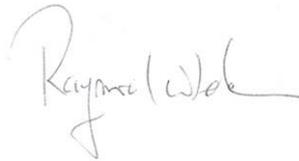
Making slow progress

Interim Meetings

These are essentially concerned with monitoring progress and the manifestation tick list below can be used as a template.

Activities	Yes	No
Continued evidence of a clear set of aims/objectives		✓
Continued evidence of a clear Research Question		✓
Evidence of a comprehensive review of literature		✓

Evidence of planning the Dissertation process logically		✓
Evidence of a robust methodology		✓
Evidence of critical analysis commensurate with Level 9 *(qualitative or quantitative or both).*		✓
Evidence of conceptualisation commensurate with Level 9, linking review of literature to methodology and also to findings from analysis.		✓
Evidence of synthesizing, literature review, methodology and findings from analysis and developing conclusions and/or recommendations from this process		✓
Evidence of good communication	✓	
Evidence of project & time management		✓

Date of next meeting: 22/06/2020

Signed (supervisor):

Signed (student):