

The Influence of Job Demand on The Performance of Employees At Lake Basin Development Authority

Mr. Busolo Nicholas

Department of Business and Economics Mount Kenya University P O Box 342-01000, Thika-
Kenya

Email: nicholasbusolo09@gmail.com

Dr Oscar Onyango Sangoro

Department of Business and Economics Mount Kenya University P O Box 342-01000, Thika-
Kenya

Email: osangoro@mku.ac.ke

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Abstract

In today's high-tech, fast-paced world, the workplace is very different than it was a generation ago. As a result, the number of office workers facing workplace stress has increased. Stress is a negative mental and physical phenomenon that occurs in people because they cannot cope with their needs. Workers globally encounter stress as a prominent challenge in the workstations. This study aimed to determine the influence of job demand on the performance of employees at Lake Basin Development Authority. LBDA is located on Kisumu-Kakamega Highway, Lake Basin Shopping Centre, Kisumu County. The study was conducted from September 2023 to April 2024. The importance of this study was to provide information that can help organizations manage stressed technical issues affecting employees at work. By identifying specific stressors for the Lake Basin Development Authority, this research will inform the development of intervention plans that can promote employee health, job satisfaction, and organizational benefits. These studies sought to fill the gaps in the existing literature on occupational stress by providing insight into specific stressors affecting employees in organizations. This study was anchored on Karasek's job demand theory, conservation of resources theory, effort-reward theory, and the transactional theory of stress and coping. This research used a descriptive research design. The target of this study was 600 employees selected from all LBDA departments. The study's sample size was calculated using the Slovene's formula, resulting in a sample size of 240 respondents. Questionnaires were used as research tools to gather important information. They consisted of closed and open-ended questions to provide qualitative and quantitative information. SPSS was used to

analyze data to determine the nature of the relationship between dependent and independent variables. The study concluded that job demand significantly influences employee performance at LBDA.

Keywords: Job Demand, Employee Performance, Occupational Stress

Introduction

Workplace stress is a widespread issue in today's society, and numerous research studies have delved into its effects on employees' health and overall well-being. Additionally, the adverse consequences of work-related stress on productivity and performance have been extensively examined. Various factors contribute to work-related stress, including job demands, a lack of control and autonomy, inadequate support, insufficient training, job insecurity, and an imbalance between work and personal life. Numerous research investigations have explored the correlation between employee stress and performance and have shown that high levels of job stress can impact employee performance and job satisfaction (Hoboubi et al., 2017).

The theory of stress provides insight into why workplace stress can negatively impact employee productivity and performance. This theory suggests that stressed workers experience physical stress, which increases cortisol levels and decreases cognitive, emotional, and memory abilities (McEwen, 2017).

"Occupational stress significantly impacts employee performance, making it a crucial study area in organizational psychology. As individuals navigate the demands of the modern workplace, the influence of stress on their overall job performance becomes increasingly evident. According to Lazarus and Folkman's transactional model of stress and coping (1984), stress results from the interaction between individuals and their environment, highlighting the dynamic nature of stressors within the occupational context. This model provides a theoretical foundation for understanding how occupational stressors can lead to various outcomes, including impaired performance.

Empirical evidence supporting the relationship between occupational stress and diminished employee performance is abundant. Levecque et al (2017) meta-analysis revealed a negative correlation between job stress and performance. The study aggregated findings from numerous research articles, establishing a robust connection between heightened stress levels and suboptimal job performance. Moreover, the Job Demand-Control model proposed by Karasek (1979) emphasizes the importance of examining the balance between job demands and control in predicting occupational stress and its subsequent impact on performance. This model adds nuance to the understanding of how specific job characteristics contribute to stress and performance outcomes.

Addressing occupational stress is not only beneficial for individual employees but is also vital for organizational success. Organizations can implement targeted interventions to mitigate stress and enhance employee well-being by understanding the intricate interplay between stressors and performance. Applying interventions, such as stress management programs and flexible work arrangements, aligns with the positive psychology perspective that seeks to cultivate optimal functioning within the workplace (Csikszentmihalyi & Csikszentmihalyi, 2015). Consequently, this study aims to contribute valuable insights into the nuanced relationship between occupational stress and employee performance, offering practical implications for organizational leaders seeking to create healthier and more productive work environments.

Statement of the Problem

Today's workplace is constantly evolving, emphasizing productivity, efficiency, and goal achievement. As a result, employees have to work longer, be more stressed and have closed hours. These activities cause stress, which is considered one of the leading causes of job dissatisfaction and low morale. Stress manifests in various ways, encompassing physical, mental, and emotional aspects (Hee et al., 2018).

Individuals working in stressful settings are at a higher risk of experiencing stress, burnout, and diminished personal satisfaction. This is frequently attributed to prolonged working hours, job dissatisfaction, and lowered morale. Tebakari et al (2021) note that job stress is prominently indicated by work pressure, resulting in below-par job performance.

According to Kurnia and Widigdo (2021), balancing job demands and employee performance is a significant challenge for most organizations globally. Kurnia and Widigdo (2021) further note that an ideal work environment should have clear roles, sufficient resources, and efficient management to ensure that job demands and employee capabilities are met, resulting in high job satisfaction and peak performance.

According to Marzocchi et al (2024), reality paints a different picture. Workers frequently struggle with excessive workloads, inadequate resources, and ambiguous job roles, which exacerbate stress, lead to burnout, and impair performance. Despite the critical nature of these issues, there is a notable research gap specifically addressing the public sector; thus, the rationale for conducting this research at the Lake Basin Development Authority, a public entity managed, funded, and fully owned by the state as a parastatal.

Research Objective

To determine the influence of job demand on the performance of employees at Lake Basin Development Authority.

Research Question

What is the influence of job demand on the performance of employees at Lake Basin Development Authority?

Literature Review

Theoretical Review: Conservation of Resources (COR) Theory

The Conservation of Resources (COR) Theory, developed by Stevan E. Hobfoll in 1989, is a theory that focuses on job stress. This theory states that people and organizations acquire, store, and protect resources to prevent their loss or destruction. The central idea of the COR theory is that individuals, groups, and organizations actively seek to obtain, retain, safeguard, and generate resources, with resource loss being regarded as a significant stress factor. As per the COR model, resources encompass whatever an individual deems essential or desirable. These resources can be tangible, such as money, tools, and equipment, or intangible, such as social support, hope, self-esteem, and encouragement. This theory posits that individuals who lack or deplete their resources are more prone to encountering adverse emotions, such as stress, anxiety, and depression. COR theory explains how resource loss occurs due to changes in resources. This cycle includes resulting primary losses, secondary losses due to recession, shortages, and additional losses due to recession. For example, when an employee loses their job due to downsizing, they will experience losses such as loss of relationships, income, and identity, leading to poor health and further loss of income.

The Conservation of Resources (COR) theory is extensively employed to elucidate workplace stress and the health of employees. According to the model, job stress occurs when needs and resources come into conflict. This conflict between demand and resources can be destructive physically, emotionally, and intellectually. COR theory underscores the impact of job demands, job resources, and personal resources on shaping individuals' work-related stressors. The resource demand model, rooted in COR theory, posits that elevated job demands, such as workload, time, and other requirements, can result in stress for employees. On the flip side, sufficient job resources such as autonomy, social support, and multitasking have the capacity to alleviate stress by mitigating the impact of job demands and safeguarding resources. The Conservation of Resources (COR) theory is a conceptual framework employed to comprehend the influence of employee stress on their performance (Hobfoll, 1989). This theory posits that individuals endeavor to acquire and retain valuable resources, such as time, energy, and financial security. The potential threat or loss of these resources can result in stress and diminished performance. Work stress has been identified as one of the leading workplace risks that negatively affect employee health and productivity. Applying COR theory can help organizations like the Lake Basin Development Authority reduce the effects of workplace stress and improve employee health and productivity. Applying COR theory to lake construction organizations requires recognizing the importance of resources such as training and development, quality of work, and quality of work. By supporting these resources, employees can improve their skills, reduce job demands, and manage stress. The Lake Basin Development Authority can also benefit from identifying and resolving operational issues affecting production workers.

Using COR theory highlights the importance of managing and increasing employee numbers to reduce the impact of workplace stress on employee performance. Organizations must prioritize employee support, including training and development, a supportive work environment, and job creation. Implementing this approach can aid the Lake Basin Development Authority in alleviating the negative effects of job stress on the health and well-being of its employees (Van & Maes, 1999).

Empirical Literature Review

Job requirements and employee performance are the main factors that influence employee and organizational behavior. Job demands encompass the physical, mental, and emotional requisites associated with a job. Conversely, employee performance pertains to the proficient fulfillment of job responsibilities by employees. The connection between job demands and employee performance has been the subject of investigation in numerous studies globally. Job demands can be delineated as the cognitive or physical facets of a job that necessitate employees to engage in physical, emotional, or regulatory activities during their work (Karasek, 1979). This can encompass various factors, such as the volume of tasks, time constraints, workload, and emotional requirements. Job performance is the measure of how effectively an employee carries out their responsibilities, encompassing meeting job specifications, executing assigned tasks, and adhering to established policies and procedures. In Asia, job demand is linked to the active population. For example, Kim et al (2018) found that labor demand had a negative impact on the labor force in Korea. Research shows that excessive job demands, including workload, overtime, and role conflict, have a negative impact on employees. Due to the unique work culture and management practices, it is important to study the impact of job demands on employees in Asia. Zhang and Liu (2020) studied the mediating relationship between job demand, job resources, and job performance

in China. The findings of this study found that job performance plays a role in mediating the association between job demands, job resources, and overall job performance.

In a separate study conducted in Pakistan, Basri et al (2020) identified an adverse impact of job demands on the work-life balance of employees, subsequently affecting both job satisfaction and overall performance. The research emphasizes the significant role of social support in mitigating the negative consequences of job demands on employee performance. In Europe, scholars have explored the relationship between job demands and employee performance. Ybema et al (2012) discovered that factors like working hours have an unfavorable effect on employees in the Netherlands. This study also revealed that employee performance is associated with job control (supervision), social support, and job feedback. Another investigation by Tavakol et al (2018) examined the impact of job demands on the workforce in the UK, finding that excessive work demands have a detrimental effect on employee performance, while social support and self-determination positively influence employees.

Truxillo et al (2010) observed in Italy that reduced job demands were associated with increased job satisfaction, while heightened job demands were linked to decreased job satisfaction. The study concluded that the connection between job demands and employee performance depends on the level of support and resources available to employees. In the United States, numerous studies explore the correlation between job demands and employee performance. Jeong and Yoon (2015) discovered that excessive workload diminishes job satisfaction, leading to reduced overall employee satisfaction. In other research, job autonomy, job demands, and social support have been identified as influential factors, particularly in the service sector (Hong et al., 2017). Ramlall's (2004) study investigated the relationship between job demands and employee satisfaction in the American hotel industry, revealing that excessive demands have a negative impact on employee satisfaction, consequently affecting their performance.

Numerous investigations in Africa have delved into the correlation between job demands and employee performance. A study carried out in Kenya by Luceno et al (2017) revealed that heightened job demands had an adverse impact on employee performance. Furthermore, the research underscored that personal resources, such as social support and self-efficacy, could negatively affect employees' job satisfaction. In Nigeria, Ajibade (2017) identified a positive relationship between job satisfaction and employee performance, suggesting that increased job satisfaction can serve as a motivating factor for employees to enhance their job performance. Meanwhile, a study conducted by Mohamad et al (2020) in Tanzania explored the connection between job demands and job performance, finding that both job demands and job resources played a role in influencing employee performance. Notably, job control emerged as the most crucial predictor of employee performance. Several studies in East Africa have investigated the link between job demands and employee performance. A study conducted by Mohamad and Mohamad (2017) in Somalia found that job demands such as workload, work schedules, and role conflicts negatively impacted individuals' work, while work management and social support were associated with improved employee outcomes. In Rwanda, Nkurunziza (2017) examined the impact of job demands on employee performance in public sector organizations, revealing that job demands like workload and work schedules negatively affected employee performance, while job resources such as social support provided managerial benefits to employees.

Multiple studies carried out in Kenya have investigated the correlation between job demands and employee performance. An examination by Balele (2018) revealed that job demands,

encompassing factors like workload, time pressures, and demands, exert a detrimental influence on employees. Additionally, the study identified that job satisfaction, social support, and job support had a beneficial impact on employee performance. In an alternative investigation, Mwarogo and Mbatia (2016) explored the connection between job demands and turnover intentions within the Kenyan financial sector. Existing research indicates that job demands, including performance expectations, emotional requirements, and role ambiguity, are associated with motivation. A study conducted by Mbote (2018) explores the relationship between job demands and the performance of employees within the Kenyan public sector. The results indicate that adverse effects on employees result from job demands such as workload, working hours, and role ambiguity, while maintaining performance and motivation establishes a positive connection with employees' work.

Despite the multitude of studies investigating the association between job demands and employee performance globally, there remain gaps in our comprehension of this relationship. First, most studies tend to focus on developing countries and especially developing countries. Second, research often focuses on specific sectors, such as healthcare, finance and manufacturing.

Moreover, there is a scarcity of research exploring the interaction among job demands, social support, and employee performance within the context of the gig economy. Therefore, further research is warranted in developing nations, diverse economic environments, and specifically within the parameters of the gig economy. Overall, the connection between job demands and employee performance has been investigated globally. Studies indicate that heightened job demands have an adverse effect on employee performance, whereas job control and social support are positively correlated with employee performance. Existing research implies both theoretical and practical implications for organizations to formulate strategies that alleviate the negative impact of job demands on employee performance. While current research has made substantial contributions to comprehending the relationship between job demands and employee performance, additional research is required to distinguish the experiences highlighted in this review.

Research Design and Methodology

The descriptive research design was adopted because it provided an explanation of the situation as presented in the immediate environment, without the need for the researcher to manipulate or influence the findings (Mugenda & Mugenda, 2003). The research adopted a descriptive study design for its methodology. This design was well suited for studying complex phenomena in real situations. This allows researchers to study how different factors interact with each other to contribute to specific outcomes. The focus of this study encompasses the workforce of the Lake Basin Development Authority, comprising 600 employees distributed among 18 departments (see Table 1). These employees will be the source of data for this study which aims to study the impact of work on employee stress. According to Babbie (2016), the target population is a comprehensive group of people or subjects who meet the researcher's criteria for inclusion in the study. In this case, the study population includes all Lake Basin Development Authority employees currently working in various departments.

Table 1

Distribution of Target and Sample Population

Department	Discussion Group	%
Finance	175	29.1%
Administrative	190	31.7%
Project Management	235	39.2%
Total	600	100

Source: HRD LBDA (2023)

A sample is a portion of people from a larger population who choose to participate in a research study. It is essential for the sample to be reflective of the population to ensure that the findings can be extrapolated and applied to the entire populace. The sample for this study consisted of 240 employees selected by stratified random sampling from 600 employees of the Lake Basin Development Authority. Slovin's formula is a formula used to calculate the sample size needed for scientific research. These criteria determine the appropriate sample size for your study, including population size and margin of error. The use of Slovin's formula in this study makes sense because it allows for the selection of an appropriate and representative sample of the population while minimizing sampling error. According to Kadam et al (2017), Slovin's model is reliable and accurate in determining the model in scientific research. Similarly, Azim and Kazerani (2016) recommend the use of Slovin's model in research studies and emphasize the importance of choosing the appropriate model to ensure the accuracy and reliability of the results. The Slovin formula is used to determine the sample size of a study. If the population size is 600 and the margin of error is 5%, the sample size can be calculated as follows:

$$n = N / (1Ne^2)$$

$$n = 600 / (1600(0.05^2))$$

$$n=240$$

Therefore, a sample of 240 Lake Basin Development Authority employees, selected through stratified random sampling to ensure representativeness, would be ideal to study the factors that influence job dissatisfaction actions in the organization.

Table 2

Distribution of Sample Population

Department	Sample Population	%
Finance	70	29.1%
Administration	76	31.7%
Project Management	94	39.2%
Total	240	100

Source: Researcher (2023)

This study used the primary data collection method. The respondents were given a questionnaire and the data was collected after completion and analysis. Additionally, interviews will be conducted to complete and verify the information obtained from the questionnaire. The questionnaire used open and closed questions to obtain more detailed responses from participants and ensure the validity and representativeness of the results. Using closed questions can help keep your questionnaire clear and manageable. In this context, Atuloma and Idris (2014) emphasized that questionnaires serve as dependable

instruments for collecting substantial data from a considerable number of participants. Additionally, Creswell and Clark (2017) indicated that interviews can be used to collect qualitative data to better understand the research topic.

As per Mugenda and Mugenda (2003), the precision and dependability of data collection rely on the tools utilized for data collection. Validity pertains to how accurately the research reflects the study's results, while reliability refers to the degree to which the research instrument accomplishes the same. The questionnaire incorporates multiple-choice questions to enhance its validity. The main method used in this study is to distribute the questions to the respondents and then process and analyze them. Interviews are also used to supplement and confirm the information contained in the questionnaire. Using open-ended questions in the questionnaire allows participants to give more general responses while using closed-ended questions shortens the questions and increases the number of responses, resulting in valid and representative results. Mugenda and Mugenda (2003) also supported the importance of validity and reliability of data collection methods. Hence, the application of these methods in this study is logical and aligns with established research norms.

Findings and Discussions

Table 3

Descriptive statistics on effect of Job Demand on Employee Performance at LBDA

	N	Minimum	Maximum	Mean	Std. Deviation
I feel overwhelmed by the demand of my job duties	224	1	5	2.78	1.499
Meeting the job demand is challenging and stressful.	224	1	5	2.41	1.250
The job demand negatively impacts my performance.	224	1	5	2.62	1.487
I feel strained by the level of job demand.	224	1	5	2.59	1.316
The job demand affects my ability to fulfill other responsibilities.	224	1	5	2.58	1.540
Job Demand Overall	224	1.00	5.00	2.5946	1.26575

Source: Researcher (2024)

Table 3 presents the descriptive statistics on the effect of job demand on employee performance at the Lake Basin Development Authority (LBDA). The data shows responses to five statements regarding job demand, each rated on a Likert scale from 1 (strongly agree) to 5 (strongly disagree). The statement about feeling overwhelmed by job duties has the highest mean score (2.78), thus indicating significant levels of overwhelm among many LBDA employees. Conversely, the statement about meeting job demand being challenging and stressful has the lowest mean score (2.41), suggesting that while some LBDA employees find job demands challenging, but perceived as less intense compared to feelings of being overwhelmed. The other statements the negative impact of job demand on performance (mean = 2.62), feeling strained by job demand (mean = 2.59), and job demand affecting other responsibilities (mean = 2.58), all show that job demands contribute to various forms of stress, affecting employee performance and other responsibilities. The standard deviations range

from 1.250 to 1.540, thus indicating moderate to relatively high variability in responses across the different statements. The overall mean for job demand is 2.5946 with a standard deviation of 1.26575, indicating a moderate level of perceived job demand among employees. Relating these findings to the broader literature, numerous investigations in Africa have explored the correlation between job demands and employee performance. Luceno et al. (2017) in Kenya found out that heightened job demands adversely influenced employee performance. Ajibade (2017) in Nigeria identified a positive relationship between job satisfaction and employee performance, suggesting that an increase in job satisfaction as an employee motivator to enhance their job performance. Nkurunziza (2017) in Rwanda also found that job demands negatively affected employee performance in public sector organizations. These studies align with the current findings at LBDA, highlighting the pervasive impact of job demands on employee performance across various African contexts. The underlying thread is the negative impact of excessive job demands and the safeguarding role of job resources, signaling that interventions to moderate job demand and enhance support systems are critical for improving employee performance. By addressing these stressors, LBDA can boost employee well-being and productivity, resulting in a more effective and sustainable corporate environment.

Table 4
Linear Regression Analysis

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.424 ^a	.179	.145	.568249		
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.270	1	2.817	12.524	.000 ^b
	Residual	49.266	222	.225		
	Total	60.536	223			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Job Demand

Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	1.335	0.201		6.642	0.000
Job Demand	-0.447	0.031	-0.424	-14.419	0.000

a. Dependent Variable: Employee Performance

Source: Researcher (2024)

From the Table 4 above the value of R square was 0.179 this shows that job demand explains 17.9% of variance in performance of employees at Lake Basin Development Authority. The ANOVA results provided in table 3 shows that regression model is statistically significant, as indicated by the F-value of 12.524 and a p-value of .000, suggesting that the predictor (job demand) collectively have a significant effect on employee performance. From the regression coefficients in table 3, the regression equation of job demand on employee performance at LBDA is given as:

$$Y=1.335-0.447X_1$$

Where Y is Employee performance and X_1 is Job demand

The regression analysis aimed to understand the influence of job demand on employee performance at the Lake Basin Development Authority in Kisumu. The constant of 1.335 indicates the employee performance of 1.335 out of 5 is due to other factors not the four studied variables. The model reveals that job demand ($\beta = -0.447$, $p = .000$) shows a significant negative impact on performance, suggesting that higher job demands can slightly reduce performance. These findings put emphasis on the importance of fostering an environment with clear roles and high job control to optimize employee performance, while also considering the potential positive effects of adaptive organizational cultures.

Discussions

Employees frequently feel overwhelmed by their job duties, indicating significant stress levels. While some find meeting job demands challenging and stressful, this is perceived as less intense than feelings of being overwhelmed. Job demands negatively affect performance, cause strain, and impact other responsibilities. The variability in responses suggests diverse experiences among employees, with an overall moderate level of perceived job demand. These findings are consistent with the literature on job demands and employee performance, which suggests that high job demands can lead to stress, burnout, and decreased performance (Karasek & Theorell, 2010; Bakker & Demerouti, 2017). The Job Demands-Resources (JD-R) model, for instance, posits that job demands can lead to strain and exhaustion, particularly when they exceed an individual's capacity to cope (Demerouti et al., 2011). The findings also resonate with research on the impact of job stress on employees' ability to fulfill both work and non-work responsibilities (Greenhaus & Beutell, 2015). The literature review would likely include discussions on the JD-R model, the concept of job strain, and the spillover effect of job stress into personal life. It would also explore the strategies organizations can implement to mitigate the negative effects of job demands, such as providing adequate resources, support, and opportunities for recovery (Sonnentag & Fritz, 2017; Hakanen et al., 2016).

Inferential analysis indicated that Job demand is negatively correlated to performance of employee at Lake Basin Development Authority ($r = -.424$, $p < .05$). These results are consistent with previous research emphasizing the deleterious effects of high job demands on employee performance (Bakker & Demerouti, 2017; Crawford et al., 2010; Christian et al., 2011). Drawing upon prominent theories such as the Job Demands-Resources (JD-R) model Bakker & Demerouti (2017) and the Effort-Recovery (ER) model Meijman & Mulder (2018), this finding underlines the importance of crafting balanced work environments characterized by sufficient resources, reasonable demands, and ample recuperation opportunities.

Job demand ($\beta = -0.447$, $p = .000$) shows a significant negative impact on performance of employee at Lake Basin Development Authority, suggesting that higher job demands can slightly reduce performance. The prevailing literature buttresses the current investigation's inferential analysis outcome, denoting a salient negative relationship between job demand and employee performance. To circumvent the potential pitfalls emanating from overburdened employees grappling with untenable workloads, organizations should judiciously calibrate demands commensurate with accessible resources, afford opportunities for restorative breaks, and nurture supportive work climates (Baethge et al., 2015). Within the JD-R model, job demands refer to physical, psychological, social, or organizational aspects

that necessitate sustained physical or mental effort, consequently inducing strain (Bakker & Demerouti, 2017). Empirical evidence substantiates the premise that excessive job demands hamper performance (LePine et al., 2015; Crawford et al., 2010). More specifically, high job demands erode cognitive resources, culminating in compromised executive functioning, decision-making abilities, and overall performance (Christian et al., 2011; Baethge et al., 2015).

Conclusion

The study concludes that job demand influence employee performance negatively. The study reveals that job demands at the Lake Basin Development Authority (LBDA) are perceived as moderately overwhelming and stressful by employees. The average mean score across various components of job demand indicates a consistent perception of moderate stress. This stress impacts employees' ability to perform effectively and manage other responsibilities. The findings underscore the critical importance of managing job demands to maintain and enhance employee performance and overall satisfaction. Addressing these job demands is essential to prevent potential negative effects on employee well-being and productivity.

Theoretical and Contextual Contribution

This research contributes both theoretically and contextually to the understanding of job demand effects on employee performance within organizational settings, specifically focusing on the Lake Basin Development Authority. It extends the understanding of the Job Demand-Control (JDC) model by examining job demands in a unique context of a semi-autonomous authority, the LBDA. Previous studies have largely centered on private and public organizations, leaving little room for insights from para-statal agencies. Therefore, this research fills a void in the literature by providing fresh perspectives on job demand and employee performance dynamics in semi-autonomous authorities.

The findings highlight the significant negative impact of perceived job demands on employee performance, emphasizing the need for proactive management strategies to mitigate stress and enhance productivity. The study underscores the applicability of job demand-resource theory in explaining the relationship between job demands and employee outcomes, providing empirical evidence within the unique context of LBDA. Moreover, by identifying job demands as moderately overwhelming and stressful, the research sheds light on specific organizational areas that require targeted interventions and resource allocation to optimize employee well-being and effectiveness. This contributes to existing literature by offering insights into the nuanced dynamics of job demand and its implications for organizational performance in public sector entities like LBDA, thereby informing future research and practical interventions aimed at improving workplace conditions and employee satisfaction.

Recommendation

The finding also has value for those who are interested in furthering the research in a more detailed way. Depending on the findings & conclusions of the study, the researcher came up with some important recommendations which would help the organization to focus on occupational stress factors at the Lake Basin Development Authority which would contribute to employee productivity so that organization success.

The finding of this study shows that the majority of the employees of LBDA are aged up to 30 years, which gives the company the opportunity of a young and productive workforce for the next organizational success. Therefore, it is a great advantage to the company to implement

and practice the occupational stress factors to motivate the employees and retain them for strategic human capital management, which would lead the organization to better performance to achieve the desired goals and objectives.

The study recommends that on job demand, LBDA should optimize workload distribution to ensure equitable task assignments, provide adequate resources and support to empower employees in managing their duties effectively and foster a supportive work environment that encourages open communication and feedback. Additionally, offering flexible work arrangements can help employees achieve a better work-life balance, reducing overall stress. Regular monitoring and adjustment of job demands based on employee feedback and performance metrics are crucial to maintaining realistic and manageable job expectations. Implementing these strategies will enhance employee well-being, satisfaction, and performance.

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