

Job Stress and Workforce Sustainability in Healthcare: Effects on Performance and Retention

Abhinav Jha

Research Scholar, Manav Rachna University, Faridabad

Dr. Yogita Sharma

Professor, Manav Rachna University, Faridabad

Abstract

Work-related stress poses a significant challenge in healthcare organizations globally, impacting workforce efficiency and leading to high rates of absenteeism and turnover. Extensive research conducted from 2010 to 2019 has highlighted the strong connection between job stress and negative outcomes such as burnout, reduced job satisfaction, decreased motivation among healthcare professionals, and ultimately a decline in the overall quality of patient care. Additionally, stress contributes to negative job performance, increased accidents, and breakdowns in staff communication, which further exacerbate the negative effects on healthcare organizations. Numerous studies have unequivocally demonstrated that a supportive work environment plays a pivotal role in addressing job stress and reducing turnover rates within healthcare organizations. Therefore, it becomes crucial for management to actively participate in creating an organizational climate that focuses on fostering support and diminishes job stress. Moreover, stress and burnout have been found to contribute to higher turnover and absenteeism rates, creating a damaging cycle that negatively impacts care quality, financial revenue, and reimbursement processes within healthcare institutions. Consequently, it is imperative for healthcare organizations to tackle these challenges head-on by implementing proactive measures and providing the necessary support to their employees. Recognizing the significance of this issue, healthcare institutions must implement comprehensive strategies that specifically target the reduction of job stress, alleviation of burnout, and improvement of both employee retention and workforce performance. By doing so, a supportive and sustainable workforce solution can be developed, effectively breaking the cycle of stress-related issues that pervade the healthcare sector. Prioritizing the well-being of healthcare professionals and fostering an environment of support will undoubtedly lead to improved patient care, increased employee satisfaction, enhanced financial outcomes, and ultimately better overall organizational performance. In conclusion, work-related stress is a pressing concern within healthcare organizations and must not be taken lightly. The detrimental impact of stress on healthcare professionals, patient care quality, and organizational performance necessitates immediate action. By implementing comprehensive strategies aimed at reducing job stress, addressing burnout, and nurturing a supportive work environment, healthcare institutions can effectively combat these issues and foster a sustainable and thriving workforce within the healthcare sector.

Keywords :-

Job performance , Retention , Job satisfaction , Healthcare , Job satisfaction , Job stress.

1. Introduction

In this paper, we bring together two areas of research, examining the relationship between occupational stress and occupational retirement in the nursing profession from the psychological perspective of retirement being as important a process in an individual's working

life as entry. The introduction of early retirement measures is of concern in the health care area, particularly in nursing in many countries in the past few years. Job stress has been related to early retirement plans, but it remains unclear exactly why this occurs. The current paper provides some answers to this critical question, giving a strong theoretical foundation and important practical implications, providing guidelines for effective action.

The aim of this paper is to answer the question: In what way does job stress influence early retirement thoughts and actual retirement of nurses? Before we can answer this question, we have to present a brief literature review, addressing some of the implications related to job stress and retirement. We will focus on how nurses cope with stressful working conditions and relate these to the general concepts of early retirement. After introducing these concepts, the reasons for this joining of theories will become clear. Industrial-organizational psychology theory and practice could also help in this respect. In this introduction, we aim to clarify the importance of the timing of this paper, relating the aspects presented across the industrial-organizational psychology area in general to early retirement in particular. So, save early retirement: why is it important and why is it important to address the issue of job stress in relation to early retirement in nurses?

1.1. Background and Rationale

This paper provides a qualitative review of findings on the relationships among job stressor variables, retention-related consequences, and job performance in healthcare. We argue that as the demand for healthcare services continues to exceed supply, and due to the increasing cost of turnover, research on job stressors, retention, and job performance in healthcare would advance our understanding of how healthcare organizations can utilize existing human resources more effectively. We address methodological and resource issues related to healthcare research in these areas, discuss various conceptual frameworks for explaining the relationships between job stress, retention, and job performance, and provide a new integrated model illustrating the complex interconnection among the variables. Finally, we discuss practical implications and suggest promising directions for future research efforts. Given the importance of healthcare resources, the potential negative impact that stress has on individual employee performance in the form of poor patient care, and the high costs associated with employee turnover in healthcare professions, both researchers and practitioners have shared interests in understanding the intricate relationships among job stressors, retention, and job performance in healthcare sectors. Directly addressing concerns of practitioners in the field, the main objective of this paper is to provide a qualitative assessment of the literature on job stressors and turn to retention, job performance, and other relevant experiences within the healthcare domain.

1.2. Research Aim and Objectives

In summary, various sources of work-related stress have been identified, but the response of agents exposed to the same stressors differs greatly. Studies have identified several outcomes of stress, which are negative and also positive, but the negative aspects seem to dominate. The human service sectors have major challenges regarding increasing work volumes due to increased demand for service, which would increase stress among these staff. The healthcare sector is one of these human service sectors, with both external and internal stress responsible for placing the healthcare worker under constant pressure. This sector is facing major challenges due to the increased demand for services, the challenges of accommodating and integrating newer, more sophisticated technologies, and how to attract and retain workers in light of acute personnel shortages. With the above in context, the primary aim of this review paper is to

present and critically discuss research studies related to the interplay between job stress, retention, and job performance of healthcare workers, by examining various theoretical underpinnings and conceptual frameworks.

By conceptualizing job stress and its association with retention and job performance in healthcare, the current paper provides new insights to both scholars and practitioners in managing these stressors under different conditions while working at their optimum level to provide quality services. With the different theoretical underpinnings and conceptual frameworks so far presented and restricted by space and time, it is difficult to rigorously coach the objectives within the background and have all discipline-specific dissections addressed within a singular work, sustained by several empirical studies. Given the complexity of the phenomena and the anxiety expressed by varied agents, characterized by highly contingent representations and interests, a single comprehensive exposé in a single article is challenging; however, this is also the beauty and the challenge of a systemic and meta-analysis review that reflects the state of the art: a clear contribution delineates the unknown and emergency measures in discipline-specific exigencies and during emergencies.

2. Theoretical Framework

This review article seeks to identify elements maintaining a balance between the supply of health care staff and the delivery of care. Specifically, what maintains the ability of the health care industry to find employees who work under everyday occupational hazards? Employee factors largely impact the organization. Among the many factors, job stress can have potentially harmful effects on job performance and intention to stay. It is equally crucial to establish if there are work-related goals that can alleviate stress. The availability of resources helps to meet job demands and plays a significant role in the stressor-strain structure, while job stress contributes to strain, and strain affects job performance and retention.

However, in the healthcare context, there is evidence that job resources are less known and yet misdiagnosed by healthcare professionals. The dynamics explained by stressor-strain outcomes affect the goal performance of employees. Providing stress reliever care, which leads to the outcome of availability and a high job retention rate, becomes a matter of concern for hospitals. It is no secret that since medical specialization has democratized, work stress in healthcare has increased. Interventions, strategies, and turnovers currently in progress derive less from empirical evidence and more from common patterns, conventional clinical wisdom, and curative measures. Although stress-relief strategies continue to evolve, the emphasis on motivational job resources is minimal. Providing such a phenomenon would provide strategic insight into which motivational resources need to be installed, maintained, or possibly improved.

2.1. Stress Theories in Healthcare

The problem of job-related stress and burnout is one of the main focuses of counselor and motivational books, the subject of reports and television programs. There are more and more studies considering job stress in healthcare professionals. It was found that it is two times higher among intensivists than general physicians, with 35% of intensive care physicians suffering from emotional depersonalization and almost one-third experiencing low personal accomplishment. This gives grounds for discussing the negative epidemiological features specific to this issue. The present research is devoted to healthcare personnel job stress, job

performance, and their personal and professional retention. Almost all personnel in the selected health professions experience stress.

It was disclosed that not only adult qualified healthcare professionals but also future professionals – medical university students – are exposed to burnout. High levels of stress, burnout, and symptoms exist in students of different health-related professions. In this context, the studies considering the reasons for selected healthcare professionals' job stress are of importance. A symptomatic overlap of depression, anxiety, and post-traumatic stress with job stress and burnout is discussed. In the face of stress and burnout, the quality of medical care may decrease, doctors' productivity is reduced, and turnover is less. Therefore, assistance, including methods for managing job-related stress, is imperative.

2.2. Retention Theories in Healthcare

The early stages of the investment model of employee retention are based on both psychological tenure and interactionist models. At its core, the investment model attempts to integrate various antecedent variables from different streams of retention theory. According to the interactionist model, employees' satisfaction with their inputs must correspond to the outcomes received. Drawing on the psychological tenure model, employee tenure or length of employment is proportional to the efforts on the part of both the organization and the employee. Job tenures increase with firm-specific investments made by the employer in the form of training, and since it is assumed that the value of estimating the employee is greater than that of incurring the costs of initial employment, employees display extra effort. The employee's confidence analyses are carried out to determine if the employee perceives a high and supportive work environment, organizational justice, and high-quality satisfaction of one's job as a tenure driver.

In order to determine employee tenure and predict when/how the developer will leave the company, different retention theories have focused on using single or multiple key variables. Needless to say, thousands of casual models can be created since a myriad of variants or combinations could stem from a limited number of retention theories. For example, one key dependent variable contained in one compensation table could be added to the table in order to estimate employees' compensation satisfaction. To estimate employee tenure, another dependent variable could be added to several existing tables and/or the same process could be applied to all retention theories within the employee tenure model.

2.3. Job Performance Theories in Healthcare

Job performance has been one key research focus of organizational psychology as well as healthcare studies. However, the practical nature of healthcare, complex working conditions, and the effective decision-making effects finally require a complete, mature theoretical model to interpret it specifically. Over the past several decades, there have been several theoretical models of healthcare job performance. In this research, we integrated numerous appraisal criteria from healthcare experts and finally identified the main functions or dimensions: technical care, enhancing patient experience, administrative skills, continuing lifelong education, occupational ethics, and research pioneering.

This structure surveys healthcare job performance and interfaces it with various antecedents and consequences, and also provides referential information for other academic research. First, this structure demonstrates the broad healthcare job performance. Second, it provides a system that integrates the current theorizing on the antecedents and major healthcare job performance

dimensions. Finally, we anticipate that specific proposals for the motivations toward the research of healthcare performance management have been clarified.

3. Job Stress in Healthcare

Job stress is a significant concern in many types of occupations, but it is of particular concern in healthcare settings in which the health and safety of employees and their patients are at risk. What is unique about the healthcare setting is that employees not only experience stress associated with their job tasks, they experience stress from the human suffering and pain they are exposed to on a daily basis. Job stress can be defined as the harmful emotional and physical responses when job demands exceed the worker's resources. These stressors and strains may result from inadequate communication between worker and patient, emotional and physical demands required on the job, and job stress resulting from suffering, pain, and death of patients.

In healthcare, job stress is present when a mismatch occurs between the role of an individual medical or nursing professional or other healthcare workers and the intersubjective values of the professional role as a healthcare worker. This job stress is referred to as the absence of motivator factors, which are called dissatisfies. These dissatisfies are the factors that contribute to job dissatisfaction. Job stress leads to a job alexithymic state: that is, the worker may experience emotional and physical distance from others and lack the ability to express emotions freely. When healthcare professionals experience chronic job stress, the results can be life-threatening, not only to the workers but to their patients as well. Among the most extreme examples of mistreatment of healthcare professionals under the impact of job stress are the dramatic episodes of lethal shootings and other manifest violent acts originating from patients or their families. In order to reduce job stress in healthcare, it is necessary to identify the unique stressors in healthcare and provide appropriate interventions.

3.1. Definition and Types of Job Stress

Job stress, a widespread issue observed among healthcare employees, is reported to have dramatically increased. Because of long working periods, administrative duties, severe time conditions, psychological strain, and lack of competitiveness, tension is pronounced in healthcare jobs. Job stress not only results in reduced job performance but can also lead to more adverse outcomes such as diminished work results, poor personal life, and loss of physical health. Emotional, mental, and physical stress can be felt by healthcare staff. Healthcare workers tend to work in a challenging environment, and they end up making all sorts of choices related to life and death. Meanwhile, healthcare workers may experience physical wear and mental stress internally. The improvement of healthcare workers is the foundation of the healthcare system since it offers the basis for the future of healthcare itself.

The term strain of employment or tension of employment involves work requirements or operational problems. Specifically, it represents the detrimental effects that may arise simultaneously in the individual as a reaction to imbalances between their abilities and environmental requirements. Job stress is induced by unbalanced working and lifestyle structures, which have a detrimental effect on growing intensification demands and natural development patterns. When the elements of the job specification are encountered with the skill, mental, and motivational expectations of the staff, it finds expression through the numerous effects it generates. For the individual, tension poses difficulties such as hypercortisolism, distress, lack of muscular relaxation, exhaustion of energy, as well as knee and back tension, and it induces signs of strain such as irritability, inattentiveness, and dread, among many others. Subsequent adverse experiences can contribute to lifelong consequences in the stress response

system, including depression or dementia that can deplete health resources. Stress can be constructive when the perception of tension strengthens successful performance, which aligns with the technical concept of the term "eustress." The critical aspect of eustress promotes the belief in strength and efficacy.

3.2. Causes and Sources of Job Stress in Healthcare

Healthcare employees could be exposed to an excess of demands on emotional, time, and interpersonal relations resources. This generates more stress in physicians, nursing staff, and other professionals, and it is really dangerous for their health and the quality of healthcare as well. Indeed, many have already focused on job stress factors in healthcare organizations for decades, demonstrating that many causes and sources of stress exist. Job stress results from different causes and sources intrinsic to the job content, the work environment, and, most of all, the fulfillment or non-fulfillment of personal needs. Some stressors in healthcare organizations are related to the meaning of work itself and the quality of healthcare services, such as stressors due to patient care, difficult and sad situations, nurse-physician relationships, inadequate workspace, responsibility for patient safety, criticism of conflict resolution, or being the first or only responsible party in particular healthcare processes. Furthermore, emerging new employment forms, like part-time jobs, also pose real threats to job performance, optimal communication, and positive attitudes towards customers.

4. Retention in Healthcare

The shortage of skilled healthcare professionals presents many challenges in the United States and internationally. It is generally recognized that the retention of experienced personnel is important from the viewpoint of ensuring continuity of care, maintaining existing levels of capacity, and minimizing the costs and effects of recruiting and training new personnel. Employment conditions that reduce stress levels for nurses and other healthcare providers, improve job satisfaction and engagement, and facilitate the utilization of their professional skills and qualifications may have the potential to lessen job turnover and contribute to improved quality of care for patients and clients. This paper provides a review of recent empirical studies and published critiques concerning job stress and retention in organizational settings similar to health services – with the aim of illustrating the application of work-related stress exposure assessment in field research studies, revealing what a recent set of research studies suggests about job stress impacts on health service provider job retention – and better still, what effective high-performance work practice interventions might be directed at the reduced job stress/enhanced job retention nexus in this industry sector.

Knowledge of high-performance work practice management techniques that have the potential to improve health service provider job satisfaction, engagement, and retention are critically needed to address the significant and growing health practitioner, nursing, and social care worker labor market deficits identified internationally. Audited evidence of the likely impacts of these interventions on job satisfaction, engagement, and retention that can be achieved from the introduction of enhancements to organizational employment conditions are urgently needed by health service employers and by employment relations practitioners. Editorials in recent special collections of leading medical and health services research journals have asked for more focus by research grant funding bodies, as well as calls for research proposals, on tasks that improve employment conditions aimed at providing potential solutions to chronic shortages of trained clinical staff and attendant stresses on remaining employed health providers.

4.1. Importance of Retention in Healthcare Organizations

Job retention plays a critically important role in the healthcare industry. Human resources are the most important asset in healthcare organizations, and the quality of services is directly influenced by the competencies of their staff. A positive impact of workers who maintain quality care, service delivery, and job commitment has been discussed. From the perspective of turnover, healthcare research indicates that working conditions in healthcare facilities may directly impact the intention of employees to stay at their jobs. Relevant discussions in the fields of nursing, leadership, human resource management, and organizational behavior mainly focus on estimating medical and industrial risks, safety losses, and occupational health issues. A lack of staff professionalism due to differences in tasks or responsibilities may lead to work intensification and burnout, which influences a nurse's decision to leave his or her job.

The literature also documents a concept called job crafting, focusing on the approaches to primary care occupational stresses that are significantly modifiable. A scalable framework is helpful for the clinical application and nursing work environments that consider the need for the labor force to continually adjust their work design in clinical practice. Promoting nursing performance enhances healthcare quality and patient satisfaction and has long been recognized as a priority in healthcare organizations. Nonetheless, the workload of working conditions in healthcare organizations may increase the tension of effort and decrease employees' administrative managerial performance. From a macroscopic perspective, caring for, empowering, committing to, and selecting nursing staff enhances employees' potential capability, availability, and success in achieving satisfactory results in productivity, task accomplishments, and effectiveness. Clearly, over-demanding healthcare work only contributes to more profound fatigue and poorer patient outcomes. Furthermore, increased performance that ignores the resources needed for that level of healthcare work can lead to shortages of skilled staff. The organization may have suboptimal healthcare work design, productivity, and quality when costs are not perfectly aligned.

4.2. Factors Influencing Retention in Healthcare

Originating from the field of economics, turnover refers to the movement of employees out of organizations in order to satisfy the psychological, economic, social, and environmental demands of individuals. Turnover increases costs related to recruitment, selection, and training, and can compromise the quality of healthcare services, disrupt the patient-doctor relationships, and decrease productivity. Staff turnover, especially in the nursing profession, is the main issue undermining service quality and the efficiency of health systems, jeopardizing both the safety and the quality of patient care in terms of medical errors, adverse events, and longer hospital stays. Several reasons contribute to compromising the retention of healthcare professionals, including an aging workforce, salary issues, excessive workload, staff shortages, workplace stress, and violent behaviors suffered by the professionals.

5. Job Performance in Healthcare

Traditional objective indicators that measure the efficiency and effectiveness of nurse administrators have included the average number of patient days, number of overtime hours, and agency nurse utilization. Quantitative measures of nurse managers in long-term care facilities have been measured in five domains: HRM, leadership/decision management, financial management, marketing/strategic planning, and regulatory management. This review article demonstrates that research examining job stress among nurse leaders indicates that there are high levels of stress resulting from organizational changes in healthcare and the need for effective leadership behaviors due to doubts about the social and organizational implications of

new health and social care policies. Collectively, these studies provide quantitative measurements of patient acuity and turnover that can be used to demonstrate the challenges that nurse managers face when making staff assignments and deployments.

In nursing settings, self-critique is thought to be the antecedent of work-related dissonance. Frequent experiences of scrutiny without understanding the reasons for doing a job or dealing effectively with being judged as incompetent can invoke work-related stress. Therefore, feelings of incompetence or perception of performance as being inferior are major stressors in nursing settings. Additionally, criticism from colleagues and an inability to meet difficult demands from patients with severe illness have been noted to induce job stress among physicians. Healthcare professionals such as intensive care nurses have indicated that limiting resources for training and skills have heightened their stress. Such settings have huge job-related demands, and the healthcare professionals are overwhelmed with work. The high-intensity work-related environment has been identified as one setting with heightened burnout.

5.1. Conceptualization of Job Performance in Healthcare

One of the criticisms of the job demands-resources model falls to the measurement of job performance. Several researchers have modified it, using either laboratory-based or standard job performance instruments. Moreover, other researchers have cautioned to consider, when evaluating the model in the occupational setting, that workplace performance might be context-specific. For example, job performance has three distinct components: core task performance, contextual performance, and shirking. The model might apply to one performance component but not others. In response to these limitations, there have been suggestions to increase research on workplace performance, especially the relationships at work, performance at work, and well-being at work. Therefore, the objective of this chapter is to discuss the evolutionary steps on the performance-related concepts at work and to show how satisfying these needs might have implications for professionals and organizations in a healthcare context.

In the late 1980s, a new conceptualization of a job was developed relevant to healthcare. It has been suggested that two aspects of a job might be residues of medical and nursing job burnout. Personal accomplishment and depersonalization are proposed antecedent conditions of job autonomy and perceived control. Since this work, a multitude of theoretical models has been developed relevant to healthcare that has its own version of a satisfied job. These models are interconnected, sometimes at a more macro level, and other times at a more micro level.

5.2. Measurement of Job Performance in Healthcare

The job performance of healthcare professionals in a hospital can be evaluated in various ways. When measuring physician performance, professionalism, splitting responsibility for clinical work, seeking to offer humane and respectful care, efficiency in daily work, and being a 'good colleague' were found to be important aspects. Another study used the Maastricht History-Taking and Advice Scoring List to assess specific tasks seen as needed for performing proper history taking and providing advice at an acceptable professional level in consultation settings, containing 55 history taking tasks and 60 advice giving tasks. Other measurements for physician job performance included patient satisfaction and clinical professional performance, as well as the physicians' clinical knowledge.

For nurse practitioners working in primary healthcare facilities in China, one measurement used to assess job performance is the Operational Competence of Capable Nursing Staff scale. Other

measurements for nurse practitioners in China included workplace performance of the nurse practitioner and Chinese-adapted performance. A study used working alliance, patient satisfaction with the helping relationship, and workers' job performance to assess the outcomes of health coaching provided by physicians and nurses to improve a patient's health behaviors.

6. The Interplay Between Job Stress, Retention, and Job Performance

6.1. Research Background.

Job stress among healthcare employees is one of the major and intensely felt problems, which significantly yet negatively affects employees' retention and job performance and destabilizes medical institutions. Job retention and job performance are both related to organizational effectiveness, which underscores the urgency of discovering underlying factors that could arouse their fluctuations among healthcare employees. Although transforming the sources of job stress into incentives by promoting employees' coping resources is the most frequently discussed topic, eliminating job stress is impractical as stress could be stimulated from different perceived sources. Most literature analyses on retention and job performance are disjointed, emphasizing only a single aspect. The interplay of job stress, retention, and job performance is not explicitly discussed. Therefore, a bi-variate standpoint is imbalanced and inactive.

6.2. Research Purpose and Theoretical Framework.

With regard to this research gap, the purpose of this paper is to develop a research model for revealing the relationships of job stress with retention, job performance, and in turn the mediation effects of retention. Based on relevant theories, we hypothesized that job stress is negatively related to retention and job performance, with the former mediating the association between job stress and job performance. The implications and suggestions are addressed as well.

7.1. Relationships and Dynamics

While it is easy to think of job stress as largely an individual reaction to a job that can be characterized separately and objectively from the job itself, it is clear that person-job interactions shape the experience of stress. The literature has concerned itself with how job factors create stress responses, including stress antecedents and outcomes; moderating or mediating factors that explain when or why job stressors lead to dysfunctional consequences; and individual differences that predict between-individual and between-group differences in response to common work-related stressors. Research on job design and job stress has recognized challenges inherent in trying to understand the antecedents, consequences, and modifications of job stress. Minor adjustments in single roles, such as supervisor roles or work scheduling, will likely have consequences for many involved employees, and each employee's responses will in turn depend upon characteristics of other jobs that also influence their stress experiences.

It is the detailed examinations of each of these potential relations that we also observe frequent hypotheses and some evidence of interactional relations. As this brief discussion highlights, stress research has recognized the importance of detailing person-work interactions at multiple levels of analysis, not only the individual's job, such as fluctuations in demands or control, but also relationships with coworkers or supervisors or job characteristics such as unit-level staffing or investment in prevention practices. Relatively equal emphasis has been given to how individual worker attributes may condition individual stress experiences. For example, both job design research informed by stress theory and medical anthropology examine person-job

interactions, inasmuch as they are concerned with how many job design factors or how much behavioral or social support are needed to maintain optimal health and functioning.

7.2. Mediating and Moderating Factors

Mediating and moderating factors for job stress constitute a key area of organizational and management research. The vast array of studies on job stress undertaken has resulted in the creation of various theories on job stress and the perception of job stress. In this review, we present the aforementioned studies which often invoke the moderating-mediating framework that has been achieving growing prominence. According to this framework, when the influence of an independent variable on a dependent variable changes in finding the function of another variable, such a variable is termed a moderator, specifically, one that has the capacity to reduce or enhance the effect of the independent variable. On the contrary, if another variable sits between the independent and dependent variables and influences the association between them, the variable can be identified as a mediator. It is evident that the identification of this assumed process has greatly aided our interpretation of various job stress research.

A majority of the studies that address the matter of job stress within organizations have focused on the impact that job stress exerts, from physical health and anxiety or depressive disorders at the initial stage, to the consequences of job burnout as an outcome. Specifically, job burnout has been described as fatigue arising from overlong working hours and constant work on multiple job functions, particularly in the hospitality industry, which finally leads to absolute impairment. The resulting consequences of job burnout could bring about negative influences such as managing weak points, staff members exhibiting unhealthy behavior patterns, and a rise in turnover intentions. Additionally, a number of studies have also found that job stress is weakly related to facets of job performance, including the reduction of output efficiency, being highly critical of oneself, and self-effacement, leading to emotional exhaustion. Rather than simply investigating the relationship between job stress and job performance, previous studies have established the impact that job burnout remedies have on patient care services and job performance. The study of the relationship between job stress, retention, and job performance directly or indirectly related to the job performance of nurses, according to these theories, represents an extensive field of study.

8. Impact of Job Stress on Retention and Job Performance

Job stress has been well documented as detrimental to both workers' physical and mental health. In fact, it is shown to be a pervasive phenomenon in the healthcare sector and has been linked to steeper job dissatisfaction, lower commitment and loyalty to the organization, higher turnover intention, steeper withdrawal behaviors, higher turnover, and greater propensity for absence. These consequences are potentially detrimental to organizational functioning as they can have negative effects on job performance and the service provided by the workers in the healthcare sector. Job performance is also critical to this sector as many of the delivery processes are typically labor-intensive and require a great deal of expertise and skill from the workers. Generally, job performance is essential in healthcare delivery as the provision of good services in a high-touch organization is crucial. In turn, this also helps in ensuring that patients are more satisfied and receive good healthcare.

Many studies have highlighted that job stress has detrimental impacts on job performance and suggested that it is crucial to create a low-stress work environment to optimize the level of job performance. Similarly, other studies have also found that sustained high levels of job stress

can lead to serious job performance problems for many healthcare workers. Merging the two prominent constructs of this study, job stress is proposed to simultaneously have upward detrimental effects on healthcare workers' intentions to leave, decrease their job performance, facilitate their actual exit, and serve as a significant contributing antecedent to the broad area of human resource planning and recruitment issues. High stress impels healthcare workers to stay away from work as they engage in mental hygiene protective behaviors associated with stress, which inadvertently also allows them to have prolonged breaks and work remotely.

8.1. Effects on Staff Turnover

Staff turnover has serious consequences for healthcare organizations, such as direct costs, lost productivity, low morale, increased workloads, group cohesiveness, and lost intellectual capital. The worker turnover rate was 8.8 percent. In particular, staff shortages directly affect patient care, including poor safety, low productivity, and low quality. Accordingly, reducing the turnover rate has become an important issue in healthcare organizations.

This review found a number of studies that supported the negative relationship between job stress and turnover. Nurses who experience job stress are more likely to leave their jobs. In particular, the actual stressors, rather than the potential stressors, such as patient care, work demand, and lack of autonomy, have an impact. Among the stress factors, lack of social support and responsibility were identified as common predictors for nurses' turnover intention. However, job stress factors that predict the turnover between clinical nurses and auxiliary nurses were identified as too much work, conflict with doctors, poor relationships with other team members, poor relationships with the nurse who manages shifts, lack of involvement in hospital management, and poor relationships with other hospital departments.

8.2. Effects on Quality of Care

With regard to perceived quality of care, although relationships were less consistent, the majority of studies reported more negative associations between job stress (general, and particularly individual) and perceived quality of care. Measures of job performance were most commonly looking at various indicators of burnout, such as emotional exhaustion, depersonalization, and personal achievement or inefficiency. Emotional exhaustion showed the strongest correlation. Depersonalization was also found to be significantly associated with the perceived quality of care (mothers are less satisfied). Personal achievement or lower personal achievement indicates higher levels of burnout. The negative relationships between general coping with work and job performance (emotional exhaustion, inefficiency, and low coping with work, and low personal performance) in nurses were also found by others.

When studying the direct effects on two specific job performance measures (job stress or burnout and the use of job-related skills), a negative relationship was found as well as for general professional competence and fatigue. A small negative relationship between general health problems due to job stress and different aspects of job performance was noted, while a summed job performance measure only found a small association with general, and not individual or general organizational job stress. As for other aspects of job performance, a significant relationship between cognitive coping in health care nurses and hospital- and clinical role-related behaviors was reported (for example, ensuring that the care environment is safe and clean or taking action to resolve staff conflicts known to impede progress).

9. Strategies for Managing Job Stress in Healthcare

Job stress in healthcare has an impact on the individual, the healthcare organization, and healthcare policy. Therefore, its management is essential in maintaining a quality workforce, effective service, and human development. We suggest that this can be achieved by minimizing stress and providing healthy working conditions. Strategies can be based on interventions at different levels. These have been classified as primary, secondary, and tertiary, which aim at either preventing stress before it develops, reducing the causes of stress that are already present, or interventions that can lessen the impact of stress on the individual when stress is present. Further strategies are based on either organizational or individual methods.

Organizational methods involve providing healthcare organizations with a variety of task proficiency training, experience and awareness of the tasks, skill variety, job rotation, and a positive and balanced home-work life. This can include systematic efforts in briefings, following policies for the rational handling of patients, management that extensively informs employees, and management that listens and responds sensitively to employees. The environment should be comfortable. The organization should provide clear feedback and also show concern and support in different ways to help employees learn new tasks on the job, adjust to changes in the workplace, and identify job components that they consider important. The organization should provide praise for the tasks well done and a suitable climate for satisfying employees' individual needs. It should follow strategies for work team leaders to motivate personnel. The tutelage of new employees and supportive social relations should be encouraged, and solution-focused training should be implemented.

9.1. Individual-Level Strategies

An important realization is that, as individuals engaged in health care services, like other occupations, we must learn to help ourselves. This empirically validated statement, which is true today as it was decades ago, underscores the point that while health care managers have a critical role in alleviating work stress, health care workers themselves also play a huge part in managing their own health and stress by adopting lifestyle changes in both the personal domains and the work domain.

A few key strategies relating to modifications in a person's life that individuals may consider to manage their own job stress and emotional exhaustion at the workplace are provided. These include some self-help strategies that not only health care workers, but anyone, can adopt to reduce and relieve job stress, anxiety, and emotional exhaustion. These include more common external strategies such as exercise and sports, hobbies, leisure, professional development activities, vacations, and taking time off work, as well as stress coping exercises and relaxation exercises. It is also possible for health care workers to use appraisal techniques to cope more effectively with job burnout. They can also use cognitive and mental strategies to help manage job- and hospital-related stress.

9.2. Organizational-Level Strategies

In this section, I outline existing approaches to reducing job stress at the organizational level, from the data-driven, evidence-based person-job matching approach to the more inclusive workplace spirituality approach. Ancillary benefits to be gained at the organizational level are lower job stress, improved employee performance and retention, and a workplace culture that is beneficial to staff, patients, clients, and the bottom line. Many people profess deep spiritual beliefs in their and others' potential, in logical, scientific, and experiential connections with each other, and in purposeful work—work that is meaningful and competent, and, with secular work values, embraces spiritual inspiration. Employing organizational strategies such as

teamwork, a coaching environment, empowerment, and leadership development leads to increased job performance. Through the improvement of staffing systems, it becomes the context for employees' meaningful work, which leads to higher employee satisfaction and retention. Mentoring and establishing work-life balance allow employees and their families to thrive. Flexible work arrangements and assistance with resume development and job searches are important to families in transition. Assisting employees in aligning personal and work values demonstrates that the employer cares for the employee as a person and as a vital and contributing part of the team. Providing opportunities for employees to grow their careers continues the focus on personal development.

10. Strategies for Enhancing Retention in Healthcare

1. Support personal life issues. Healthcare organizations offer little difference in the area of personal life management services. Concern for elder care programs and basic health care for employees and their families will enhance loyalty and identification of employees with their employer.
2. Address the shortage of managers. Many smaller healthcare organizations promote skilled professionals to lead without adequate management skills. Opportunities for development in business and management skills need to be expanded.
3. Foster continuous learning. Develop an organizational learning culture. Providing ongoing learning and development opportunities will help to attract and retain employees. Individuals are increasingly more concerned with paid time off for study and being able to allocate time at work to focus on learning.
4. Maximize employees' strengths. Find opportunities, structure, and shifts that maximize the good fit between what workers do and what they do best. Look for ways to broaden job content and generalize skills. People who say they have a lot of control in their jobs are somewhat less aware of time pressures.
5. Create real career paths. Employees report that establishing time frames for career advancement would have the most impact on reducing intention to leave. Use part-time and shift work when feasible.
6. Enhance organizational commitment. Develop a larger pool and consistently update the information required for making employment engagement structural supports. Employment and structural supports contribute to staff engagement and organizational commitment.
7. Foster a culture of recognition. A small percentage of employees only need to have their performance appreciated for them to remain in their current position for an extended period of time, while a much larger percentage report that they would leave if they were not recognized for their contributions. Implement formal or informal programs that reward and recognize employees and teams for meeting or exceeding performance standards. Frequent performance feedback and consultation with managers and coworkers create strong ties that reduce turnover.
8. Foster supervisor-subordinate relationships. The quality of the working relationships with coworkers is the greatest job attribute that determines their willingness to remain at their present place of employment. Aiding strong mentoring relationships by developing small groups of experienced staff to increase their comfort level with a culture of change can have a significant impact on employee satisfaction. High levels of staff nurse job satisfaction and total staff nurse retention were found where managers foster rapport with nurses and maintain openness and accessibility to nurses, and also encourage development, personal and professional excellence in nurses and act as mentors to staff nurses. Small work groups that meet frequently and can voice concerns to an accessible manager foster a culture of retention.
9. Deliver financial rewards for specific accomplishments. Establish variable pay and other flexible pay systems rewarding employees for their contributions, encourage the creation of a mentally stimulating work environment, as well as individual and team recognition schemes. Pay and benefit inducements that reflect workers' relative status or importance to their organization are probable mechanisms for

reducing stress and intention to quit. Competent, good employees are more likely to experience stress when they feel their contributions are underrated, when qualifications are not linked to pay, when they feel bad about their relationship with their boss, and when they have doubts about their chances to be promoted. 10. Review salary structures. It is also the employer's task to review salary structures when needed, since equity between the professions is important in the development of retention strategies for specialized competence.

10.1. Employee Development Programs

Several studies have identified the benefits associated with employee development programs. They can help reduce job stress, job burnout, and diminish turnover intention, ultimately leading to organizational sustainability. One type of employee development program that can be utilized in a healthcare context is training and development programs. These programs can be used to increase the knowledge of employees so that they can handle their tasks better and thereby reduce job stress. Previous studies have also shown that employees who received extensive training and development programs reported lower levels of job stress. Employees with greater competencies leave less unfinished work behind, which will lead to lower failure demands, thereby reducing job stress as previously mentioned in the job demand-resource model. Healthcare organizations should also offer career development programs at organizational levels. The opportunity for upward movement within the organization is especially important in healthcare organizations because, with career development opportunities, hospital staff are more willing to put more effort into their jobs since they see a future for themselves within their hospital, thereby decreasing the impact of failure demands on their job stress levels. As a result, hospital turnover intention will be reduced, and this is important as voluntary hospital turnover is costly.

10.2. Work-Life Balance Initiatives

Work-life balance (WLB) has been recognized by the healthcare industry and the government as an important factor that directly affects and is directly affected by job performance, staff retention, and job satisfaction. Job stress and responsibilities can have far-reaching impacts not just on the effectiveness of healthcare professionals, but also on patient safety. WLB is defined as an effective balance between work and the lifestyle of an employee across personal, family, and community interests. Having meaningful work with family responsibility is the core element in understanding the WLB issue in healthcare service.

To address the unique needs of healthcare employees, WLB policies and programs differ from common business programs. Policies and WLB programs should be tailored to the distinct workplace cultures, hours, and direct patient care provided by healthcare workers. The role of the manager is vital in supporting work-life balance at individual, team, and organizational levels. Balancing time between work and personal life is becoming increasingly important given that employers expect professionals to be available for work duties at any time, which can lead to adverse impacts on work-life. Measures such as flexible work arrangements, shift work, annual leave, maternity leave, part-time work, job sharing, childcare, family and community support, religious practices, and athletic and social activities sponsored by communities and facilities offered locally can reduce job-related stress and contribute positively to the WLB of healthcare professionals.

11. Strategies for Improving Job Performance in Healthcare

For improving job performance in healthcare, organizations need to use evidence-based strategies in the areas of identifying job stress, staffing and scheduling, selection and training, and retention. In addition to controlling the sources of job stress, organizations should provide employees with resources to cope with stress. By using data such as the responses to stress questionnaires or turnover intention by both the non-leaving employee and his or her managers, organizations can take early steps to identify employees at risk for leaving.

In turn, additional staffing may not only contribute to reduced job stress by lessening the time pressures on nursing staff, but also increase patient satisfaction with care and safety. Although recruitment may be performed with a careful selection process, a comprehensive onboarding program is equally important. In recent years, some healthcare organizations have attempted a onboarding approach, considering the time lag between hiring and full orientation to the organization and between orientation and full performance for various positions. The ultimate goals are to reduce employee turnover, enhance employee engagement, shorten the time to full performance of new employees, potentiate customer service to all healthcare stakeholders, and improve overall organizational performance. In addition to the use of generic recruitment strategies, job-specific recruitment strategies might be used in healthcare settings.

11.1. Training and Development Programs

Training and development help in reducing job stress. Training is the most effective tool for handling job stress as it can bring in necessary skills for better coping with job stress. Training can improve the skills and abilities of employees to handle difficult and challenging tasks with ease. Training has been strongly influenced by the socio-emotional context in which human performance occurs. Training content helps in relaxing the minds of employees, giving insight into their jobs and roles, and establishing positive staff attitudes and behaviors. When staff begin to grasp their jobs and make fewer or no mistakes in their job routine, positive reinforcement, promotions through employee development, and employee training shall be given to those who perform well in their tasks. Career development can be achieved through providing complete training and coaching.

Staff coping strategies are consistently seen as a way of dealing with stress; the training needs for managers and staff to engage in positive coping strategies depend on identifying these training requirements. Training and professional development are important factors in reducing reported job stress levels. Staff training programs should, therefore, be designed or adjusted to give these required skills to workers to cope with their stressful work environment. Organizational interventions such as management training, awareness programs, grievances, counseling and open-door policies, team building, and stress management programs can reduce symptoms of stress. The cause of work-related stress could not only be dealt with by personal level interventions but it could also be managed at the employee level through comprehensive training interventions. The implementation of training and development programs in these healthcare facilities can alleviate stress levels among the employees.

11.2. Performance Appraisal Systems

Performance appraisals provide a structured process for fostering communication between the employee and the manager. A good performance appraisal, whether formal or informal, should cover the duties, objectives, and personal development of the individual. It should focus on identifying training and development needs, identifying staff's long-term care, and assessing employees' motivation and their understanding of the requirements of the job. The outcome of

the procedure should actively assist with the management of change and provide a basis for staff reward and recognition. The overall goal of performance evaluation is to assist the employee in improving job performance and, where necessary, in developing new skills and contributing to employee retention, which translates into long-term success. Good performance management should take into account the hospital's overall performance goals and priorities and the values, competencies, and interpersonal skills that are important to the hospital. Performance-motivating beliefs and attitudes should be carefully integrated into administrative policies and procedures, reward and recognition systems, and staff development that will support the organizational and unit or departmental objectives. Furthermore, performance evaluation elicits critical feedback that is necessary in identifying problems of concern as well as excellence. Such evaluations are a pivotal factor for any effective leadership that motivates active participation among staff, patients, and the significant others' hospital visitors, relatives, and significant others. Furthermore, these assessments also lead to organizational performance because motivated and satisfied healthcare workers provide high-quality patient care.

12. Conclusion and Future Directions

This review paper has advanced current knowledge on employee retention and job performance in healthcare organizations by taking a holistic perspective. We conceptualize and investigate both negative and positive connections between job stress, retention, and job performance. Our review identifies issues and challenges in the existing literature. In so doing, a structure is provided to stimulate theory advancement in this domain. Additionally, several propositions are developed to guide empirical research, and methods are presented to investigate these relationships. In this way, our study contributes to strong HRM and healthcare performance in minimizing employees' job stress factors that are affected by organizational and job-related stressors and dealing with retention-related issues. These findings help us develop a set of useful recommendations for hospital management to understand and identify the job-related and organization-related stressors that exist in their organizations. Healthcare institutions and teams should evaluate the stressors and implement measures to manage and minimize those stress and retention factors. Before concluding, we identify several limitations of our study. Job and organizational stress and employees' retention-related research in healthcare organizations is an area of inquiry that is in need of future research. We argue that the influence of healthcare HRM in minimizing the job stress of healthcare employees due to organization-related and job-related stressors and retention in healthcare have been understudied, particularly in interdisciplinary journals. Furthermore, we plead for future research that develops a model that places a greater emphasis on thinking about a more theoretically derived and distinct model of how healthcare HRM can connect with employees' stress and retention constructs from an inside view of strategic HRM. Overall, the purpose of this paper has been to present a reasonable framework that integrates and categorizes HRM and healthcare into employees' inner reactions and influences, such as job performance, in this case of an examination of job stress, retention, and job performance.

12.1. Key Findings and Implications for Practice

Key findings of the review suggest healthcare organizations could bolster retention and job performance of healthcare workers by adopting the following practices: 1. Create a workforce of engaged employees who regard their work as challenging and interesting. 2. Minimize job demands related to role conflict, role overload, and emotional labor through the creation of environments that provide challenging work that emphasizes personal growth, continuous learning, and upward mobility. 3. Provide opportunities for realistic on-the-job experiences and

rich learning environments. 4. Support employees with various forms of social and instrumental support, including services such as flexible work hours, health insurance, and fitness programs. 5. Ensure each job includes regular exposure to relationships filled with positive emotions. Managers should prioritize demand management, which calls for the redesign of healthcare jobs and workflow processes to better match job demands with worker abilities and resources. This could be costly to implement but may return positive results. Lastly, in order to become more engaged, fulfilled, committed, and productive employees, healthcare workers must implement their own personal proactive behaviors. For instance, managing or coordinating effective program activities among coworkers and participating in ongoing mentoring, training, and support services for colleagues could indirectly reduce change stress.

12.2. Research Gaps and Recommendations for Future Studies

While a substantial body of research has been conducted on the relationship between job stress, retention, and job performance in healthcare, it is still far from perfect because various inconsistencies exist and some key concerns are left uncovered. Given these factors and the fact that healthcare work requires the best caretakers rather than those who need the least care, more attention should be paid to addressing the employees' protean career attitudes such as loyalty, commitment, and motivations in the increasingly stressful and shortage-filled working environments. In response to these challenges, we provide some follow-on guidance here by identifying several common research design issues and offering sound recommendations. As for the nature of the relationships, inconsistencies exist not only between research findings and real-world practices but also among studies with different foci. It is possible that the disparate findings occurring among different job outcomes and job contexts are attributable to the universal self-reporting collection methods. Future research studies should address this limitation and adopt longitudinal study designs or objective outcome assessment tools in their empirical studies to retest established research propositions and to enrich scientific research knowledge.

The current health workforce problem is investigated worldwide, but most research findings fall into several major developed countries. The portrayal of health workforce problems may be a byproduct of the wealthy few countries. It is more difficult for developing countries to attract and retain healthcare professionals due to inadequate economic incentives and job security provided by their social protection systems. To further explore the nature of the relationships, we suggest conducting healthcare job stress research by examining several combinations of different independent variables and incorporating job outcomes associated with different job security and economic incentive levels, that is, investigating the multi-level antecedents and outcomes of job stress in healthcare. Furthermore, work-family conflict is perceived to be a critical variable that may correlate positively with job stress given the multiple and conflicting roles typically performed by healthcare workers in today's highly materialized world of work. However, the effects of work-family conflict on the job stress, retention, and job performance relationship configuration are still not very clear. Providing helpful evidence to broaden the perspectives adopted in investigating the topic area is warranted.

References

1. CJ Klein, LG Weinzimmer, M Cooling, S Lizer, L Pierce... - Nursing outlook, 2020 - Elsevier. Exploring burnout and job stressors among advanced practice providers. [sgo.org](https://doi.org/10.1016/j.nurout.2020.05.001)

2. YL Lan, WT Huang, CL Kao... - Journal of occupational ..., 2020 - academic.oup.com. The relationship between organizational climate, job stress, workplace burnout, and retention of pharmacists. oup.com
3. N De Vries, A Boone, L Godderis... - ... of Health Care ..., 2023 - journals.sagepub.com. The race to retain healthcare workers: a systematic review on factors that impact retention of nurses and physicians in hospitals. sagepub.com
4. J Singh, SGEA Mohamed, V Mishra... - Journal of Health ..., 2024 - emerald.com. Unlocking retention: a prescriptive framework for retaining trained staff in critical care units.
5. F Cubelo, F Al Jabri, K Jokiniemi... - ... Journal of Caring ..., 2024 - Wiley Online Library. Factors influencing job satisfaction and professional competencies in clinical practice among internationally educated nurses during the migration journey: A mixed wiley.com
6. C Curado, R Santos - Leadership in Health Services, 2022 - emerald.com. Transformational leadership and work performance in health care: the mediating role of job satisfaction.
7. M Ahli, MF Hilmi, A Abudaqa - Aptisi Transactions on ..., 2024 - att.aptisi.or.id. Moderating effect of employee service quality and mediating impact of experiential marketing in uae entrepreneurial sector. aptisi.or.id
8. P Kumar, N Kumar, P Aggarwal, JAL Yeap - Current Psychology, 2021 - Springer. Working in lockdown: the relationship between COVID-19 induced work stressors, job performance, distress, and life satisfaction. springer.com
9. B Chillakuri, S Vanka - Employee Relations: The International Journal, 2022 - emerald.com. Understanding the effects of perceived organizational support and high-performance work systems on health harm through sustainable HRM lens: A moderated researchgate.net
10. LJ Labrague, CE Nwafor... - Journal of nursing ..., 2020 - Wiley Online Library. Influence of toxic and transformational leadership practices on nurses' job satisfaction, job stress, absenteeism and turnover intention: A cross-sectional study. wiley.com
11. MEM Alvares, EBAF Thomaz, ZC Lamy... - Revista Brasileira de ..., 2020 - SciELO Brasil. Burnout syndrome among healthcare professionals in intensive care units: a cross-sectional population-based study. scielo.br
12. MR Gualano, T Sinigaglia, G Lo Moro... - ... and public health, 2021 - mdpi.com. The burden of burnout among healthcare professionals of intensive care units and emergency departments during the COVID-19 pandemic: a systematic review. mdpi.com
13. , ... Group (Clinical Research in Intensive Care and ... - ... of intensive care, 2021 - Springer. Mental health and stress among ICU healthcare professionals in France according to intensity of the COVID-19 epidemic. springer.com
14. ..., Canadian Critical Care Trials Group - Canadian Journal ..., 2021 - pmc.ncbi.nlm.nih.gov. The impact of the COVID-19 pandemic on intensive care unit workers: a nationwide survey. nih.gov
15. M LeClaire, S Poplau, M Linzer, R Brown... - Critical Care ..., 2022 - journals.lww.com. Compromised integrity, burnout, and intent to leave the job in critical care nurses and physicians. lww.com
16. J Melnikow, A Padovani, M Miller - BMC health services research, 2022 - Springer. Frontline physician burnout during the COVID-19 pandemic: national survey findings. springer.com

17. W Wilson, JP Raj, S Rao, M Ghiya... - Indian Journal of ..., 2020 - journals.sagepub.com. Prevalence and predictors of stress, anxiety, and depression among healthcare workers managing COVID-19 pandemic in India: a nationwide observational study. [sagepub.com](https://journals.sagepub.com)
18. S Awan, MN Diwan, A Aamir, Z Allahuddin... - Frontiers in ..., 2022 - frontiersin.org. Suicide in healthcare workers: determinants, challenges, and the impact of COVID-19. frontiersin.org
19. SA Elghazally, AF Alkarn, H Elkhayat... - ... and Public Health, 2021 - mdpi.com. Burnout impact of COVID-19 pandemic on health-care professionals at Assiut University Hospitals, 2020. mdpi.com
20. R Buselli, M Corsi, S Baldanzi, M Chiumiento... - ... and public health, 2020 - mdpi.com. Professional quality of life and mental health outcomes among health care workers exposed to Sars-Cov-2 (Covid-19). mdpi.com
21. PE Spector - 2021 - books.google.com. Industrial and organizational psychology: Research and practice.
22. JM Conte - 2024 - books.google.com. Work in the 21st Century, with EEPUB Access: An Introduction to Industrial and Organizational Psychology. hoasen.edu.vn
23. ..., B Allan, M Clark, G Hertel, A Hirschi... - ... and Organizational ..., 2021 - cambridge.org. Pandemics: Implications for research and practice in industrial and organizational psychology. uni-konstanz.de
24. RA Matthews, L Pineault, YH Hong - Journal of Business and Psychology, 2022 - Springer. Normalizing the use of single-item measures: Validation of the single-item compendium for organizational psychology.
25. J Herrera, C De Las Heras-Rosas - Frontiers in Psychology, 2021 - frontiersin.org. The organizational commitment in the company and its relationship with the psychological contract. frontiersin.org
26. E Demerouti, AB Bakker - Organizational Psychology Review, 2023 - journals.sagepub.com. Job demands-resources theory in times of crises: New propositions. [sagepub.com](https://journals.sagepub.com)
27. FL Oswald, TS Behrend, DJ Putka... - ... of Organizational ..., 2020 - annualreviews.org. Big data in industrial-organizational psychology and human resource management: Forward progress for organizational research and practice. annualreviews.org
28. L Thomas, M Tuytens, G Devos... - Educational ..., 2020 - journals.sagepub.com. Transformational school leadership as a key factor for teachers' job attitudes during their first year in the profession. [sagepub.com](https://journals.sagepub.com)