

CHAPTER V

CONCLUSION, IMPLICATIONS, LIMITATIONS AND FUTURE RESEARCH

5.1 Conclusion

This study investigates the impact of job stress, psychological well-being, and employee training on job performance at Europe & Asia Beverages Co., Ltd. The findings provide valuable insights into how these variables influence employee productivity and offer practical recommendations for improving workplace outcomes. Among the three hypotheses tested, two were supported, highlighting the significant contributions of psychological well-being and employee training to job performance, while job stress was found to have no significant direct impact.

The research was framed by the Job Demands–Resources (JD-R) Model, Self-Determination Theory (SDT), and Resource-Based View (RBV), with the aim of determining how internal and external workplace dynamics shape employee productivity.

The results confirmed that psychological well-being (H2) and employee training (H3) had a significant positive influence on employee performance, reflecting the value of emotional support and structured development in enabling higher job effectiveness. Conversely, job stress (H1) was found to have no statistically significant effect on employee performance, suggesting that while workplace stress exists, its impact may be moderated by other organizational and personal buffers. The findings reinforce the need for a holistic HR strategy

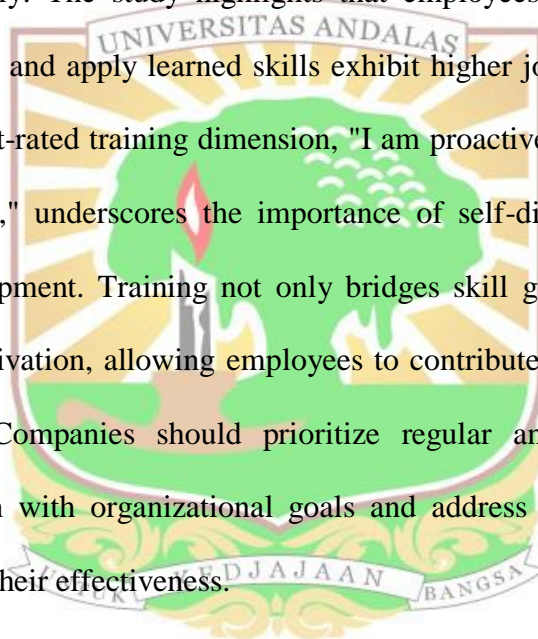
focused not only on reducing stress but also enhancing well-being and ongoing employee development.

The results indicate that job stress does not significantly influence employee performance. While employees acknowledge the presence of stressors such as workload pressure and tight deadlines, these factors do not directly hinder their productivity. This finding suggests that employees may have developed effective coping mechanisms or benefited from organizational support systems that mitigate the adverse effects of stress. However, it is essential to recognize that unmanaged stress can have long-term consequences, such as burnout and reduced engagement, which may indirectly affect performance. Organizations should focus on creating a supportive work environment that minimizes unnecessary stressors and provides resources to help employees manage their stress effectively.

Psychological well-being emerged as a critical factor in enhancing job performance. Employees with higher levels of mental well-being demonstrated better focus, motivation, and job satisfaction, which translated into improved productivity. This finding underscores the importance of fostering a positive work environment that prioritizes mental health initiatives, such as counseling services, mindfulness programs, and stress reduction strategies. The study highlights that employees who maintain self-driven motivation and a strong sense of purpose are more likely to perform well. For example, the highest-rated psychological well-being dimension, "I judge myself by what I think is important, not by the values of what others think is important," reflects the significance of autonomy and self-

confidence in driving performance. Organizations should invest in programs that promote psychological resilience and provide employees with the tools to navigate workplace challenges effectively.

Employee training was found to have the most significant impact on job performance. Structured and continuous training programs enhance employees' skills, efficiency, and adaptability, enabling them to meet organizational objectives effectively. The study highlights that employees who actively seek professional growth and apply learned skills exhibit higher job performance. For instance, the highest-rated training dimension, "I am proactive in seeking ways to improve what I do," underscores the importance of self-directed learning and professional development. Training not only bridges skill gaps but also fosters innovation and motivation, allowing employees to contribute more effectively to the organization. Companies should prioritize regular and tailored training programs that align with organizational goals and address employees' specific needs to maximize their effectiveness.



The interplay between these variables highlights the need for a holistic approach to workforce management. While job stress does not directly impact performance, its potential long-term effects should not be overlooked. Psychological well-being and training act as buffers, enabling employees to manage stress and maintain high levels of productivity. Organizations should integrate stress management, mental health support, and training programs into their human resource strategies to optimize employee performance and sustain workplace efficiency.

5.2 Implications

The findings of this study have several practical implications for human resource management and organizational practices. First, while job stress does not directly impact performance, organizations should not ignore its presence. Stress management programs, such as counseling services, flexible work arrangements, and wellness initiatives, can help employees cope with job-related stress and prevent its potential long-term effects on productivity. Clear role expectations and workload balancing are also essential to creating a supportive work environment.

Second, psychological well-being significantly influences job performance, making it a critical area for organizational focus. Employers should foster a positive work environment by promoting work-life balance, providing access to mental health resources, and encouraging open communication. Dimensions such as emotional balance and personal growth, which scored slightly lower in the study, require additional attention. Organizations should implement targeted interventions, such as mindfulness training and peer support programs, to enhance these aspects of psychological well-being.

Third, employee training plays a crucial role in enhancing performance by bridging skill gaps and increasing efficiency. The study highlights the importance of continuous professional development programs tailored to job requirements. Organizations should invest in structured training initiatives that address both technical and soft skills, ensuring employees are equipped to meet the demands of

their roles. Training programs should also emphasize self-directed learning and proactive skill development, as these dimensions were highly rated by employees.

Finally, the interplay between these variables suggests that human resource policies should adopt a holistic approach to workforce management. This includes fostering a culture of learning, providing adequate mental health resources, and implementing stress management techniques. By addressing these factors collectively, organizations can create a more productive and supportive work environment.

5.3 Limitations Future Research

While this study provides valuable insights into the factors influencing job performance, it has several limitations. The sample is restricted to employees from a single company in Myanmar's beverage industry, which limits the generalizability of the findings to other industries or regions. Future research should expand the sample size to include employees from diverse industries and geographic locations. Additionally, the study relies on self-reported data, which may be subject to biases such as social desirability bias. Future research could mitigate this limitation by using multi-source data, such as supervisor evaluations, peer assessments, and objective performance indicators.

The study's cross-sectional design limits the ability to establish causal relationships between the variables. Longitudinal research could provide a deeper understanding of how job stress, psychological well-being, and training interact over time to influence performance. Furthermore, incorporating qualitative methods, such as interviews or focus groups, could offer richer insights into

employees' experiences and motivations. Exploring the effectiveness of tailored mental health programs and training initiatives can help organizations develop more inclusive and impactful strategies for enhancing employee performance and well-being.

The data relied on self-reported questionnaires, which may be subject to response biases, such as social desirability or selective recall. Although validated instruments were used, future research could integrate multi-source data collection—such as supervisor evaluations, performance records, and qualitative interviews—to enhance validity and reduce reliance on perception-based measures.

Lastly, the potential role of moderating or mediating variables—such as organizational culture, leadership style, or coping strategies—was not examined within this study but may offer deeper insights into performance outcomes. Incorporating such variables in future frameworks may help explain why stress did not significantly impact performance, while training and well-being did.

5.4 Recommendation

To strengthen job performance, Europe & Asia Beverages Co., Ltd. should begin by reinforcing the foundations of the workplace that directly affect productivity: employee training, psychological well-being, and job stress. Performance, being the most crucial organizational outcome, was significantly influenced by training and well-being, according to the study's findings, while job stress showed no direct effect but remains important due to its long-term consequences.

Since employee training showed the strongest positive effect on performance, it is crucial for the company to maintain and expand structured development initiatives. Training programs should be role-specific, regularly updated, and aligned with both organizational goals and employees' career aspirations. By fostering proactive learning attitudes and offering development pathways, the company can strengthen employee engagement and productivity.

First and foremost, training plays the most powerful role in boosting job performance. Employees who actively seek to improve what they do and who regularly engage with learning opportunities showed higher scores across multiple performance dimensions. Therefore, the company should maintain and enrich its training programs by ensuring they are job-relevant, regularly updated, and practically useful. In particular, organizations should continue supporting self-directed learning and encourage staff to embrace development goals. Dimensions like proactive skill development scored very high and should be preserved. However, greater attention could be given to aligning training more deliberately with individual career pathways and cross-functional team exposure.

Psychological well-being also plays a key role. The highest-rated aspects—such as autonomy and self-acceptance—suggest that employees value working independently and feeling aligned with their personal values. These strengths should be preserved and celebrated within teams. Yet some dimensions like emotional balance and personal growth, though still strong, scored comparatively lower and should receive more focused attention. Mental health initiatives such as mindfulness workshops, peer check-ins, and access to

professional counselling can help support employee resilience in these areas. Additionally, leadership should foster a culture where discussing well-being is normalized, and employees feel safe to express their challenges and seek help.

Although job stress did not significantly impact performance in this study, it should not be dismissed. Persistent, unmanaged stress can accumulate and indirectly affect productivity through burnout, absenteeism, or disengagement. To prevent such outcomes, the company should invest in preventive stress management efforts. These may include clearer role definitions, equitable task distribution, and flexibility around shifts or deadlines when needed. Emphasizing interpersonal respect, team support, and recognition can also soften workplace pressure and enhance satisfaction.

From a practical standpoint, the company should continue cultivating high-rated dimensions such as proactive training behaviors and employees' belief in their own value. At the same time, dimensions that scored lower—like emotional resilience and goal-oriented personal growth—should be prioritized for internal development. Fostering a performance culture that not only values outcomes but also supports the people driving those outcomes is essential for sustained growth.

To support employee performance based on the study's findings, several practical strategies are advised. Begin by implementing stress management strategies. Organizations are encouraged to establish structured programs such as counseling services, wellness initiatives, and flexible work arrangements. These

measures can help employees better manage job-related pressures and prevent long-term fatigue or disengagement.

Next, enhancing psychological well-being is vital. Creating a supportive environment through balanced work schedules, easy access to mental health resources, and promoting transparent, open communication can strengthen psychological resilience across the workforce. It is also crucial to invest in continuous employee training. Developing regular, structured, and need-specific training programs—aligned with organizational goals—will improve skillsets, adaptability, and motivation among staff members.

Future research efforts should broaden scope and sample diversity. Including participants from various industries, organizational levels, and cultural contexts using random sampling can offer more generalizable insights into workforce dynamics.

In addition, incorporating qualitative and mixed-methods approaches is recommended. Supplementing surveys with interviews or focus groups allows for a more nuanced understanding of employees' lived experiences with workplace training, stress, and mental well-being. To reduce potential bias in future studies, utilizing multi-source data collection is essential. Gathering input not just from employees, but also from supervisors, peers, and objective performance metrics will help validate findings more robustly.

Finally, conducting longitudinal studies will reveal how the relationships between stress, well-being, and training develop and influence performance over

time. This perspective is valuable in determining which interventions have lasting effects and which may need to be refined.

