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The Impact of Job Stressors on Psychological Detachment and Experienced Recovery From the Workplace During Nonwork Hours

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Walden University
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Abstract

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by

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MBA, Webster University, 2010

MA, Webster University, 2008

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Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

Job stressors and the inability to psychologically detach from work during nonwork hours is a growing problem in the United States. When an employee is unable to psychologically detach from work and recover from the job stressors, it may negatively affect the employees' performance, job satisfaction, health and well-being. The purpose of this quantitative study was to examine the impact of job stressors on psychological detachment and experienced recovery from the workplace during nonwork hours. This study was based on two theoretical frameworks: Conservation of Resources (COR) theory and Effort-Recovery (E-R) theory. The COR theory is a stress theory that suggests that stress occurs as a result of the threat to or loss of resources or the hindrance of gaining resources. The COR theory suggests that people strive to acquire, retain, protect, and enhance their resources. The E-R theory postulates that effort expenditure at work may result in unavoidable and negative load reactions. A convenience sample of 159 employees across the United States participated in this study. The study utilized multiple linear regression to analyze data collected from the online survey using the Conservation of Resources Evaluation and the Recovery Experience Questionnaire. The findings of this study indicated that job stressors such as high workload and risk perception are significant predictors of employee's well-being. A significant relationship also existed between relaxation, mastery experience, and psychological detachment. Social change implications include organizational leaders and employees using the results to assist with the understanding of the effects of job stress on the employees' psyche and well-being. This study may also aid in the understanding of the importance of sufficient recovery experience and relaxation during nonwork hours.

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Dedication

I would like to dedicate this doctoral study to my daughter, Johanna, who inspired me to pursue my doctorate degree. I dedicate this to my husband (John), my daughter (Chaunasia), my granddaughter (Kairo), my mom (Janet), my sister (Dr. Tonetta), and the rest of my family and friends. Thank you for all your support, understanding, and patience throughout this process. This study is also dedicated to my special family members who are no longer here with me in physical form, but have pushed and encouraged me to strive for excellence.

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Chapter 1: Foundation of the Study

The workplace can be a major source of stress for an individual as one spends most of their day at work (National Institute for Occupational Safety and Health [NIOSH], 2014). With the advancement of technology and the ability to telework (work from home or remotely), individuals find themselves mentally and technologically attached to the workplace 24/7 through the use of their laptops and smartphones and find it difficult to relax and switch off from work during their nonwork hours (Demsky et al., 2014). As employees find themselves more connected to the workplace during their off time, the need to psychologically detach is becoming more prevalent (Sonnentag & Fritz, 2015). According to Sonnentag (2012), "being continuously occupied with job-related issues without mentally disengaging from time to time might seem necessary for employees in many organizations, but it can have negative side effects" (p. 114). The focus of this study was to explore how job stressors influence psychological detachment from the workplace during nonwork hours as well as how recovery experience and age play a role in one's psychological detachment.

Background of the Problem

Psychological detachment is defined as the individual's sense of being away from the work situation; it is the ability to temporarily disengage mentally from work, thoughts of work, or work-related issues during off-time (Moreno-Jimenez et al., 2008; Sonnentag et al., 2014). As technology advances and the dynamics of the workplace change, employees tend to find themselves consumed by the challenges of a difficult work task, heavy workload, checking emails, taking phone calls, and worrying about other job-

related issues and concerns, which lead to increased stress levels (Webb, 2014). Stress occurs when there is a threat of loss or when an actual loss of resource happens. These resources include objects (e.g. shelter, cars, food, clothing), conditions (e.g. support system, financial security), personal characteristics (e.g. self-esteem, skill sets, job titles, social status), and energy resources (e.g. time, money, knowledge) (Siltaloppi et al., 2009). Employees who are faced with job stressors such as demanding workload and emotional strain tend to experience job burnout and exhaustion and require a high level of recovery (Hahn et al., 2011; Sonnentag & Bayer, 2005).

Job stressors refer to the mental, physical, or emotional strain an individual experience related to their work such as risk perceptions (e.g. fear of losing job/lay-offs), time pressure, promotions, and demanding workloads (Sonnentag et al., 2010). Hobfoll (2007) developed the conservation of resources (COR) model in the 1980s that encompasses several stress theories. The COR theory posits that individuals seek to acquire and maintain resources (Demsky et al., 2014). Individuals would invest in and grow their resources, protecting them from threat of loss (Hobfoll, 2007). The COR theory suggests that individuals struggle with work/life conflict; as a result, their valued resources are lost, inadequate, or compromised in the process which leads to stress, decrease in job satisfaction, worry, anxiety, and burnout (Hobfoll, 2007).

When an individual experiences a stressful work situation and is unable to psychologically detach from work, no recovery can occur (Sonnentag & Fritz, 2007). Recovery refers to a process during which individual functional systems that have been called upon during a stressful experience return to their pre-stressor levels (Sonnentag &

Fritz, 2007). It is the period in which an individual recuperates from strain and restores their normal functions (Hobfoll, 2007; Sonnentag & Fritz, 2007). Psychological detachment is a core element to the recovery experience. Based on the effort recovery (E-R) theory, effort expenditure at work may have an adverse effect (e.g. fatigue and elevated blood pressure) on one's well-being in the absence of sufficient recovery experience (Demerouti et al., 2009; van Hooff et al., 2007). Sufficient recovery and unwinding from job stressors are pertinent to one's health, well-being, and job performance; poor psychological well-being in a stressful work environment tends to lead to health problems (Hahn et al., 2011; Sonnentag & Fritz, 2007).

According to Bakker et al. (2015) "long working hours and frequent confrontation with high emotional and cognitive job demands may deplete one's energy resources if there are no opportunities to replenish the energy reservoir" (p. 350). The challenges experienced in psychological detachment from the workplace during nonwork hours are related to an employee's level of effectiveness, job satisfaction, and work engagement (Day et al., 2009; Gorgievski & Hobfoll, n.d; Hahn et al., 2011; Sonnentag, 2012). As a result, the lack of psychological detachment leads to job burnout and emotional exhaustion, which negatively affect one's psychological and physical well-being (Hahn et al., 2011).

There are numerous coping mechanisms for handling work-related stress (Sonnentag, 2012). The extent of disengagement from work may vary by person, being dependent on job demands and responsibilities and the individual's level of self-efficacy (Sonnentag, 2012). Psychological detachment from work promotes the opportunity for

employees to refocus and recharge (Sonnentag & Fritz, 2007). Individuals who take the time to psychologically detach on the weekends tend to be more refreshed and productive during the following workweek (Fritz et al., 2013). Organizations that promote relaxation and recovery periods to alleviate job stressors can improve the organization's job turnover rate, overall performance, and organizational success (Sonnentag, 2012).

Problem Statement

Previously researchers have shown that job stressors and psychological detachment influence employees' job performance and well-being (Sonnentag, 2012). However, there is little research that discusses how job stressors impact one's ability to psychologically detach from work and the recovery experience (Sonnentag & Fritz, 2015). Researchers have discussed the importance of recovery (i.e. vacation, time off) from work to improve health, well-being, and performance. However, further research must be done that addresses the psychological connections to the recovery experience (Sonnentag & Fritz, 2015). According to Sonnentag and Fritz (2007), taking time off from work may not be an indicator for adequate recovery from work-related stressors. Employees must understand how to disconnect themselves from the workplace during their nonwork hours as well as the benefits of psychological detachment (Sonnentag & Kuhnel, 2016). The understanding of psychological detachment can benefit not only the employee's well-being, but also their relationships with family and friends (Park et al., 2011).

Purpose of Study

In this quantitative study I examined the job-related stressors that employees experience. The goal of this study was to provide an understanding of how job stressors predict employees' ability to psychologically detach from work during nonwork hours. It also discerned if the level of psychological detachment affects recovery and well-being. Current literature addresses the effects of job stressors and the benefits of psychological detachment. However, there is little research that explores the impact of job stressors, such as high workload and risk perception, on psychological detachment. In addition, further research is needed to examine the influence of the recovery experience on psychological detachment. It is unclear on which factors of the recovery experience (i.e. the quality and length of time) positively or negatively affects psychological detachment (Pereira & Elfering, 2014). In this study I aimed to add to the breadth of knowledge in the field of organizational psychology by examining the connection between job stressors, psychological detachment, and the recovery experience.

Research Questions and Hypotheses

The main research question explored in this quantitative study was: To what extent are job stressors such as high workload and risk perceptions predictors of psychological detachment from the workplace during nonwork hours (i.e. the time when recovery should occur)? The independent variables were high workload, risk perceptions, recovery experience, and age. The dependent variables were psychological detachment, relaxation, mastery experience, control during leisure time, stress, and well-being. An employee's age may influence psychological detachment, relaxation, mastery experience,

control during leisure time, stress, and well-being (Demsky et al., 2014). Therefore, this study controlled for age. There were four subquestions that were investigated:

Research Question 1: Do age and job stressors such as high workload and risk perceptions predict psychological detachment from work during nonwork hours, relaxation, mastery experience, and control during leisure time?

$H_0$1: Age and job stressors such as high workload or risk perceptions do not predict psychological detachment during nonwork hours, relaxation, mastery experience, and control during leisure time.

$H_1$1: Age and job stressors such as high workload or risk perceptions do predict psychological detachment during nonwork hours, relaxation, mastery experience, and control during leisure time.

Research Question 2: Do age, high workload, and risk perceptions predict employees' well-being (job satisfaction, fatigue, and self-efficacy)?

$H_0$2: Age, high workload, and risk perceptions do not predict employees' well-being (job satisfaction, fatigue, and self-efficacy).

$H_1$2: Age, high workload, and risk perceptions do predict stress and employees' well-being (job satisfaction, fatigue, and self-efficacy).

Research Question 3: Do age, relaxation, mastery experience, and control during leisure time predict psychological detachment?

$H_0$3: Age, relaxation, mastery experience, and control during leisure time do not predict psychological detachment.

$H_1$3: Age, relaxation, mastery experience, and control during leisure time do predict psychological detachment.

Research Question 4: Do age and recovery experience predict stress and employees' well-being (job satisfaction, fatigue, self-efficacy)?

$H_0$4: Age and recovery experience do not predict stress and employees' well-being (job satisfaction, fatigue, self-efficacy).

$H_1$4: Age and recovery experience do predict stress and employees' well-being (job satisfaction, fatigue, self-efficacy).

Theoretical Framework for the Study

The premise of the quantitative research was to examine the connection between job stressors, psychological detachment, and the recovery from the workplace during nonwork hours. An individual's inability to psychologically detach from the workplace and to sufficiently recover from work may be due to job stressors, such as threats to resources, demanding workloads, worrying, and time pressures (Day et al., 2009; Ellerbee, 2014; Hahn et al., 2011; Sonnentag et al., 2014). Insufficient recovery, lack of understanding how to recover, and the inability to psychologically detach from the workplace during leisure time can lead to emotional exhaustion and job burnout, which can hinder one's well-being, including job satisfaction, life satisfaction, exhaustion level, job performance, mood (positive and negative), and health concerns (Ellerbee, 2014; Hahn et al., 2011). The COR theory and E-R theory served as the two theoretical frameworks for this study. Each of these theories states that during the work hours, individuals exert a level of energy (i.e. cognitive energy, physical energy, and emotional

energy) to accomplish the work and as a result, they must be able to replenish or recover during their nonwork time (Brummelhuis & Bakker, 2012; Ellerbee, 2014).

Nature of the Study

This study employed the correlational, quantitative methodology using convenience sampling to allow for ease of access to participants. The participants were individuals currently employed full-time or part-time in the United States workforce, from various career levels and industries, and who were at least 18 years old. The quantitative method was consistent with the purpose of this study and enabled the statistical analysis required to address the research questions.

Definition of Terms

Job stressors: work-related mental, physical, or emotional strains on an individual (Sonnentag, 2012). Job stressors are factors that contribute to work-related stress, such as fear of losing job/lay-offs, time pressure, promotions, and demanding workload (Sonnentag, 2012). This served as an independent variable.

Psychological detachment: mental separation or disengagement from work or thoughts of work during nonwork time (Moreno-Jimenez et al., 2008; Sonnentag et al., 2014). This was a dependent variable.

Recovery experience: activities or events individuals participate in during their nonwork time to unwind or recuperate from work (Sonnentag & Fritz, 2007). This served as an independent variable.

Well-being: refers to the mental, psychological, physical, and emotional stability of an employee, such as burnout, fatigue, life satisfaction, job satisfaction, self-efficacy, and health concerns (Sonnentag & Fritz, 2014). This was a dependent variable.

High workload: also called quantitative workload refers to a large quantity of work responsibilities for an individual to accomplish within a restricted period of time (Sonnentag & Bayer, 2005). This is a type of job stressor and served an independent variable.

Risk perception: an individual's perceived susceptibility to a threat, such as fear of job loss (Sonnentag et al., 2010). This is a job stressor that served as an independent variable.

Stress: a state of mental or emotional strain or tension resulting from adverse or very demanding circumstances. This served as a dependent variable.

Relaxation: The state of being free from tension and anxiety. Relaxation of the body and mind is a process associated with leisure activities; the state of low activation and increased positive effect (Sonnentag & Fritz, 2007). This served as a dependent variable.

Mastery experience: the ability of an individual to exercise control and self-regulation over their recovery (Sonnentag & Fritz, 2007). This served as a dependent variable.

Control during leisure time: a person's ability to choose an action from two or more options; "the degree to which a person can decide which activity to pursue during leisure time, as well as when an how to pursue this activity" (Sonnentag & Fritz, 2007, p. 207). This served as a dependent variable.

Assumptions, Delimitations, and Limitations

The following assumptions were made for this study: (a) job stressor or strain will negatively impact one's ability to psychologically detach from work; (b) employees who are overworked and stressed out will not perform as efficiently or possess a high level of job satisfaction compared to those that recover and mentally disengage from work during their leisure time; (c) participation in this study is voluntary, anonymous, and confidential; therefore, it is assumed that the participants will answer truthfully, to the best of their ability, and will provide an honest assessment of their experiences with job stressors, recovery, and psychological detachment; and (d) The sample is an accurate representative of the target population.

An identified limitation of this study that was considered was the participants' willingness to provide true and accurate responses based on their self-reported information. Participants may provide socially influenced responses rather than the most suitable response. Another limitation in this study was the use of the measurement instruments. The instruments may reflect a false sense of reliability and validity if the intended variables were not measured. The delimitation within this study was that the participants must work full-time or part-time within the United States. Participation in this study was voluntary.

Significance of the Study

This research sought to expand upon previous empirical studies conducted on psychological detachment from work. Empirical research has shown that as a result of job stressors (i.e. fear of job loss, demanding workload and work-hours, time constraints,

emotional dissonance, and worrying), there is an increase in job burnout and exhaustion (Sonnentag et al., 2014). These job stressors hinder an individual's ability to psychologically detach and relax (Sonnentag, 2012). However, if an individual receives sufficient recovery experiences (i.e. relaxing, engaging in a hobby, vacationing) and understands how to mentally disengage during their leisure time, their performance, efficiency, and job satisfaction levels tend to be higher (Sonnentag, 2012; Sonnentag et al., 2010).

This study was unique in that it aimed to explore how individuals can psychologically detach from their work when faced with job stressors (i.e. heavy workload). The results of this study attempted to provide pertinent insight into how workers' attitudes and behaviors are influenced by the acquisition, fostering, conservation, and protection of their resources. Findings from this study will warrant intrapersonal, interpersonal, and organizational understanding of how stressful circumstances, family issues/distractions, insufficient recovery, and loss of resources can impede performance and effectiveness in the workplace. The results of this study should be able to help organizations implement new methods and strategies on combating work-related stress and improving the well-being of its employees.

Summary and Transition

Guided by the COR theory and the E-R theory, this study examined the impact of job stressors on psychological detachment during off-work hours. Additionally, this study also examined the role the recovery experience plays in relation to job stressors and the ability to psychologically detach for work during leisure time. Chapter 2 will discuss in

detail a review of the pertinent literature in reference to job stressors, psychological detachment, and recovery experience.

Chapter 2: Literature Review

The literature review in this chapter includes several topics as background for the study. Guided by the COR theory and the E-R theory, this literature review established the need for continued research to expand on the understanding of job stressors and its relation to psychological detachment from work during nonwork hours. Nonwork hours, also referred to as off-time hours or leisure time, are all hours outside of the working hours in which the employee is not officially working, is away from the work environment, or is not actively involved in work-related activities. In some cases, the employee may not be getting paid a salary, fee, or wages during this time. In other cases, the employee may be on vacation and receiving paid time off. The topic of nonwork hours will be discussed further throughout this chapter.

In this study I investigated if job stressors and the recovery experiences were predictors of psychological detachment from the workplace during nonwork hours. In addition, I investigated whether the level of psychological detachment affects recovery and well-being (i.e. job satisfaction, life satisfaction, health concerns, mood, job performance, and fatigue). The areas of focus include predictor variables of job stressors (i.e. high workload and risk perception) and recovery experience, and outcome variables of psychological detachment, relaxation, mastery, control, stress, and employee's well-being. This study controlled for age. This was followed by the interrelationships of these variables and the hypotheses. The study included individuals from various industries, positions, years of experience, and career-levels within the workforce (i.e. non-

supervisory, mid-level management, senior-level management/department leaders, and executives).

Literature Search Strategy

The literature search was conducted using the Walden University library portal as well as Google Scholar. Through the Walden library portal, searches were conducted for peer-reviewed, scholarly articles, published between the years of 2005 and 2017. The following databases were used: PSYCinfo, PSYCArticles, SAGE, ERIC, ProQuest, and the Thoreau database, which gathered articles related to psychological detachment from various databases, such as Business Source Complete and Academic Search Complete. The keywords and phrases used in the literature search were psychological detachment, workplace stressors, job burnout, job stressors, job satisfaction, performance, mental disengagement, well-being, recovery experience, job strain, and recovery.

Theoretical Foundation

This study was based on two theoretical frameworks: COR theory and E-R theory. The COR theory, developed by Hobfoll in the 1980s, states that people strive to acquire, retain, protect, and enhance their resources (i.e. objects, personal characteristics, conditions, and energies that are of personal value to them) (Hahn et al., 2011; Siltaloppi et al., 2009). If there is a threat to or loss of these resources or a hindrance of gaining said resources, it may lead to stress and worry (Hahn et al., 2011; Safstrom & Hartig, 2013; Siltaloppi et al., 2009). The recovery period occurs when the strain or demands of the job no longer hinders one's resources (Safstrom & Hartig, 2013). The COR theory states that "gaining new internal resources such as energy, self-efficacy, or positive mood will help

to restore threatened resources" (Siltaloppi et al., 2009). The COR theory contributed to the understanding of how stressful situations in an organizational setting impacts the behaviors and well-being of individuals. This theory helped with understanding the process of job burnout, respite, work engagement, and satisfaction. The COR theory posits that individuals are equipped with a drive to "create, foster, conserve, and protect the quality and quantity of their resources" (Gorgievski & Hobfoll, n.d.).

The E-R theory suggests that effort expenditure at work may result in unavoidable and negative load reactions (i.e. emotional exhaustion, anxiety, and strain). Prolonged exposure to demanding and strenuous workload can affect one's well-being (Siltaloppi et al., 2009). This theory proposes that the efforts exerted at work can have an adverse effect on one's well-being when the recovery experience is absent or ineffective. It states that it is necessary to be removed from the demands and requirements of work or similar activities (Siltaloppi et al., 2009). This theory suggests that load reactions may be reverse by recovery to improve one's energy, self-efficacy, functionality, and mood. However, if insufficient recovery is experienced, it can result in poor psychological and physical health (Sonnentag & Bayer, 2005).

Background

The dynamics of the workplace is constantly changing (Society of Human Resource Management [SHRM], 2014). Over the past 50 years, there has been an increase in women in the workforce, the age range of the workforce has increased as individuals are living and working longer, and the work-home life balance has been altered (Demsky et al., 2014). There have also been changes in the work environment;

more organizations provide their employees with company cell phones and laptops, allowing their employees to work remotely which promotes the accessibility to employees beyond the normal 8 to 5 workday (Park et al., 2011). By deploying more digital devices, organizations have the ability to possibly continue operations 24 hours a day, 7 days a week. In such cases, employees may not receive sufficient opportunities to disengage from work to decompress and adequately recuperate during their off-time (Sonnentag, 2012).

The concept of psychological detachment refers to an individual's mental disengagement from work situation. Psychologically detaching from work during nonwork hours has been said to be at the discretion of the individual employee (Hahn, & Dormann, 2013; Sonnentag et al., 2010). Psychological detachment from work includes refraining from participation in all work-related task, including answering work-related phone calls or checking emails, as well as thinking about work-related tasks or issues, such as worrying about completing a demanding task on time or conflicts with supervisor/coworkers, during off-work hours (Sonnentag, 2012; Sonnentag & Kruel, 2016). According to Time Management Statistics (n.d.), 80% of survey respondents stated that after leaving the office they worked at home for an average of seven hours per week; 38% routinely checked their work emails at the dinner table, while half of the workers surveyed said they checked their work emails while in bed. SHRM (2009) showed that 70% of employees across the United States reported working outside of their scheduled work period as well as on the weekends.

Researchers have shown that employees within the United States were less likely to take vacations as compared to those in other countries. Studies have revealed that over 40% of Americans within the workforce did not take vacation leave or paid time off of work to tend to personal matters or activities in 2014 (Devaney, 2015; Weingus, 2015). Unlike other economically advanced countries (e.g. France, Canada, Australia, Japan) which require employers to provide their employees with guaranteed paid vacation leave days ranging from 10 to 30 days a year, employers in the United States are not required by law to do so (Mohn, 2013). In the United States, the employer determines how many paid vacation days to offer their employees and the criteria for obtaining paid vacation time. Paid time off is usually provided to full-time employees after meeting specific requirements based on the employer, for example completing probationary period; part-time workers and contract workers are less likely to receive paid leave (Mohn, 2013; Van Giezen, 2013). Weingus (2015) cites that Europeans partake in nearly twice as much paid vacation days as Americans. Employees in the United States take an average of 14 days of vacation, whereas European employees take almost 28 days of leave (Weingus, 2015). Approximately 37% of Americans stated that it was difficult to take time off of work due to various reasons (Della Costa, 2015). A research survey of American employees cited by Della Costa (2015) revealed the following when it came to taking vacation days or sick leave, an absence from work permitted because of illness:

- Thirty-five percent (35%) of employees stated that they didn't take vacation leave or they reported to work sick as oppose to taking sick leave because no one was available to cover their workload.

- Forty percent (40%) said they had too much work to do or impending deadlines and did not want to return to a mountain of work.
- Twenty-one percent (21%) communicate that they were afraid of being seen as replaceable and feared disciplinary action if they missed work as well as the possibility of losing their job.
- Thirty-three percent (33%) of the employees surveyed said they could not financially afford to take time off.
- Sixty-seven percent (67%) of employees stated that they are discouraged or sent mixed messages by managers when requesting time off of work.

As a result, employees find themselves burnt out, disengaged, and unsatisfied with their job and the organization (Demsky et al., 2014; Hahn et al., 2011; Sonnentag, 2012). As technology advances and the dynamics of the workplace changes, employees have to understand how to disconnect themselves from the workplace during their leisure time and nonwork hours (Sonnentag et al., 2010). Studies have shown that in many countries as job demands increased over the years, the more prevalent work-related stress and burnout have become (Demerouti et al., 2009). While studies have addressed the issues and consequences of high job demands in the workplace, there has been little research on the role of the recovery experience from job stressors/strain on their ability to psychologically detach. This study further explored the impact of job stressors on psychological detachment and experienced recovery from the workplace during nonwork hours.

With the diversity of age increasing within the workforce, the impact of age on psychological detachment, recovery experience, and well-being was examined. Previous research findings have indicated potential relationships between age and the study's key variables (Demsky et al., 2014). The way a millennial or younger employee reacts to a job stressor might differ significantly from that of an older or more experienced employee. As suggested by Demsky et al. (2014), the older an employee get, the more familial responsibilities they may have to manage such as childcare and eldercare; in turn, they are more likely to experience more challenges in their work-family life balance. As a result, there is a greater risk of negative effect of stressors on older employees as compared to younger employees.

The Importance of Psychology in the Workplace

Individuals spend most of their day at work (SHRM, 2009). Some employees find themselves connected to work 24 hours a day, 7 days a week due to the access of technological devices and they do not allow themselves time to switch off from work and to properly recuperate (Park et al., 2011; Sonnentag, 2012). Research has shown that failure to disengage from work during nonwork hours can have a negative effect on the individual as well as the organization, including employee fatigue, decrease in job performance, decline in productivity and efficiency, increased stress levels, lower job satisfaction, increased absenteeism, and higher job turnover (Sonnentag, 2012; Sonnentag & Bayer, 2005; von Thiele Schwarz, 2011). According to the Society for Industrial and Organizational Psychology (SIOP, n.d.), about one-third of an individual's life is spent at work. While the workplace is a dominant source of demands or stressors, it is also a

major source of reward and other resources that support psychological well-being (SIOP, n.d.).

Psychology plays a major role in the operation and success of an organization (SIOP, n.d.). Psychology in the workplace is instrumental in assessing and understanding human behavior and the culture of the organization (SIOP, n.d.). Workplace psychology allows leaders in the organization to identify and resolve workplace issues, both individually and collectively, to improve the quality of work-life, well-being, and performance of its employees and the organization by applying psychological principles and practices to the work environment (SIOP, n.d.). The lack of psychological detachment and recovery from work can contribute to negative effects on employees' well-being, both physically and mentally (SIOP, n.d; Sonnentag, 2012; Sonnentag & Kruel, 2006).

Types of Jobs that Lead to the Need for this Research

Stress can affect anyone in the workplace, regardless of gender, professional industry, or career level (NIOSH, 2014). Stress is a state of mental or emotional strain or tension resulting from adverse or very demanding circumstances (Sonnentag et al., 2010). The NIOSH indicated that approximately 40% of employees in the United States reported their jobs as being very stressful. According to the National Center for O*NET Development (2018), medical professionals, law enforcement officers, military personnel, firefighters, lawyers, educators, mental health workers, and broadcast news analysts were among those with the highest levels of job stress. In contrast, models, library technicians, sewing machine operators, and secretaries showed the lowest levels

of job stress (O*NET, 2011). While this research study included participants from various industries, the industry type was not used as an indicating factor in this study.

Job Stressors

According to NIOSH (2014), job stress is defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Job stressors refer to factors that contribute to work-related stress, such as risk perceptions, time pressure, promotions, and demanding workloads. Job stressors are mental, physical, or emotional strains on an individual (Sonnentag & Fritz, 2014). Recurring exposure to job stressors can be detrimental over time (SIOP, n.d.). Research studies revealed that employees exposed to demanding and stressful workloads experience strain, low job satisfaction, increased health risks, and negative impacts on their well-being (Hahn et al., 2011; Sonnentag & Bayer, 2005).

The lack of switching off from work mentally is prevalent in all occupations, career levels, and work environments. Research showed that the impact of not detaching from work differs between blue-collar workers and white-collar workers because of the differences in work demands, mostly physical duties among blue-collar workers and mental and/or emotional strains among white-collar workers (Hammig, 2014). As a result, it may be more difficult for white-collar employees to psychologically detach from the workplace as opposed to blue-collar or lower-grade workers. Insufficient or lack of recovery and relaxation from the workplace can have a detrimental effect on an individual's health (Hahn et al., 2011; Sonnentag & Bayer, 2005).

Positive Job Stressors vs. Negative Job Stressors

Stress is a state of mental or emotional strain or tension resulting from adverse or very demanding circumstances (Sonnentag & Fritz, 2014). Stress is a natural and normal part of life. The way individuals adapt to and handle stress is dependent on the individual. Job stress can originate from various sources or situations and can be either positive or negative (Jarinto, n.d.). Pooja et al. (2016) suggested that stress that involved job resources have a positive effect and lowered the level of detrimental effects of stressful work situations; however, job demands tended to function as stressors that depleted employees' energy levels thus meeting them elicited negative responses. Positive job stress pertains to situations that stimulates one's adrenaline and motivates an individual to perform to reach a goal (Jarinto, n.d.; Sonnentag & Fritz, 2015). On the other hand, negative job stress refers to stress that cannot be controlled and ultimately causes the individual to suffer emotionally, mentally, physically, or through inappropriate behaviors (Jarinto, n.d.). Negative stress can cause anxiety, exhaustion, depression, sleep disturbances, headaches/migraines, high blood pressure, heart disease, substance abuse, poor decision-making, isolation, lack of motivation, and isolation (Pereira & Elfering, 2014). These side effects of negative stress can affect the employee's level of job satisfaction and performance (Pereira & Elfering, 2014). If an employee experienced the effects of negative stress, it could also affect the organization through high absenteeism, high job-turnover rate, poor performance, lack of motivation, low morale, and increased reports of illnesses and accidents among employees (Pereira & Elfering, 2014). This

study focused on job stressors that were considered to be negatively related to psychological detachment.

Job Strain and Well-being

Job strain and employee well-being play a major role in the satisfaction, performance, and success of an organization and its employees (Safstrom & Hartig, 2013; Sonnentag et al., 2014). Job strain is a form of the psychosocial stress that happens in the workplace (Safstrom & Hartig, 2013). Strain on an employee can be caused by many different factors such as conflict with coworkers or boss, difficult commute to work, work hours, physically demanding tasks, fear of job loss, inadequate resources, and the work environment (Demsky et al., 2014; Wang, et al., 2009). The most common source of job strain is high workload or job demand (Demsky et al., 2014; Safstrom & Hartig, 2013). Job strain refers to the physical and psychological hardships that go along with a job when a worker has inadequate power to respond to the demands and expectations imposed on them (Wang et al., 2009). Job strain can have a negative impact on an employee's well-being depending on how the individual reacts to the strain (Demerouti et al, 2009). Research showed that if an individual reacts negatively to job strain for a prolonged period of time the greater the risk of it having a detrimental effect on their physical and psychological well-being (Demerouti et al, 2009; Sonnentag, 2012; Sonnentag & Fritz, 2015). The experience of stressors or strain can lead to cardiovascular disease, burnout, depression, lack of energy, and decreased motivation (Sonnentag and Fritz, 2015). According to Sonnentag and Fritz (2015), an individual's reaction to job stressors and strains can include the following types of responses: "1) immediate

physiological responses (e.g., elevated adrenaline or cortisol levels and increased heart rate and blood pressure); 2) psychological reactions (e.g., increase in negative affect and fatigue), and 3) behavior (e.g., argument with a co-worker)" (p. S74). These stressors/strains can carry over from work to an individual's home life if they do not psychologically detach and allow themselves to recover from the stress and worries of the workplace (Sonnentag & Fritz, 2015).

Psychological Detachment

The concept of psychological detachment encompasses one's sense of being away from the work situations and mentally disengaging from all work-related activities (Sonnentag et al., 2008). While psychological detachment is not directly related to level of engagement, studies have shown that psychological detachment does have numerous benefits on an employee's performance, both personally and job-related. These benefits include psychological well-being, changes in personality attributes, handling of stressful situations, and proactive work behaviors (Sonnentag, 2012). According to Hallberg and Schaufeli (2006), a job-involved person finds their job motivating and challenging, is committed to their work, the task, and their organization, and engages professionally with others. In contrast, an individual that is not job-involved may exhibit low job satisfaction, poor performance, lack of intrinsic motivation, and low self-efficacy (Hallberg & Schaufeli, 2006).

The level of disengagement from work during leisure time differs based on the individual and the threat to their resources (Sonnentag et al., 2008). There are several factors that contribute to the degree in which an individual detaches, such as individual-

difference variables and work-situational factors (Sonnentag, 2012). Individual-difference variables, also known as natural group variables, are characteristics or traits that vary consistently across individuals such as age, depression, gender, and intelligence. Work-situational factors refer to factors outside of the control of the individual that influence their performance, such as the work environment and the people around the individual. Though detachment from work may be viewed negatively, it is important to note that psychological detachment during nonwork hours is beneficial to an employee and the organization. Research has shown that detaching regularly from work improves mental clarity and an individual's reaction to stressful situations (Gervais, 2009). Sonnentag et al. (2008) suggested that the combination of high levels of work engagement while at work and being detached from work during nonwork hours has a positive effect on employees.

Job Stressors and Work-life Management

Job stressors, such as fear of job loss, demanding workload, inadequate resources, and hostile work environment, can spill over into an individual's personal or home life (Sonnentag et al., 2010). It is important to have a work-life balance and set boundaries during nonwork hours (Gervais, 2009). The home should be a place to relax, recharge, and recover from work-related stress (Demerouti et al., n.d.). According to YoungAh Park, "when people are really under stress their psychological and physical resources are drained, so they are less likely to self-regulate hostile behaviors and provide sufficient support for their spouse; if working couples don't recuperate from their job stress while at home they would be likely to fall into a spiral of lost resources" (Kansas State University,

2013). Psychologically detaching from work during nonwork hours allows the individual to decompress and recover without taking the burdens into the home. As job demands and the ability to be connected to the workplace through technology increases, the more an individual may be disconnected with their personal lives. With high job demands, the accessibility of work through the use of technological devices allows employees to check their emails, answer phone calls, and catch up on work outside of normal work hours. While this may enable the employee to be more productive in the job tasks, it can negatively impact their home life. If the employee receives an unpleasant email or has a disagreeable conversation with a work-related individual, the employee may become worried or upset thus affecting their attitude and behavior at home (Kansas State University, 2013). The work stress will remain during their personal time resulting in an insufficient amount of time to recharge. Research studies suggest that individuals who unwind and unplug from work-related tasks during off-work hours have a higher level of life satisfaction and lower levels of fatigue and job burnout (Demerouti et al., 2009; Kansas State University, 2013).

Recovery Experience

Recovery experiences, such as vacation and adequate sleep, can help to improve one's mood, energy, functionality, and self-efficacy, as well as lowers their level of perceived stress and emotional exhaustion (Hahn et al., 2011; Sonnentag & Fritz, 2015). As cited by von Thiele Schwarz (2011), recovery period is a post-stress rest period that provides information about the degree to which the elevation in the physiological and psychological parameters being measured persists after the stressor has ended. Based on

the framework of the COR theory, recovery implies that "resources are replenished and resource-loss cycles are halted" (Hahn et al., 2011). The COR theory states that people strive to acquire, retain, protect, and enhance their resources (i.e. objects, personal characteristics, conditions, and energies that are of personal value to them) (Hahn et al., 2011; Siltaloppi et al., 2009). In the workplace, stress may occur when an individual's job is strenuous and poses a threat or loss to their resources or obstructs the gain of resources (Hahn et al., 2011; Safstrom & Hartig, 2013; Siltaloppi et al., 2009). The recovery period occurs when the strain or demands of the job no longer hinders one's resources (Safstrom & Hartig, 2013). The effectiveness of the recovery experience may be dependent on the intensity and prolonged exposure to the specific job stressors; work-related factors such as high workload and deviating working hours have been related to work-induced stress levels and subsequent recovery levels (von Thiele Schwarz, 2011). The recovery experience during off-work hours influences the employees' reactions to job strain, well-being, and job-related behaviors (Sonnentag & Fritz, 2015). Von Thiele Schwarz (2011) proposed that short-term or next-day recovery experience is most effective with temporary job strain, such as meeting a difficult deadline. Long-term recovery may be required for stressors that are out of the control of the employee, such as high job demand, conflict with co-workers/supervisors, and work environment. Recovery occurs when an employee is able to terminate the stress stimuli and return to their normal or pre-stressor level of functionality (Sonnentag, 2012; Sonnentag & Fritz, 2015; von Thiele Schwarz, 2011). Past research examined the benefits of the recovery experience; however, additional studies are needed to explore the effectiveness of the length of the

recovery experience and how short-term and long-term recovery periods influence the termination of the stress stimuli (Sonnentag & Fritz, 2015).

Psychological Detachment and Job Stressors

The key element to sufficient recovery from job stressors is to psychologically detach from work (Sonnentag & Fritz, 2015). Empirical research indicated that inadequate recovery is directly associated with poor psychological and physical health, such as psychosomatic complaints and burnout (Sonnentag & Bayer, 2005). In a study conducted by Day et al. (2009), it was emphasized that individuals need to disconnect from the workplace on nonwork time to help alleviate workplace stressors such as risk perception and worrying. By doing so, this can improve the safety and psychosocial health of employees within the workplace. Studies showed that the act of psychological detachment, relaxation, job control, and unwinding from the job during leisure time are necessary for reducing job stress and improves ones performance and satisfaction while on the job (Demsky et al., 2014; Siltaloppi et al., 2009; Sonnentag, 2012). Exercising job control was found to provide employees with a greater hold on their tasks allowing them to better manage and increase their decision-making and work autonomy (Day et al., 2009). In contrast, emotional exhaustion could deter one from being able to psychologically detach from work due to worrying about risks and threats to job or resources, time pressure and deadlines, or conflicts (Sonnentag et al., 2014). Research evidence also showed that experiences outside of the work environment can influence an individual's well-being (Sonnentag et al., 2014). Employees that psychologically and emotionally detached themselves from work during their time off of work showed a

higher level of work engagement (Kühnel, et al., 2009). Psychological detachment from work can serve as a predictor between job stressors/work aggression and work-family conflict (Kühnel et al., 2009). Individuals who are able to mentally switch off from work have a higher level of satisfaction at work and outside of work hours.

The Importance of Recovery

The recovery period may occur during evenings, weekends, while on vacation leave, or simply on days off of work. Kühnel et al. (2009) stated that taking short respites of about one to two days off gave the employee time to effectively recover from work stressors and demands. Individuals that received an adequate recovery experience while on vacation and on the weekends reduced their level of emotional exhaustion (Hahn et al., 2011). Though most employees use the weekend to rest and recover from the work week and job-related stress, this experience of rejuvenation only has short-term effects on individuals' health and job performance at the beginning of the following workweek (Fritz & Sonnentag, 2005). Merely being off of work does not constitute sufficient recovery experiences. Demerouti et al. (2009) suggested that daily recovery is beneficial to staying recharged, proactive, and engaged at work during work hours. Daily recovery improved self-efficacy, lower levels of fatigue, and decreased job burnout (Demerouti et al., 2009; Kansas State University, 2013).

In order to properly recover from job stress during leisure time, individuals should have experiences such as psychological detachment from work, relaxation, and mastery experience (i.e. participating in a hobby, learning new things, pursuing a challenging activity, and expanding their horizons) (Hahn et al., 2012). It is important that individuals

understand the recovery process and how to maximize the quality of their leisure time for regeneration, as well as the benefits it will have on their health and performance (Hahn et al., 2012). Adequate recovery is not dependent on quantity of the recovery period but the quality of the experience (Hahn et al., 2011; Sonnentag & Bayer, 2005). The ability to psychologically detach and recover during the weekend and other leisure time can be influenced by the individuals in an employee's life, such as their supervisor, significant other, and children (Hahn et al., 2012).

The E-R theory and COR theory are precursors to the recovery process and compliments each other (Siltaloppi et al., 2009). According to Siltaloppi et al. (2009), the E-R theory suggests that "it is essential to refrain from work demands and to avoid activities that require the same functional systems or internal resources as those required at work"; while the COR theory adds that "gaining new internal resources such as energy, self-efficacy, or positive mood will help to restore threatened resources" (p. 332).

Summary and Transition

Though there have been significant research studies that addressed the correlation between job stressors and job burnout, there was little that explored the job stressors and psychological detachment and the importance of the recovery process of employees in the workplace as it related to their effectiveness and well-being (Hahn et al., 2011; Hallberg & Schaufeli, 2006; Sonnentag, 2012). These stressors can have negative implications on one's physical, mental, and emotional health, as well as hinder one's relationship with their family, friends, and co-workers (Sonnentag, 2012). This research study aimed to fill the gap in understanding the relationship between psychological detachment from the

workplace outside of work hours, job stressors, and employee effectiveness as well as the importance of relaxation and recovery process during leisure time. Chapter 3, the methodology section, will address the research design, survey method, population, sampling, and data collection and analysis process.

Chapter 3: Methodology

In this research study I explored the impact of job stressors and recovery experience on the ability to psychologically detachment from work during off-work time. The independent variables were high workload and risk perception which are job stressors. Recovery experience and age also served as independent variables in this study. The dependent variables included psychological detachment, relaxation, mastery experience, control during leisure time, stress, and employee's well-being. The lack of or inability to psychologically detach from the workplace and recover can lead to job burnout and emotional exhaustion which could negatively impact one's well-being (Hahn et al, 2011). Empirical research showed that job stressors, such as heavy workloads, time constraints, deadlines, worrying, threats to one's job, and risks to resources, can deter one from psychologically detaching from work (Day et al., 2009; Hahn et al., 2011; Sonnentag et al., 2014). This chapter includes the methodology used within this study; it contains the research design, the participants, sampling and data collection, and analysis methods.

Research Design and Rationale

The survey research method was utilized for this study through the correlational research design. The correlational research design allowed for examining the relationship between multiple variables. This study aimed to gain insight into how employees' ability to psychologically detach and relax during their leisure time is influenced by their level of job stressors. This study also sought to explore how job stressors and psychological detachment relates to the recovery experience and age. Within the survey, study

participants were asked their level of agreement to questions related to recovery, psychological detachment, leisure time experiences, workload and hours, time constraints, emotional stability, job burnout, and exhaustion.

The survey was used to analyze the behaviors of the participants. The survey research design described the trends, attitudes, beliefs, and opinions through evaluation of the sample (Creswell, 2014). According to Creswell (2014), the purpose of survey research is to deduct the attributes of a population based on a sampling of the population. Data was collected using the online survey software, SurveyMonkey. The online survey method was convenient, cost-effective, time efficient, had a high response rate, and allowed flexibility of the design (Frankfort-Nachmias & Nachmias, 2008).

The data collected through SurveyMonkey was automatically transferred to SPSS data analysis software which reduced human error. The surveys were disseminated via social media with the link to the survey website and an overview of the research study. The potential participants were reached more quickly, responses were returned electronically, and the respondents' data were readily available. The participants were able to take the survey at their convenience, without taking too much time from their schedule.

Research Method

The goal of this correlational, quantitative research study was to expand on the knowledge of existing research theories on the impact of job stressors on psychological detachment from the workplace during nonwork hours. The study sought to explore the

role of the recovery experience on one's ability to psychologically detach from the workplace during off-work hours and employees' well-being.

Population

The target population for this study consisted of individuals classified as full-time or part-time employees who are residents of the United States. Participation was open to males and females who were at least 18 years old. The study included participants from various positions, industries, years of experience, and career levels (i.e. nonsupervisory, middle level management, senior level management/department leaders, and executives). A list of questions was provided to the participants and compounded to formulate the results of the study. Each survey question used a rating scale from 1 to 5, with 1 indicating "strongly disagree" and 5 indicating "strongly agree".

Sampling and Sampling Procedure

The convenience sampling strategy was used in this study. The convenience sampling is a type of non-probability sampling that selects samples from the population that are easily accessible (Frankfort-Nachmias & Nachmias, 2008). This sampling technique was low cost and allowed for recruiting participants relatively fast.

Procedures for Recruitment, Participation and Data Collection

Participants were recruited through the Walden University Participant Pool website as well as through social media platforms. The study was listed on the participant pool website and posted on social media; interested individuals were able to sign up to participate in the survey. Once the individual signed up, they gained access to the study's survey website. Online questionnaires were provided to participants to self-report on their

experiences of psychological detachment, time pressure, stress, exhaustion, and recovery. Participation in this study was voluntary and participants could withdraw at any time.

Data Analysis

The goal of this study was to answer the following four sub-questions and test the hypotheses:

Research Question 1: Do age and job stressors such as high workload and risk perceptions predict psychological detachment from work during nonwork hours, relaxation, mastery experience, and control during leisure time?

$H_0$1: Age and job stressors such as high workload or risk perceptions do not predict psychological detachment during nonwork hours, relaxation, mastery experience, and control during leisure time.

$H_1$1: Age and job stressors such as high workload or risk perceptions do predict psychological detachment during nonwork hours, relaxation, mastery experience, and control during leisure time.

Research Question 2: Do age, high workload, and risk perceptions predict employees' well-being (job satisfaction, fatigue, and self-efficacy)?

$H_0$2: Age, high workload, and risk perceptions do not predict employees' well-being (job satisfaction, fatigue, and self-efficacy).

$H_1$2: Age, high workload, and risk perceptions do predict stress and employees' well-being (job satisfaction, fatigue, and self-efficacy).

Research Question 3: Do age, relaxation, mastery experience, and control during leisure time predict psychological detachment?

$H_0$3: Age, relaxation, mastery experience, and control during leisure time do not predict psychological detachment.

$H_1$3: Age, relaxation, mastery experience, and control during leisure time do predict psychological detachment.

Research Question 4: Do age and recovery experience predict stress and employees' well-being (job satisfaction, fatigue, self-efficacy)?

$H_0$4: Age and recovery experience do not predict stress and employees' well-being (job satisfaction, fatigue, self-efficacy).

$H_1$4: Age and recovery experience do predict stress and employees' well-being (job satisfaction, fatigue, self-efficacy).

Data for this study was analyzed using the IBM Statistical Package for the Social Sciences (SPSS), version 25 (IBM Corp, 2017). A multiple linear regression analysis was conducted to assess if the independent variables (IV), high workload, risk perceptions, recovery experience, and age are predictors of the dependent variables (DV), psychological detachment, relaxation, mastery experience, control during leisure time, stress, and employee's well-being. The descriptive statistical analysis was conducted on the target population and the research variables to determine the mean, standard deviation, frequency, and percentages. This study utilized the Conservation of Resource Evaluation (COR-E) questionnaire and the Recovery Experience Questionnaire (REQ). The measurement instruments used in this study allowed for the data to be analyzed through the use of the regression analysis. The control variables consisted of the

employees' gender, marital status, number of children, age, ethnicity, number of hours worked, economic status, length of employment, and job category.

To estimate the statistically appropriate sample size, a priori-power analysis was conducted using the G* Power 3.19.9.2 statistical software. The test family was t-tests and the statistical test was set as "linear multiple regression: fixed model, single regression coefficient". The calculation of the sample size was based on several factors, which included the type of analysis used for this study. This study employed a multiple linear regression to examine the impact of job stressors on psychological detachment and experienced recovery from the workplace during nonwork hours. The multiple regression model that was tested included three predictor variables; therefore, the number of predictors was set to 6. In a meta-analysis of detachment from work, results showed a small to medium effect size and indicated average positive correlation between detachment and self-reported mental and physical health, well-being, and task performance (Wendsche & Lohmann-Haislah, 2017). Within the meta-analysis, with a small mean effect size, it was found that job demands negatively correlates to detachment from work (Wendsche & Lohmann-Haislah, 2017). As a result, job stressors impaired detachment from work (Wendsche & Lohmann-Haislah, 2017). Using the Cohen's rules of thumb for the determination of effect size: r = 0.10 small, r = 0.30 medium, r = 0.50 large, the effect size was set to 0.10 (Wendsche & Lohmann-Haislah, 2017). Based on standards used in previous related research on job stressors, psychological detachment, and the recovery experience, this study considered at least a 95% power for the statistical analysis and a small effect size (Wendsche & Lohmann-Haislah, 2017). Therefore, the

power of analysis (1-β err probability) was set to the level of 0.95, the significance (alpha, α err probability) level, and the Cohen's f^2 was set to a value of 0.10 for the effect size. As a result of the parameter and analysis settings, the estimated minimum sample size for this study was calculated at 132 cases.

Instrumentation

Two questionnaires were used as the basis for the research survey. The first was the REQ, which focused on the recovery experiences such as psychological detachment, relaxation, mastery experience, and control during leisure time (Sonnentag et al., 2014). The second questionnaire included was the COR-E questionnaire which measured the resources effect on their actions and behaviors. As part of the survey, demographic information was collected from the participants based on the National Institutes of Health (NIH) workforce demographics categories on race/ethnicity and gender (NIH, n.d.). The demographic information was self-reported and included age, race, gender, and profession.

The REQ was utilized to measure recovery experience (independent variable) and psychological detachment, relaxation, mastery, and control (dependent variables). The REQ assessed the effects of recuperation and unwinding from work (Sonnentag & Fritz, 2007). REQ was designed to gain a better understanding of the mechanisms underlying the effects of job stressors on the individual, as well as identifying experiences helpful in protecting individuals' well-being and performance quality (Sonnentag & Fritz, 2007). This instrument uses 16-items to assess recovery experience based on four self-report measures: Psychological detachment (4 items); Relaxation (4 items); Control during

leisure time (4 items); and Mastery experience (4 items). The items were scored based on a 5-point Likert scale, with the responses ranging from 1 (I do not agree at all) to 5 (I fully agree). The 16-items from the four-factor model listed was used to garner the overall recovery score. A maximum overall score of 80 indicated a full recovery experience. The confirmatory factorial validity and reliability of scores from the REQ has been proven in various research studies (Mostert & Els, 2015). The internal consistencies of the four recovery experiences scales resulted in alpha coefficients ranging from 0.79 to 0.85 (Mostert & Els, 2015).

According to Mostert and Els (2015), researchers investigated the relationships of the four recovery dimensions to other related constructs, such as work-home interference and ill health to measure validation. Through the use of multilevel confirmatory factor analysis to evaluate the factor structure underlying REQ, it was determined that a four-factor model, which consists of psychological detachment, relaxation, mastery and control, best fits the data on recovery as compared to other models (Mostert & Els, 2015). Using the Cronbach's alpha coefficients, each of the four-factor model (psychological detachment, relaxation, mastery and control) indicated strong reliability and internal consistencies. The results included Cronbach's alpha of 0.89 for psychological detachment, 0.82 for relaxation, 0.83 for mastery, and 0.85 for control (Binnewies et al., 2009; Mostert & Els, 2015; Siltaloppi et al., 2009; Sonnentag & Fritz, 2007).

Job stressors, specifically high workload and risk perception, which are two of the key independent variables in this study, was measured using the COR-E questionnaire. The dependent variables, stress and well-being, was also measured using the COR-E

questionnaire. The COR-E scale was developed by Steven Hobfoll as an instrument to measure the degree of lost and gained resources. According to Nowaczyk and Cierpialkowska (2017), the COR-E is based off the conservation of resources theory that "describes stress as a phenomenon affecting resource management, creating a risk of resource loss and causing their actual loss, or inhibiting their growth" (p. 358). The COR theory posits that people strive to obtain, retain, and protect their resources (Sonnentag & Fritz, 2007). The COR theory suggests that stress will occur when there is a threat of loss to one's resources or failure to gain resources (Hall et al., 2006). When stress threatens these resources, it may cause harm to one's well-being (Sonnentag & Fritz, 2007). In a study by Taylor et al. (2006) on perceived stress and chronic fatigue based on the COR theory, subscales of the COR-E on self-esteem, well-being, mastery, work, material objects, energy, interpersonal relationships, and family relationships were used to assess the amount of loss and gain of these resources. The COR-E addressed the job stressors, high workload, stress and well-being of an individual (i.e. job satisfaction, fatigue, self-efficacy, life satisfaction). Risk perception was measured using the COR-E scale through the components of threat to the loss of resources, loss of resources to sustain daily living, and the lack of gains despite resources invested into work (Dudek et al., 2007). According to a study conducted by Dudek et al. (2007) to assess the reliability and usefulness of the COR-E questionnaire, it was found that there was some relationship between loss of resources and job stress ($r=0.16$; $p<0.05$).

COR-E consists of 74 items in which individuals respond to degree of loss or gain on a 5-point scale (0 = not at all/not applicable to 4 = to a great degree). The COR-E

questionnaire addresses resources that are psychological and economical. COR-E is divided in two sections, loss (the extent of actual loss and the extent of threat of loss) and gains (the extent of gain). The extent of loss and gain should be accessed separately (Hobfoll, 2007). The COR-E scale is a reliable and valid source of measuring stress based on the loss and gain of resources (Taylor et al., 2006). In a study by Nowaczyk and Cierpialkowska (2017), subscales of the COR-E were used to examine the sociocultural context of stress and the moderation effect of time since diagnosis on the evaluation of resources by patients with multiple sclerosis. The subscales for this study measured the threat of loss on one's socioeconomic resources, family resources, and vital resources, such as goals and interest (Nowaczyk & Cierpialkowska, 2017). Using the Cronbach's alpha coefficients, this study showed reliability scores ranging from 0.81 to 0.94 (Nowaczyk & Cierpialkowska, 2017). Additionally, Hobfoll et al. (2003) used a subscale of the COR-E to examine the impact of stress when there is a threat to material resource loss (i.e. money for transportation, money for children's essentials, and adequate food). According to Hobfoll et al. (2003), the COR-E scale was found to be a "reliable and valid indicator of stress when all loss items are used or when items from different loss domains are used alone", with an internal reliability ranging from 0.85 to 0.86 (p. 635).

The full-version of the COR-E contains the same 74-items for the its loss scale and gain scale and measures the gain and loss of resources, such as objects, conditions, personal characteristics, and energies (Taylor et al., 2006). Due to the length and repetition of the full-version of the COR-E questionnaire, researchers who have used the instrument suggest determining a small subset of the scale that is most relevant to the

study (Halbesleben et al., 2014; Hall et al, 2006). A second strategy that is suggested when using the COR-E has been to measure outcomes of resources loss or gain, for example, emotional exhaustion and engagement, as markers that there has been a change in resources (Halbesleben et al., 2014). For the purposes of this study, the former strategy was utilized. This study used a subset of the COR-E questionnaire, which consisted of 27 work-related items on the threat of loss. Threat of loss refers to when an individual is threatened with the loss of a resource, such as the possibility of losing a job (Hobfoll, 2007). According to Hall et al. (2006), the resources categories include object resources (i.e. car, house), condition resources (i.e. relationships), personal resources (i.e. well-being, self-efficacy); and energy resources (i.e. time, burnout, knowledge). Responses will be summed for the work-related loss sub-scale on stress and well-being. A maximum overall score of 130 determined the extent of threat of loss.

Threats to Validity

When determining the research design and sampling strategy for a study, it is important to understand the threats to internal and external validity that should be avoided. Internal validity focuses on the relationship between the independent and dependent variables. The threat to the internal validity challenges the level of connection between the variables to ensure that it exists (Frankfort-Nachmias & Nachmias 2008). These threats are inclusive of participant selection, history of events during the study, changes due to developmental processes, participant drop-out rates and problems, changes in the testing instruments, changes in the testing process, and statistical regression (Frankfort-Nachmias & Nachmias 2008).

Threats to external validity challenge the confidence that the study and its results can be applied to other populations. External validity in the research design can be proven by generalizability, which can be viewed through the representativeness of the sample and the reactive arrangements (Frankfort-Nachmias & Nachmias 2008). It is important to ensure that the sample size is representative of the target population (Frankfort-Nachmias & Nachmias 2008). It is also necessary to confirm that the measurement instruments are appropriate for the theoretical framework of the research (Frankfort-Nachmias & Nachmias, 2008). The questionnaires utilized for this study have been used in various research studies and tested for construct and face validity. In using the random convenience sampling, it allowed for generalization of the sample to the population.

Ethical Procedures

This research study was reviewed and approved by the Walden University Institutional Review Board (IRB) to ensure compliance with ethical standards including consent procedures for participation, participant's ability to withdraw, confidentiality, and privacy protection (Frankfort-Nachmias & Nachmias, 2008). The participants in the study consisted of individuals within the United States workforce from various industries, positions, and career levels. In addition to ensuring privacy and confidentiality of participants, other ethical concerns that could have risen in this study were the potential damage to knowledge (violation of privileged information) and the potential for societal harm which could raise questions about the state of the workforce (American Psychological Association, 2010; Frankfort-Nachmias & Nachmias, 2008).

Participation in this study was completely voluntary and confidential. No personal identifiers were collected from participants; each survey received a numerical code through the SurveyMonkey platform. Prior to participation in the survey questionnaire, each participant were required to provide consent to participate in the study. The participants acknowledged their consent to participate in the survey by checking the box next to "I agree" or "I disagree" to the terms outlined in the online consent form. If they agreed, they were allowed to access the survey and proceed to responding to the questions. The participants could choose not to answer a question and they could withdraw from the study at any time.

Summary and Transition

In this chapter, the research method and design was presented to explore the correlation between job stressors and psychological detachment as well as the impact of the recovery experience on the ability to psychologically detach from work during off-work hours. The reliability and validity of the instruments used were addressed. The data analysis procedures were presented. Lastly, the sampling, participation, and ethical procedures were discussed. Chapter 4 will discuss the findings concerning the research questions and hypotheses.

Chapter 4: Results of the Study

In this study I sought to examine the impact of job stressors on psychological detachment and experienced recovery from the workplace during nonwork hours. The fundamental research question was: To what extent are job stressors such as high workload and risk perceptions predictors of psychological detachment from the workplace during nonwork hours (i.e., the time when recovery should occur)? This study investigated the following four sub-questions to further assess the impact of job stressors to detachment and recovery:

Research Question 1: Do age and job stressors such as high workload and risk perceptions predict psychological detachment from work during nonwork hours, relaxation, mastery experience, and control during leisure time?

$H_0$1: Age and job stressors such as high workload or risk perceptions do not predict psychological detachment during nonwork hours, relaxation, mastery experience, and control during leisure time.

$H_1$1: Age and job stressors such as high workload or risk perceptions do predict psychological detachment during nonwork hours, relaxation, mastery experience, and control during leisure time.

Research Question 2: Do age, high workload, and risk perceptions predict employees' well-being (job satisfaction, fatigue, and self-efficacy)?

$H_0$2: Age, high workload, and risk perceptions do not predict employees' well-being (job satisfaction, fatigue, and self-efficacy).

$H_1$2: Age, high workload, and risk perceptions do predict stress and employees' well-being (job satisfaction, fatigue, and self-efficacy).

Research Question 3: Do age, relaxation, mastery experience, and control during leisure time predict psychological detachment?

$H_0$3: Age, relaxation, mastery experience, and control during leisure time do not predict psychological detachment.

$H_1$3: Age, relaxation, mastery experience, and control during leisure time do predict psychological detachment.

Research Question 4: Do age and recovery experience predict stress and employees' well-being (job satisfaction, fatigue, self-efficacy)?

$H_0$4: Age and recovery experience do not predict stress and employees' well-being (job satisfaction, fatigue, self-efficacy).

$H_1$4: Age and recovery experience do predict stress and employees' well-being (job satisfaction, fatigue, self-efficacy).

In this chapter, focus begins on the demographics and description of the participating study sample. The results of this quantitative study, including the collection, analysis, and interpretation of the data based on the research questions is then discussed.

Data Collection

Data for this study were collected using the convenience sampling strategy. Participants were recruited through the use of social media and the online Walden University Participant Pool website. The minimum sample size for this study was 132 cases. The timeframe for the data collection was five months. Using the convenience

sample, there were 159 individuals that attempted to complete the survey; however, 132 were fully completed, where all questions received a response. Missing data in any of sample cases were accounted for. This study was voluntary and participants were able to choose not to answer a question, if they desired. As a result, the number of responses (*N*) may change per survey question. The response rate for fully completed surveys was 83%. To estimate the sample size, a priori-power analysis was conducted using the G* Power 3.19.9.2 statistical software. The power of analysis (1-β err probability) was set to the level of 0.95, the significance (alpha, α err probability) level, and the Cohen's f2 was set to a value of 0.10 for the effect size. The estimated minimum sample size for this study was calculated at 132 cases. Therefore, the number of completed cases was sufficient for this study. The survey responses were exported from SurveyMonkey as a Microsoft Excel file and transferred into the IBM Statistical Package for the Social Sciences (SPSS) Software, version 25 for the data analysis. Multiple linear regressions were conducted to analyze the research questions of this study. The REQ and the COR-E questionnaire were employed as the instruments to study the variables of this research study. The REQ served as the instrument to examine the recovery experience and focused on the dependent variables: psychological detachment, relaxation, mastery experience, and control during nonwork hours (Sonnentag et al., 2014). The REQ uses 16-items to assess recovery experience based on four self-report measures: psychological detachment (4 items); relaxation (4 items); control during leisure time (4 items); and mastery experience (4 items). It should be noted that one item from the psychological detachment measure was inadvertently left out of the survey. A subset of the COR-E questionnaire was used to

measure the independent variables of job stressors (high workload and risk perceptions) and well-being. The COR-E subset consisted of 27 work-related items about threat of loss to objects, conditions, personal characteristics, and energies (Taylor et al., 2006).

Descriptive Statistics

Data analysis proceeded with 159 survey participants. The demographic information was self-reported and included age, race, gender, and profession. The participants in this study were individuals who were at least 18 years old and currently employed in the United States workforce, from various career levels and industries. Demographic information for the study is presented below in Table 1.

Table 1

Population Frequencies

Category	N	%
Gender		
Female	129	81.1
Male	29	18.2
Unknown	1	0.6
Age		
18-25	5	3.1
26-35	23	14.5
36-45	81	50.9
46-55	38	23.9
56 and over	12	7.5
Race/Ethnicity		
White or Caucasian	34	21.4
Black or African American	112	70.4
Hispanic or Latino	2	1.3
Biracial/Multiracial	10	6.3
Other Afro Caribbean	1	0.6
Occupational Category		
Admin/Business/HR/IT	73	45.9
Attorney	1	0.6
Customer Service/Retail/Sales	10	6.3
Education	22	13.8
Fleet/Maintenance/Manufacturing	11	6.9
Healthcare/Health Education	34	21.4
Hospitality/Hotel Management	3	1.9
Military	3	1.9
Not Identified	1	0.6
Police Officer	1	0.6

Note: N=159

Table 1 presents the demographics of the participants. There were 159 individuals that participated in the study. The sample population included 81% females, 18% males, and 1% did not identify their gender. Fifty percent of the respondents were within the age range of 36-45 years old. The response values came from the participants' response to the REQ and COR-E questionnaire through the online survey.

Reliability

The Cronbach's alpha reliability testing was used to assess the internal reliability of the sample for the COR-E scale and subscales. The Cronbach's alpha for the COR-E scale ranged from 0.85 to 0.86, which indicates good reliability (Hobfoll et al, 2003, p.635). Table 2 presents Cronbach's alpha reliability statistics for the COR-E subscales.

Table 2

Cronbach's Alpha Reliability for Subscales

Subscale	α	No. of Items	*M*	*SD*
High Workload	0.91	7	13.57	7.32
Risk Perception	0.81	7	12.13	6.30
Well-being	0.91	11	23.23	10.20

Multicollinearity

To test for multicollinearity, the Variance Inflation Factors (VIF) test was employed using the correlation coefficients among the independent variables. As presented in Tables 3 and 4, both the tolerance and VIF values for all variables were within the acceptable parameters (tolerance >0.1 and VIF <10), which showed no multicollinearity between variables.

Table 3

Correlation Coefficients and VIFs Among Study Predictor Variables (COR-E)

		Unstandardized Coefficients		*Standardized Coefficients*			*Collinearity Statistics*	
Model		*B*	Std. error	Beta	*t*	Sig.	Tolerance	VIF
	(Constant)	0.496	0.078					
	Workload	0.709	0.048	0.799	14.871	.000	.476	2.100
	Risk Perception	0.143	0.056	0.137	2.547	.012	.476	2.100

Note. Dependent Variable: Well-being

Table 4

Correlation Coefficients and VIFs Among Study Predictor Variables (REQ)

Model		*Unstandardized Coefficients*		*Standardized Coefficients*			*Collinearity Statistics*	
		B	Std. error	Beta	*t*	Sig.	Tolerance	VIF
	(Constant)	.183	.404		.452	.652		
	Relaxation	.419	.116	.362	3.619	.000	.557	1.795
	Mastery Experience	.200	.096	.178	2.079	.040	.760	1.316
	Control Experience	.111	.117	.093	.943	.347	.568	1.761

Note. Dependent Variable: Psychological Detachment

The independent variables (IV) for this study were job stressors such as high workload, risk perception, recovery experiences (relaxation, mastery experience, and control), and age. The dependent variables (DV) were well-being, psychology detachment, relaxation, mastery experience, and control. The values for each variable was calculated using the sum of the respondents' scores for the variable. As shown below in Table 5, high workload had 138 responses, a minimum score of 0, a maximum score of 3.86, and an average of 1.93 (SD = 1.05). Risk perception had 138 responses, a minimum score of 0, a maximum score of 3.86, and an average of 1.73 (SD = 0.89). Recovery experience overall had 132 responses, a minimum score of 1.33, a maximum score of 5, and an average of 3.56 (SD = 0.81). Psychological detachment had 132 responses, a minimum score of 1, a maximum score of 5 and an average of 2.89 (SD = 1.18). Relaxation had 132 responses, a minimum score of 1, a maximum score of 5, and an average of 3.74 (SD = 1.01). Mastery experience had 132 responses, a minimum score of 1, a maximum score of 5, and an average of 3.49 (SD = 1.05). Control experience had 132 responses, a minimum score of 1, a maximum score of 5, and an average of 3.95 (SD

= 0.99). Well-being had 138 responses, a minimum score of 0, a maximum score of 4, and an average of 2.11 (SD = 0.93).

Table 5

Descriptive Statistics of Response Distributions for Ratio-Scaled Variables

	N	Minimum	Maximum	Mean	SD
Independent Variables					
High Workload (Job Stressors)	138	0	3.86	1.9316	1.04567
Risk Perception (Job Stressors)	138	0	3.86	1.7279	0.89109
Recovery Experience	132	1.33	5	3.5617	0.81439
Dependent Variables					
Psychological Detachment	132	1	5	2.8889	1.17557
Relaxation	132	1	5	3.7443	1.01490
Mastery Experience	132	1	5	3.4937	1.04503
Control Experience	132	1	5	3.9520	0.99336
Well-being	138	0	4	2.1114	0.92845

Data Screening

The data screening process consisted of an assessment of the missing/incomplete data. Although the sample size of survey participants was initially 159, the final sample size after removing incomplete surveys was 132. The samples with missing information were excluded from the statistical tests.

Results by Research Question

Research Question 1 and Hypothesis 1

The first research question and its respective hypothesis were as follows:

Research Question 1: Do age and job stressors such as high workload and risk perceptions predict psychological detachment from work during nonwork hours, relaxation, mastery experience, and control during leisure time?

$H_0$1: Age and job stressors such as high workload or risk perceptions do not predict psychological detachment during nonwork hours, relaxation, mastery experience, and control during leisure time.

$H_1$1: Age and job stressors such as high workload or risk perceptions do predict psychological detachment during nonwork hours, relaxation, mastery experience, and control during leisure time.

A multiple linear regression was performed for hypothesis 1 to examine if age, high workload, and risk perception as the IVs were predictors of the DVs of psychological detachment, relaxation, mastery experience, and control experience. Results of the analysis are in Tables 6 through 8. As observed in Table 6, the *R* square value is .015, which means that the independent variables could explain 1.5% of the dependent variables of recovery experience (psychological detachment, relaxation, mastery experience, and control experience). Table 7, the analysis of variance (ANOVA) table, shows that the regression is not a good fit for the data. The independent variables of age, high workload, and risk perceptions did not significantly statistically predict psychological detachment, relaxation, mastery experience, and control experience, $F(3,128) = .672$, $p = .571$, as shown in Table 7.

Table 6

Hypothesis 1: Multiple Linear Regression Model Summary

Model	*R*	*R* square	Adjusted *R* square	Std. error of the estimate
1	.124[a]	.015	-.008	.81747

Table 7

Hypothesis 1: Multiple Linear Regression ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.347	3	.449	.672	.571[b]
	Residual	85.536	128	.668		
	Total	86.883	131			

As illustrated in Table 8, none of the independent variables of age, high workload, and risk perception were statistically significant predictors of the recovery experiences (psychological detachment, relaxation, mastery experience, and control experience (p = .920, .162, .316, respectively). Given that none of the independent variables were statistically significant predictors of the dependent variables, there was not enough evidence to reject the first null hypothesis for its alternate hypothesis: Age and job stressors such as high workload or risk perceptions do not predict psychological detachment during nonwork hours, relaxation, mastery experience, and control during leisure time, as shown in Table 8.

Table 8

Hypothesis 1: Multiple Linear Regression Coefficients

		Unstandardized coefficients		*Standardized coefficients*			*95% confidence interval for B*	
Model		*B*	Std. error	Beta	*t*	Sig.	Lower	Upper
1	(Constant)	3.47	.309		11.25	.000	2.859	4.08
	Age	.008	.079	.009	.101	.920	-.148	.164
	Workload	.141	.100	.180	1.405	.162	-.058	.340
	Risk Perception	-.118	.118	-.129	-1.007	.316	-.351	.114

Research Question 2 and Hypothesis 2

The second research question and its respective hypothesis were as follows:

Research Question 2: Do age, high workload, and risk perceptions predict employees' well-being (job satisfaction, fatigue, self-efficacy)?

$H_0$2: Age, high workload, and risk perceptions do not predict employees' well-being (job satisfaction, fatigue, self-efficacy).

$H_1$2: Age, high workload, and risk perceptions do predict employees' well-being (job satisfaction, fatigue, self-efficacy).

Multiple linear regression was used to examine the second hypothesis to examine if age and the job stressors of high workload and risk perception were predictors of employees' well-being. Results of the analysis are presented in Tables 9 and 10. The *R* square value was .815, which means that there was a strong effect size and the independent variables explained 81.5% of the variability of employee's well-being. The independent variables of high workload, risk perceptions, and age statistically significantly predicated employees' well-being, F (3,134) = 196.334, p< .001.

Table 9

Hypothesis 2: Multiple Linear Regression Model Summary

Model	*R*	*R* square	Adjusted *R* square	Std. error of the estimate
1	.903[a]	.815	.811	.40416

Table 10

Hypothesis 2: Multiple Linear Regression ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	96.209	3	32.070	196.334	.000[b]
	Residual	21.888	134	0.163		
	Total	118.097	137			

Table 11 shows that high workload was a statistically significant positive predictor of employees' well-being (*B*=.709, *p* =.000). Risk perception (*B*=.143, p=.012) and age (*B*=.006, *p*=.883) were also statistically significant positive predictors of employees' well-being. The extent of relationship between high workload and employees' well-being was .709. The extent of impact of risk perception on employees' well-being was .143, while age was at .006. The coefficient of determination, R^2=.815.

Table 11

Hypothesis 2: Multiple Linear Regression Coefficients

		Unstandardized coefficients		*Standardized coefficients*			*95% confidence interval for B*	
Model		*B*	Std. error	Beta	*t*	Sig.	Lower	Upper
	(Constant)	.477	.148		3.225	.002	.184	.770
	Age	.006	.038	.006	.148	.883	-0.07	.081
	Workload	.709	.048	.798	14.770	.000	.614	.803
	Risk Perception	.143	.056	.137	2.541	.012	.032	.255

Based on the testing for Hypothesis 2, if was found that age, high workload, and risk perception were significant predictors of employees' well-being. The data supported rejecting the second null hypothesis and was in favor of the alternate hypothesis: age, high workload, and risk perceptions do predict employees' well-being (job satisfaction, fatigue, self-efficacy).

Research Question 3 and Hypothesis 3

The third research question and its respective hypothesis were as follows:

Research Question 3: Do age, relaxation, mastery experience, and control during leisure time predict psychological detachment?

$H_0$3: Age, relaxation, mastery experience, and control during leisure time do not predict psychological detachment.

$H_1$3: Age, relaxation, mastery experience, and control during leisure time do predict psychological detachment.

The multiple linear regression model was used to examine the third hypothesis on the impact that the independent variables age and the recovery experiences of relaxation, mastery experience and control during leisure time have on the dependent variable psychological detachment. Based on Table 12, the R^2 value was .537, which means that the independent variables explain 53.7% of the variability of psychological detachment. In Table 13, the ANOVA table shows that the overall regression model was statistically significant. The independent variables of age, relaxation, mastery experience, and control during leisure time were statistically significantly predictors of psychological detachment, F (4, 127) = 12.862, p=.000. Based on the results of the statistical analysis, the null hypothesis was rejected and the alternative hypothesis accepted that age, relaxation, mastery experience, and control during leisure time do predict psychological detachment.

Table 12

Hypothesis 3: Multiple Linear Regression Model Summary

Model	*R*	*R* square	Adjusted *R* square	Std. error of the estimate
1	0.537	.288	0.266	1.00723

Table 13

Hypothesis 3: Multiple Linear Regression ANOVA

Model		Sum of Squares	*df*	Mean Square	*F*	Sig.
1	Regression	52.194	4	13.048	12.862	.000
	Residual	128.844	127	1.015		
	Total	181.037	131			

As highlighted in Table 14, it was determined that relaxation as a recovery experience was a statistically significant positive predictor of psychological detachment (*B* = .420, p=.000). The extent of the impact between relaxation and psychological detachment was that relaxation increases psychological detachment by 0.420 points. Mastery as a recovery experience, also showed as a statistically significant positive predictor of psychological detachment (*B*= .194, p=.049).

Table 14

Hypothesis 3: Multiple Linear Regression Coefficients

		Unstandardized coefficients		*Standardized coefficients*			*95% confidence interval for B*	
Model		*B*	Std. error	Beta	*t*	Sig.	Lower	Upper
	(Constant)	.029	.518		.056	.956	-.995	1.053
	Age	.047	.098	.036	0.479	.633	-.147	.241
	Relaxation	.420	.116	.363	3.615	.000	.190	.650
	Mastery	.194	.097	.172	1.991	.049	.001	.387
	Control	.115	.118	.098	.978	.330	-.118	.349

Research Question 4 and Hypothesis 4

The fourth research question and its respective hypothesis were as follows:

Research Question 4: Do age and recovery experience predict stress and employees' well-being (job satisfaction, fatigue, self-efficacy)?

$H_0$4: Age and recovery experience do not predict stress and employees' well-being (job satisfaction, fatigue, self-efficacy).

$H_1$4: Age and recovery experience do predict stress and employees' well-being (job satisfaction, fatigue, self-efficacy).

The multiple linear regression model was used to examine the fourth hypothesis on if age and the recovery experience predicts stress and employees' well-being (job satisfaction, fatigue, self-efficacy). Results of the analysis are in Tables 15 and 16. The *R* square value was .004, which means that there was a strong effect size and the independent variables explained .4% of the variability of stress and well-being. The independent variables of recovery experience and age were not statistically significant predicators of stress and employees well-being, F (2, 129) = .268, p=.765. Therefore, the null hypothesis was not rejected.

Table 15

Hypothesis 4: Multiple Linear Regression Model Summary

Model	*R*	*R* square	Adjusted *R* square	Std. error of the estimate
1	.064	.004	-.011	.88352

Table 16

Hypothesis 4: Multiple Linear Regression ANOVA

Model		Sum of Squares	*df*	Mean Square	*F*	Sig.
1	Regression	.419	2	.209	.268	.765
	Residual	100.697	129	.781		
	Total	101.116	131			

In Table 17, I determined that recovery experience was not a statistically significant predictor of stress and employees' well-being (B = .068, p= .476). There was insufficient evidence to conclude that there was a significant linear relationship between independent variable recovery experience and the dependent variable stress and employee well-being because the correlation coefficient was not significantly different from zero. It was determined that age was not statistically significant predictor of stress and employees' well-being (B = -.014, p= .865).

Table 17

Hypothesis 4: Multiple Linear Regression Coefficients

		Unstandardized Coefficients		*Standardized coefficients*			*95% confidence interval for B*	
Model		*B*	Std. error	Beta	*t*	Sig.	Lower	Upper
	(Constant)	1.727	.440		3.92	0.0000	.855	2.598
	Age	-.014	.085	-.015	-.170	.865	-.183	.154
	Recovery Experience	.068	.095	.063	.715	.476	-.120	.255

Summary of Findings

The study included 159 individuals who were employed in the United States. Of the total participants, 81.1% were female, 18.2% were male, and 0.6% was unknown. Approximately 50% of the participants were in the 36-45 age range, followed by 23.9% between 46 and 55 years old, 14.5% between 26 and 35 years old, 7.5% aged 56 and

older, and 3.1% between 18 and 26 years old. The majority of participants were Black/African American (70%), followed by White/Caucasian (21%).

Research Question 1 and Hypothesis 1 Findings

The result of the first research question revealed that the independent variables of age, high workload, and risk perception (p = .920, .162, .316, respectively) were not statistically significant predictors of the recovery experiences psychological detachment, relaxation, mastery experience, and control experience. Several research studies have shown that job stressors such as high workload and risk perceptions have negatively impacted one's ability to psychologically detach from the workplace and to sufficiently recover from work (Sonnentag et al., 2014; Hahn et al., 2011; Day et al., 2009). The results of the analysis showed that there was insufficient evidence to show the impact of the independent variables on the dependent variables. The significance level was above the cut-off value of 0.05; therefore, the null hypothesis was not rejected and the alterative hypothesis could not be accepted (Laerd Statistics, 2018).

Research Question 2 and Hypothesis 2 Findings

The results of the second research question revealed that high workload and risk perceptions were strong significant predictors of employees' well-being (p=.000, .012, respectively). However, age was not a statistically significant factor on employees' well-being. The results of the analysis was consistent with the COR theory, which claimed that people strive to acquire, retain, protect, and enhance their resources; if there is a threat to or loss of these resources, it may lead to stress and worry (Siltaloppi et al., 2009; Hahn et al., 2011). The COR theory contributed to the understanding of how stressful situations,

such has high workload and risk perceptions in the workplace, can impact the behaviors and well-being of employees. Based on the data, the null hypothesis was rejected and the alternative hypothesis was accepted (Laerd Statistics, 2018).

Research Question 3 and Hypothesis 3 Findings

The result of the third research question revealed that relaxation and mastery experience were significant predictors of one's psychological detachment during leisure time (p=.000, .049, respectively). However, there was insufficient evidence to conclude that age and control experience predicted psychological detachment. Psychological detachment is a core element to the recovery experience. According to previous research, it was found that in order to properly recover from job stress, employees should experience psychological detachment for the workplace, relaxation, mastery experience, and control experience (Hahn et al., 2012). Adequate recovery and psychologically detaching from work are dependent on the quality of the experience, such as relaxing, participating in a hobby, learning new things, controlling what they do in their off time (Hahn et al., 2011). The significance level, p-value, was below 0.05. As a result, the null hypothesis was rejected and the alternative hypothesis was accepted (Laerd Statistics, 2018).

Research Question 4 and Hypothesis 4 Findings

The result of the fourth research question revealed that recovery experience and age were not significant predictors of stress and employees' well-being as the p-value was greater than 0.05. Based on the E-R theory, when the recovery experience is absent or ineffective, effort expenditure at work can have an adverse effect on employees' well-

being (Siltaloppi et al., 2009). Therefore, if the recovery experience was insufficient, it can result in poor psychological and physical health for the employee (Sonnentag & Bayer, 2005). In this analysis, there was not enough evidence to determine the impact that recovery experience had on the employee's well-being. The significance level was above the cut-off value of 0.05; therefore, the null hypothesis was not rejected (Laerd Statistics, 2018).

Summary and Transition

This study investigated four hypotheses that were designed to examine the impact of job stressors on psychological detachment. In addition, this study also examined the role the recovery experience plays in relations to job stressors and the ability to psychologically detach from work during nonwork hours. Significant relationships were not identified between age, job stressors of high workload and risk perception with the recovery experiences (psychological detachment, relaxation, mastery experience, and control experience), as measured by the COR-E. Similarly, significant relationship was not identified between recovery experience, age, and employees' well-being as measured by REQ. On the other hand, significant relationships were identified between high workload, risk perceptions, and employees' well-being as measured by COR-E. Relaxation and mastery experience showed significant relationship with psychological detachment, while significant relationships were not identified between age, control experience, and psychological detachment as measured by REQ.

In the next chapter, Chapter 5: Discussion and Conclusion, provides a comprehensive interpretation of the results in Chapter 4 as it relates to the research hypotheses.

Chapter 5: Discussion and Conclusion

This chapter includes a summary of the information discussed in the previous four chapters. The purpose of the study is discussed, the literature review is summarized, and the statistical methodology utilized is reviewed. In this chapter the findings of this study are related to previous research literature on job stressors, psychological detachment, and the recovery experience. An interpretation of the findings, conclusion, limitations of the study, recommendations for future research, implications of positive social change, and an overall summary of the research are discussed.

Summary of Literature Review

This study was based on the theoretical frameworks of the COR theory and the E-R theory. While the COR theory addresses the threat of loss or gain of resources due to stressful situations, the E-R theory focuses on the recovery experiences during out-of-work time. Many employees, particularly those in white-collar industries, find it difficult to detach from their work responsibilities during their nonwork hours (Hammig, 2014). With the changes in workplace dynamics, more employees experience work-related stress and burnout (Demerouti et al., 2009), which may have negative implications in the worksite and in the employee's personal life (Sonnentag, 2012; Sonnentag & Bayer, 2005; von Theile Schwarz, 2011). Based on the Time Management Statistics (n.d.), 80% of surveyed respondents indicated that they continue working during nonwork hours resulting in a lower rate of psychological detachment from their work-related tasks.

While there are positive job stressors that may result in increased productivity, constant exposure to job-related stressors due to not mentally disconnecting during off

hours can be harmful (SIOP, n.d.). These stressors can lead to physiological changes, psychological reactions, and behavioral modifications. Psychological detachment from work-related activities has shown benefits to an individual's psychological well-being and personality (Sonnentag, 2012). By disconnecting from work during nonwork hours, employees are able to mentally recharge and in turn be more engaged during work hours. Partaking in recovery periods helps individuals to detach and regroup. Examples of recovery experiences include vacationing, obtaining adequate sleep, and taking sick leave when necessary. The impact of engaging in recovery experiences during nonwork hours can help to reduce the effects of job strains and stressors (Sonnentag & Fritz, 2015).

Purpose of the Study and Research Questions

The purpose of this quantitative study was to explore the impact of job stressors on psychological detachment and experienced recovery from the workplace during nonwork hours. A convenience sample of individuals employed in the United States workforce was used to seek an understanding of the following four research questions:

Research Question 1: Do age and job stressors such as high workload and risk perceptions predict psychological detachment from work during nonwork hours, relaxation, mastery experience, and control during leisure time?

$H_0$1: Age and job stressors such as high workload or risk perceptions do not predict psychological detachment during nonwork hours, relaxation, mastery experience, and control during leisure time.

$H_1$1: Age and job stressors such as high workload or risk perceptions do predict psychological detachment during nonwork hours, relaxation, mastery experience, and control during leisure time.

Research Question 2: Do age, high workload, and risk perceptions predict employees' well-being (job satisfaction, fatigue, and self-efficacy)?

$H_0$2: Age, high workload, and risk perceptions do not predict employees' well-being (job satisfaction, fatigue, and self-efficacy).

$H_1$2: Age, high workload, and risk perceptions do predict stress and employees' well-being (job satisfaction, fatigue, and self-efficacy).

Research Question 3: Do age, relaxation, mastery experience, and control during leisure time predict psychological detachment?

$H_0$3: Age, relaxation, mastery experience, and control during leisure time do not predict psychological detachment.

$H_1$3: Age, relaxation, mastery experience, and control during leisure time do predict psychological detachment.

Research Question 4: Do age and recovery experience predict stress and employees' well-being (job satisfaction, fatigue, self-efficacy)?

$H_0$4: Age and recovery experience do not predict stress and employees' well-being (job satisfaction, fatigue, self-efficacy).

$H_1$4: Age and recovery experience do predict stress and employees' well-being (job satisfaction, fatigue, self-efficacy).

Summary of Methodology

This study employed the quantitative research design using the survey research method. The convenience sampling strategy was utilized to recruit participants for this study. Participants of this study completed an online survey using SurveyMonkey. Using the COR-E questionnaire and the REQ, the survey measured job stressors (high workload and risk perception), well-being, and the recovery experience (psychological detachment, relaxation, mastery, and control).

Discussion

Based on previous research, job stressors and psychological detachment from the workplace during nonwork hours influence employees' performance and well-being (Sonnentag, 2012). Employees that find themselves continuously occupied with work-related issues without taking time to psychologically disengaged from work during nonwork hours, can negatively impact on the employee, both physically and mentally (Sonnentag, 2012). Therefore, the effectiveness of the recovery experience from work is essential to the employees' health, well-being, performance, and job satisfaction (Sonnentag & Fritz, 2015). While some research has examined job stressors, job burnout, and psychological detachment, there is minimal research that explores the job stressors and psychological detachment and the importance of the recovery experience of employees in the workplace (Hahn et al., 2011; Hallberg & Schaufeli, 2006; Sonnentag, 2012).

This study aimed to provide an understanding of how job stressors predict psychological detachment from work during nonwork hours. Additionally, this study

explored how psychological detachment affects recovery and employee well-being. This study is based on the COR theory and the E-R theory. The COR theory states that people strive to acquire, retain, protect, and enhance their resources (Hahn et al., 2011; Siltaloppi et al., 2009). These resources include objects, personal characteristics, conditions, and energies that are of personal value to them (Hahn et al., 2011; Siltaloppi et al., 2009). The E-R theory states that the effort one exerts at work can have an adverse effect on the employee's well-being, if the employee does not experience sufficient recovery (Siltaloppi et al., 2009).

Research Question 1 and Hypothesis 1 Interpretation

The first research question examined whether age and job stressors, such as high workload and risk perceptions, were predictors of psychological detachment, relaxation, mastery experience, and control during leisure time. The results of first research question revealed that there was no significant evidence to show the impact of high workload and risk perception on the recovery experience (psychological detachment, relaxation, mastery experience, and control). Although the results of this analysis revealed that there was no statistically significant evidence, past researchers have demonstrated that employees that are exposed to stressful workloads and face threat of loss to their resources may experience mental, physical, and emotional strains (Sonnentag & Fritz, 2014). Therefore, mentally detaching and recovering from work is an important factor when combating job stress (Sonnentag & Fritz, 2015). Empirical research has found that insufficient recovery has an adverse effect on one's psychological and physical health

such as fatigue, poor job performance, decrease job satisfaction, increased stress levels, increased job absenteeism, and higher job turnover (Sonnentag & Bayer, 2005).

According to the COR theory, individuals seek to obtain and maintain their resources (Hahn et al., 2011; Siltaloppi et al., 2009). When threat of loss to these resources (i.e. financial security, self-esteem, food, shelter, and time) are experienced, stress may be incited (Hahn et al., 2011). Therefore, a proper recovery period is needed to replenish resources and minimize the risk of loss to resources (Hahn et al., 2011). Psychologically detaching and experiencing sufficient recovery from the workplace during nonwork hours helps in lessening the negative effects of workplace stressors (Day et al., 2009).

Research Question 2 and Hypothesis 2 Interpretation

Research question 2 explored if age, high workload, and risk perceptions are predictors of employees' well-being. This study revealed that high workload and risk perceptions are strong significant predictor of employees' well-being. The COR theory suggests that individuals aim to acquire and maintain resources, such as shelter, money, food, social status, and job position. The COR theory adds that when the valued resources are at risk of being lost or compromised, it can lead to stress, anxiety, exhaustion, depression, and burnout (Hobfoll, 2007). How an individual reacts or responds to job stressors is dependent on the individual. The types of responses to stressors are a) immediate physiological responses, b) psychological reactions, and c) behavioral response (Sonnentag and Fritz, 2015). Job stress can be positive or negative. Positive job stress refers to actions that inspires an individual to perform well in order to reach their

intended goal, while negative job stress are situations that causes an individual to suffer emotionally, mentally, and physically (Jarinto, n.d.; Sonnentag & Fritz, 2015). The negative job stressors can lead to increase health risks due to an inability to psychologically detach and effectively recuperate from work during nonwork hours. These job stressors can cause depression, anxiety, deceased motivation, heart disease, lack of energy, and high blood pressure (Pereira & Elfering, 2014),

Research Question 3 and Hypothesis 3 Interpretation

The third research question examined if age, relaxation, mastery experience, and control during leisure time were predictors of psychological detachment. The analysis revealed that relaxation and mastery experience were significant predictors of psychological detachment. Age and control experience, on the other hand, showed insufficient evidence of being predictors of psychological detachment. According to Sonnentag and Fritz (2007), no recovery can occur when there is an inability to psychologically detach from work during nonwork hours. Of the four recovery experiences, psychological detachment has been found to be the most relevant recovery experience (Sonnentag & Fritz, 2007). Psychological detachment affords an individual the ability to refresh, refocus, and recuperate from a stressful work situation (Fritz et al., 2013). The E-R theory suggests that it is essential for individuals to refrain from work demands and activities during off-time in order to effectively recover and recuperate. Taking time during nonwork hours to relax, engage in a hobby, or self-regulate improves the individual's mindset and productivity when they return to work (Fritz et al., 2013).

Research Question 4 and Hypothesis 4 Interpretation

The final research question explored if age and recovery experience were predictors of stress and employees' well-being (job satisfaction, fatigue, self-efficacy). The analysis revealed that age and recovery experience were not significant predictors of stress and well-being. Individuals spend most of their day at work and some often found themselves consumed with work-related demands during their off-time. Sonnentag (2012) stated that being continuously occupied with work-related tasks without taking time to disengage and regroup from work during nonwork hours may lead to negative side effects and consequences (i.e. poor psychological and physical health). Based on the E-R theory, efforts expended at work may have an adverse effect (i.e., high cortisol levels, elevated blood pressure, anxiety, mood swings and fatigue) on an individual's well-being if the recovery experience is ineffective or absent (Demerouti et al., 2009; van Hooff et al., 2007). Ensuring that one unwinds from job stressors and undergoes a sufficient recovery experience during off-time is essential to positively impacting one's health, well-being, and job performance (Hahn et al., 2011; Sonnentag & Fritz, 2007). The E-R theory posits that prolonged exposure to demanding and strenuous workload is unavoidable and can result in negative reactions to the stressful situation (Siltaloppi et al., 2009). However, these reactions can be alleviated through proper recovery to help improve one's mood, mental and physical functionality, and energy (Siltaloppi et al., 2009).

Respondents' Demographic Characteristics

To recruit participants for this study, the convenience sampling strategy was used and potential participants were solicited via social media recruitment. A total of 159 individuals voluntarily participated in the online survey. Of the total respondents, 83% (132) answered all questions within the survey. The demographics and responses to the survey were self-reported. The sample consisted of individuals who were at least 18 years old and employed within the United States.

The participant pool consisted of 81% female, 18% male, and 1% unidentified. Responses on age indicated that half of participants were in the 36-45 age range, 24% were in the 46-55 age range, 15% were in 26-35 age range, 8% were 56 and over, and 3% were in the 18-25 age range. Within the pool of participants, 70% identified as Black /African American, 21% identified as White/Caucasian, 6% identified as Biracial/Multiracial, 1% identified as Hispanic/Latino, and 0.6% identified as Other/Afro Caribbean. The sample included participants from various industries, positions, years of experience, and career levels. The occupational categories represented in the sample consisted of 46% in the administrative/business office field, 21% in the healthcare field, 14% in the education field, 6% in customer service/retail field, and 6% in the fleet maintenance/manufacturing field.

Conclusion

The findings of this study were in agreement with previous research that suggested job stressors such as high workload and risk perception are predictors of employee's well-being. Psychological, physical, or emotional strain are experienced when there is an actual loss or threat of loss of resource. The COR theory identifies these

resources as objects, conditions, personal characteristics, and energy resources. Demanding workloads, pressure to meet time constraints, threat to job position/promotion may cause worry, anxiety, and elevated blood pressure. The findings show how human behavior is influenced by the acquisition, fostering, conservation, and protection of one's resources.

In addition, the findings revealed that relaxation and mastery experience (i.e., hobbies) influence psychological detachment. Individuals who take time to unwind and disconnect from work-related task tend to be happier at work, have a higher level of satisfaction, energized and motivated to perform well (Demerouti et al., 2009). Previous research has suggested that age may influence the effectiveness of recovery period, employee well-being and the ability to psychologically (Demsky et al., 2014). However, in this study, the results were inconclusive and showed insufficient evidence towards the hypothesis.

Limitations of the Study

There are several limitations in this study. First, this study implemented the use of a convenience sampling strategy; therefore, the sample was not a true representative of the United States adult working population. Second, the distribution of the respondents' gender and age may have affected the results of the study. Eighty-one percent of the respondents were female, while only 18% were male. Also, approximately fifty-one percent of the respondents were in the 36-45 age range. Third, the data collected were based on the respondents' self-reported measures, which may have resulted in the respondent providing responses that may not have been true and accurate. Fourth, the

instruments used may have reflected a false sense of reliability and validity if the intended variable was not measured. The instruments used in the study were the COR-E questionnaire and the REQ. A subset of the COR-E questionnaire was used which consisted of 27 work-related items extracted from the 74-item full-version of the COR-E. The REQ, a 16-item questionnaire, was used to measure four self-reported recovery experience (psychological detachment, relaxation, mastery experience, and control during leisure time). Each measure consisted of four items. One item was inadvertently omitted from the questionnaire for the psychological detachment scale; however, a similar and related item was asked within the same scale.

Recommendations for Future Research

Future research is warranted that examines and expands the knowledge and understanding of the psychological connections to job stress and the experienced recovery. Past research has shown that stressful work situations can negatively impact an employee's health and well-being. For future research, it is recommended that focus is placed on specific occupations and industries. As the setting of the workplace evolves to include non-traditional work environments (e.g. telework) and non-traditional careers (e.g. social media influencers, bloggers, and content creators), future research is needed to examine how the various work demands and environments impact psychological detachment from work.

In this study, most participants were women (81%), identified as Black/African American (70%), and ranged in age of 36-45 (50%). Based on past research, individual difference variables, environmental factors, and other external stressors play a role in

detachment from work (Sonnentag, 2012). In addition, age, gender, family size, marital status, living environment, occupation, and socioeconomic status may have a significant impact on how an individual deals with job stressors, psychologically detach, and recover from the workplace during leisure time. A more diverse participant sample may have resulted in a different outcome and provided a more accurate representation of the United States' workforce.

Using the stratified sampling strategy in future research would allow for the sample to be divided into subgroups to ensure various occupations are represented in the sample. By narrowing the study to specific industries, this may allow the researcher to gather more detailed information and views regarding job stress and the ability to psychologically detach and recuperate from work-related stress. The participants in this study self-reported, which could have misreported. Using the mixed method data collection process as opposed to the quantitative method may reduce the potential of misreporting. The mixed method would allow the researcher to gain a deeper understanding through comparing the findings and identifying any contradictions between the quantitative and qualitative results.

Implications of Social Change

The intent of this study was to explore the impact that job stressors have on an employee's inability to psychologically detach and effectiveness of the experienced recovery. The findings of this study showed the benefits of sufficient recovery periods during nonwork hours. The consequences of job stressors, if the experience recovery is insufficient, can be detrimental to an individual's health and job performance.

Insufficient recovery periods can lead to poor psychological and physical health (Sonnentag & Bayer, 2005). For organizations and their employees, this study can expand the understanding of the effects of job stress on the employees' psyche and well-being.

Further research can provide an understanding on how employees can properly recover from the workplace to improve one's health and well-being, as well as increase productivity and job satisfaction. The knowledge gained can serve as a tool to help organizations implement new strategies to improve the well-being of its employees. Organizations and employees can learn how to address and improve work stressors, such as heavy workloads, time constraints, risks perception, and other job-related issues and concerns. In order for an organization to be successful, it is important to ensure that their employees are engaged and performing to their maximum potential. Experiencing sufficient recovery and relaxation periods during nonwork hours to regroup can lead to enhance performance, boost job satisfaction, reduce in job turnover and absenteeism, and augment organizational success (Sonnentag, 2012).

Summary and Study Conclusion

Based on the COR theory and the E-R theory, this quantitative study aimed to answer the main research question: To what extent are job stressors such as high workload and risk perceptions predictors of psychological detachment from the workplace during nonwork hours (i.e. the time when recovery should occur). The COR-E questionnaire, the REQ and demographic questionnaire were used as measurement instruments. The data for this study was collected using the convenience sample of adults

employed within the United States. The multiple linear regression analyses were conducted to examine the research questions. The results of the study supported previous studies that psychological detachment from the workplace is required to alleviate job stressors. Mental clarity and learning how to manage job stressors can improve psychosocial health, burnout, and the safety of employee in the workplace due to fewer distractions. Through job control, individuals are better equipped to manage tasks and make sound decisions (Day et al., 2009). The correlation between job stressors and psychological detachment based on profession warrants a recommendation for future research.

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Appendix: Instrument Use Permission

Recovery Experience Questionnaire
Version Attached: Full Test

PsycTESTS Citation:
Sonnentag, S., & Fritz, C. (2007). Recovery Experience Questionnaire [Database record]. Retrieved from PsycTESTS. doi: http://dx.doi.org/10.1037/t03569-000

Instrument Type:
Inventory/Questionnaire

Test Format:
Participants are asked to respond to the items with respect to their free evenings on a 5-point scale from1 (I do not agree at all) to 5 (I fully agree).

Source:
Sonnentag, Sabine, & Fritz, Charlotte (2007). The Recovery Experience Questionnaire: Development and validation of a measure for assessing recuperation and unwinding from work. Journal of Occupational Health Psychology, Vol 12(3), 204-221. doi: 10.1037/1076-8998.12.3.204

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